

#### XIV. EXECUTION OF OFFER

**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.

When a Texas business address shown hereon that address is, in fact, the legal business address of Respondent and Respondent qualifies as a Texas Resident Bidder under 1 TAC § 111.2.

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; 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.

Under Government Code § 2155.004, no person who prepared the specifications or this RFP has any financial interest in Respondent's Proposal. 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: Section Not Applicable to SAFY of Texas, Inc. which is a Social Security Number:

private, nonprofit corporation.

Name: Social Security Number:

Name: Social Security Number:

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 Safety and the 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/vendors 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 the 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 disqualification.

**RESPONDENT (COMPANY):** Specialized Alternatives for Families and Youth of Texas, Inc.

**SIGNATURE (INK):** 

**NAME (TYPED/PRINTED):** Ann Hull, LCSW, LCPA, LCCA

**TITLE:** State Director

**DATE:** 7/21/2010

**STREET:** 201 Billings Street # 510

**CITY/STATE/ZIP:** Arlington, TX 76010

**TELEPHONE AND FACSIMILE NO.:** Office: (817) 640-4650 ext. 113 Fax: (817) 649-6038

**PAYEE IDENTIFICATION NUMBER:** \_\_\_\_\_ or

**FEDERAL TAXPAYER IDENTIFICATION NUMBER:** 75-2563297

**AMENDMENT OF SOLICITATION**

Page 1 of 1

<b>1. SOLICITATION NO.</b> THERAPEUTIC RFP # 694-0-0852	<b>2. AMENDMENT NO.</b> A-001	<b>3. EFFECTIVE DATE</b> June 30, 2010
---	----------------------------------	---

**4. ISSUED BY**

Texas Youth Commission  
Central Office Building  
Contracts Group – Barbara Kelley, Contract Specialist III  
4900 North Lamar  
Austin, Texas 78751

**5. NAME AND ADDRESS OF CONTRACTOR**

Specialized Alternatives for Families and Youth of Texas, Inc.  
ATT: Ann Hull  
201 Billings Street # 510, Arlington, TX 76010

6. The above numbered solicitation is amended as set forth in Item 7. The hour and date specified for receipt of Offers  is extended,  is not extended.

Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

(a) By completing Items 5 and 8, and returning 1 copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

**7. DESCRIPTION OF AMENDMENT**

The comments listed below revise and modify RFP # 694-0-0852. Acknowledgement of receipt of this amendment should be indicated by enclosing a copy of the Amendment with your proposal.

1. Page 12 of 87, VIII. STATEMENT OF WORK, PROGRAM REQUIREMENTS AND NARRATIVE, H. Health Care, Delete item #1 and Item # 9 in their entirety.

2. Page 12 of 87, VIII. STATEMENT OF WORK, PROGRAM REQUIREMENTS AND NARRATIVE, H. Health Care,

Insert the following Item #1 and Item #9:

1. Enroll eligible youth in Medicaid or other assistance programs for health care.

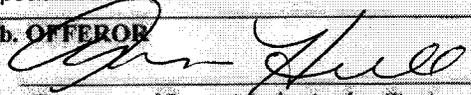
2. For youth not eligible for Medicaid or other assistance programs for health care, obtain authorization and secure an encumbrance number from TYC prior to incurring expenses. These requirements do not apply in the case of a bona fide emergency, in which case notification will be given no later than the next working day after the emergency. Private insurance and governmental assistance programs will be utilized for health care when possible. Promptly send bills to the TYC District Office no later than five (5) days after receipt of the invoice. Costs incurred that do not meet these requirements are the responsibility of the Service Provider.

Ann Hull, LCSW, LCPA, LCCA - State Director

**8a. NAME AND TITLE OF SIGNER (Type or Print)**

Specialized Alternatives for Families and Youth of Texas, Inc.

**8b. OFFEROR**

  
(Signature of Person Authorized to Sign)

7/21/2010  
Date Signed

**AMENDMENT OF SOLICITATION**

Page 1 of 9

<b>1. SOLICITATION NO.</b> THERAPEUTIC RFP # 694-0-0852	<b>2. AMENDMENT NO.</b> A-002	<b>3. EFFECTIVE DATE</b> July 13, 2010
---	----------------------------------	---

**4. ISSUED BY**

Texas Youth Commission  
Central Office Building  
Contracts Group – Barbara Kelley, Contract Specialist III-  
4900 North Lamar  
Austin, Texas 78751

**5. NAME AND ADDRESS OF CONTRACTOR**

Specialized Alternatives for Families and Youth of Texas, Inc.  
ATT: Ann Hull  
201 Billings Street # 510, Arlington, TX 76010

6. The above numbered solicitation is amended as set forth in Item 7. The hour and date specified for receipt of Offers  is extended,  is not extended.

Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

(a) By completing Items 5 and 8, and returning 1 copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. **FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER.** If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

**7. DESCRIPTION OF AMENDMENT**

**Respondents are specifically cautioned against relying on any oral information.**

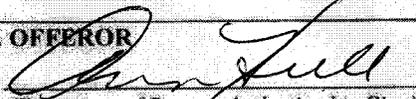
**The comments listed below revise and modify RFP # 694-0-0852. Acknowledgement of receipt of this amendment should be indicated by enclosing a copy of the Amendment with your proposal.**

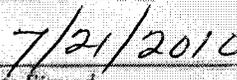
Ann Hull, LCSW, LCPA, LCCA - State Director

**8a. NAME AND TITLE OF SIGNER (Type or Print)**

Specialized Alternatives for Families and Youth of Texas, Inc.

**8b. OFFEROR**

  
(Signature of Person Authorized to Sign)

  
Date Signed

**AMENDMENT OF SOLICITATION**

Page 1 of 2

<b>1. SOLICITATION NO.</b> THERAPEUTIC RFP # 694-0-0852	<b>2. AMENDMENT NO.</b> A-003	<b>3. EFFECTIVE DATE</b> July 14, 2010
---	----------------------------------	---

**4. ISSUED BY**

Texas Youth Commission  
Central Office Building  
Contracts Group – Barbara Kelley, Contract Specialist III  
4900 North Lamar  
Austin, Texas 78751

**5. NAME AND ADDRESS OF CONTRACTOR**

Specialized Alternatives for Families and Youth of Texas, Inc.  
ATT: Ann Hull  
201 Billings Street # 510, Arlington, TX 76010

6. The above numbered solicitation is amended as set forth in Item 7. The hour and date specified for receipt of Offers  is extended,  is not extended.

Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

(a) By completing Items 5 and 8, and returning 1 copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. **FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER.** If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

**7. DESCRIPTION OF AMENDMENT**

**Respondents are specifically cautioned against relying on any oral information.**

**The comments listed below revise and modify RFP # 694-0-0852. Acknowledgement of receipt of this amendment should be indicated by enclosing a copy of the Amendment with your proposal.**

**REVISION TO RFP**

1. Page 13 of 87, Section J. Clothing, Nutrition and Hygiene Items, 2.h. is deleted in its entirety.
2. Page 13 of 87, Section J. Clothing, Nutrition and Hygiene Items, 2.h. is inserted: "Site must have required health department inspections".
3. Page 13 of 87, Section J. Clothing, Nutrition and Hygiene Items, 2.d and 2f are deleted in their entirety.

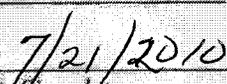
Ann Hull, LCSW, LCPA, LCCA - State Director

**8a. NAME AND TITLE OF SIGNER (Type or Print)**

Specialized Alternatives for Families and Youth of Texas, Inc.

**8b. OFFEROR**

  
(Signature of Person Authorized to Sign)

  
Date Signed

## Table of Contents

Table of Contents.....	1
Tab 1. Respondent Data Form (Exhibit A).....	3
Tab 2. Assurances and Certification Form (Exhibit B).....	5
Tab 3. Rate and Financial Information .....	7
A. Rate and Certification Statement of Respondent (Exhibit C).....	7
B. Demonstrate sufficient resources necessary for start-up and continued operations.....	9
C. Budget Information and Certification Form (Exhibit C p. 2 & p. 3) .....	10
D. Description of components of central office allocated costs included in Exhibit D. ....	13
E. Commitment to participate in USDA school lunch and breakfast programs.....	20
F. Most Recent Audited Statement .....	20
G. Intent to apply for all benefits available to youth.....	20
Tab 4. HUB Information and HUB Subcontracting Plan (Exhibit D).....	60
Tab 5. Applicant History, Experience, Credentials, and Requirements.....	64
A. History, experience, and qualifications .....	64
B. Proposed Program Overview (1 page) .....	72
C. Experiences in providing services to juveniles .....	73
D. Experience in providing programs to juveniles ages 10-19 .....	74
E. Types of Treatment provided to this population, including assessment tools used. ....	74
F. Staff organizational chart of the Respondent.....	81
G. Relationship of parent organization to Applicant .....	82
H. List of references .....	83
I. List of contracts terminated within the previous 36 months.....	83
J. Affirmative action policy or plan.....	84
K. List of members of governing body .....	85
L. Litigation involvement within the past 5 years .....	86
Tab 6. Site and Facility Specifications.....	96
A. Facility Description .....	96
B. Define other agencies or groups under contract or anticipated contracts in the same facility .....	100
C. Type of Program.....	101
D. Sleeping areas for youth.....	101
E. Recreational space for juvenile offenders .....	102
F. Medical Room.....	102
G. Location and space for Educational services .....	102
Tab 7. Program Implementation and Commencement of Services.....	111
A. Ability, Resources, and Commitment to Commence Services .....	111
B. Start-Up Plan/Schedule .....	111
C. Time Table of Activities .....	111
D. Notification of State and Local Officials and the Community.....	112
E. Resumes of key personnel.....	112
F. Computer Setup .....	112
G. Staff Training .....	113
G. All license held by staff and facility.....	120

Tab 8.	Program Components and Narrative.....	152
A.	Contractor Clinical Focus Narrative .....	152
B.	License and Certifications of program staff.....	157
C.	Contractor Clinical Program Policies and Procedures .....	158
D.	Target Population .....	158
E.	Transportation .....	160
F.	Staff Requirements and Training.....	160
G.	Hours of Operation and Program Schedule.....	169
H.	Assessment Tools.....	171
I.	Health Care/Medical Services.....	172
J.	Educational Services .....	179
K.	Clothing, Nutrition, and Hygiene Items .....	181
L.	Food Services .....	187
M.	Treatment Services .....	193
N.	Handling Youth Rights, Youth Complaint & Resolution System, & Personal Funds.	213
O.	Behavioral Management/Modification System.....	219
P.	Privilege System .....	225
Q.	Sample of case plan utilized by program .....	233
R.	Literature review to support and validate programming offered. ....	233
S.	Understanding and Acceptance of TYC Contract Provisions, Certifications and Representations .....	234
T.	Agreement to execute Contract at time of award .....	234
Tab 9.	Measures of Performance and Quality of Services.....	249
A.	Detail of Quality Control Plan .....	249
B.	Acceptance to Allow TYC to conduct monitoring & full cooperation in the process.	264
C.	Understanding of TYC Contract Care Performance & Quality of Services Measures	265
D.	Take Appropriate Action to Correct Findings and Deficiencies.....	265
E.	Monitor Day-to-Day Operations .....	265
F.	Monitor Activities of Consultants, Subcontractors, Subcontractor’s Employees, and Volunteer Workers.....	266

**Tab 1. Respondent Data Form (Exhibit A).**

Please refer to following page.



1. Full Legal Name of Respondent: Specialized Alternatives for Families and Youth of Texas, Inc.  
Federal Employer's ID: 75-2563297  
or Texas Vendor ID: \_\_\_\_\_

2. Legal Status: (Please check only one)  
 Public Agency  
 Private, nonprofit corporation  
State of TEXAS  
Charter Number: 01318880-01  
 Partnership (Attach a copy of partnership agreement and a list of the names, addresses, and social security numbers of all partners.)  
 Private, for profit corporation  
State of \_\_\_\_\_  
Charter Number: \_\_\_\_\_  
 Governmental entity (please specify) \_\_\_\_\_  
 Sole Proprietorship

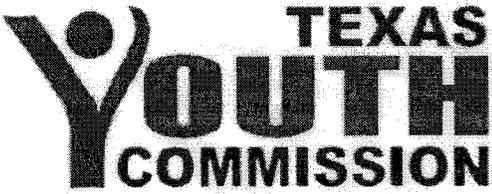
3. Address of Respondent  
201 Billings Street # 510, Arlington, TX 76010  
Street Address City State Zip  
10100 Elida Road, Delphos, OH 45833  
Mailing Address City State Zip

4. Executive Director/Chief Executive Officer/Owner  
Name Ms. Ann Hull  
Title State Director  
Phone 817-640-4650  
FAX 817-649-6038  
Email hulla@safy.org

5. Contact Person (person who can answer questions and take calls regarding this proposal)  
Name Ms. Ann Hull  
Title State Director  
Phone 817-640-4650  
FAX 817-649-6038  
Email hulla@safy.org

**Tab 2. Assurances and Certification Form (Exhibit B).**

Please refer to following page.



Legal Name of Respondent: Specialized Alternatives for Families and Youth of Texas, Inc.

ASSURANCES: (If any of the assurances are marked "No", the Respondent will not be considered.)

Yes No

- 1. Respondent has no outstanding debts that would result in a lien(s) or levy(ies) to be placed on payments made to the Respondent by TYC.
2. Respondent agrees to accept training, technical assistance, and monitoring from TYC or its monitoring contractor throughout the contract period.
3. Respondent certifies that no one connected with the potential provider has participated in the development of specific criteria for this proposal.
4. Respondent agrees to provide TYC with information necessary to substantiate claims made in this application, including but not limited to on-site observation, appearance before the Proposals Evaluation Committee, third-party interviews, and inspection of records.
5. If Respondent uses subcontractors in the provision of services under this contract, subcontractors will adhere to and comply with the main contract.
6. Respondent has sufficient resources to operate for at least two months while waiting for initial reimbursement from TYC.
7. Respondent agrees to fully cooperate with TYC in the design, implementation and evaluation of the effectiveness of services rendered.
8. Respondent certifies that contracting with TYC does not in any way constitute a conflict of interest.
9. Respondent certifies that a State or Federal agency has not terminated any contract with the Respondent in the previous 12 months for deficiencies in performance.

CERTIFICATION:

I certify that the information reported in this proposal in response to TYC RFP # 694-0-852 is, to the best of my knowledge, complete and accurate.

Signature of Authorized Representative/Respondent

Date 7/21/2010

Ann Hull, LCSW, LCPA, LCCA

Name of Authorized Representative/Respondent (Typed or Printed)

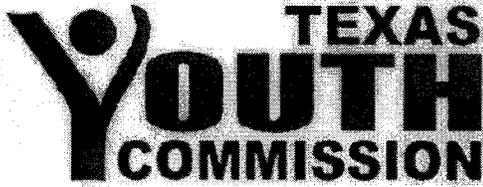
State Director

Title of Authorized Representative/Respondent

### **Tab 3. Rate and Financial Information**

#### ***A. Rate and Certification Statement of Respondent (Exhibit C)***

Please refer to following page.



Respondents are invited to propose any number of beds up to 25 for male and female juveniles ages 10-19.

**Type of Program(s) Proposed:**

1. Treatment Foster Care for male and female juvenile offenders
2. Treatment Foster Care for male and female juvenile sex offenders

Please provide Rate Schedules below for the type of program(s) being offered and up to the maximum capacity for the program(s) offered:

**Number of Proposed Beds**

25 total beds -  
15 beds (regular)/10 beds (sex offenders)

**Rate Per Day Per Bed**

1. \$90 per diem (regular)
2. \$115 per diem (sex offenders)

**TYC will not accept proposals containing minimum guarantees.**

**CERTIFICATION**

I certify that all services will be provided according to the proposed rates in this Exhibit C, Budget Information and Certification Form, RFP# 694-0-0852. I, as the Respondent or its representative, have full authority to certify this information, to the best of my knowledge, to be complete and accurate.

Signature of Respondent/Authorized Representative

7/21/2010  
Date

Ann Hull, LCSW, LCPA, LCCA - State Director

Printed Name and Title of Respondent/Authorized Representative

***B. Demonstrate sufficient resources necessary for start-up and continued operations***

SAFY of America, Inc. (Parent Corporation to SAFY of Texas, Inc.) has access to a line of credit in the amount of \$2,000,000 to ensure access to financial resources during the start-up phase of new program development and continued operations. However, SAFY has not been in a position to need to access this line of credit for over 9 years. SAFY has been very successful in securing sufficient operating resources to cover the occasional fluctuations in financial resource needs. SAFY has included the most recent audit report for its overall operations (SAFY of America, Inc.), SAFY of Texas and the most recent audit report and balance sheet for its SAFY of Texas, Inc. operations in Attachment 3F.

**C. Budget Information and Certification Form (Exhibit C p. 2 & p. 3)**

***D. Description of components of central office allocated costs included in Exhibit D.***

SAFY of Texas, Inc. operates under a Management Services Organization Agreement with SAFY of America to provide general administrative services. Components in this Agreement include:

**HUMAN RESOURCES:**

- A. Recruitment and the employment of the various types of staff skills required by SAFY of Texas Inc.
  - 1. Run advertisements in newspapers; visit college campuses; work with temporary employment Agencies; and on-site job fairs
  - 2. Establish pay scales for all skill levels; conduct geographic salary surveys
  - 3. Schedule interviews for prospective candidates; check references on recommended candidates; extend job offers; conducts criminal background checks; prepare letters of hire indicating terms of employment; sign on candidates when hired for benefit enrollment plans
- B. Provide employment relations services to SAFY of Texas. Inc.
  - 1. Provide evaluation tools for managers to use in monitoring work performance
  - 2. Respond to employee grievances
  - 3. Work with SAFY of Texas Inc., division managers to discipline staff and terminate when necessary
  - 4. Dispute resolution between managers and workers
  - 5. Provide managers with advice and direction on employment regulations including FMLA, ADA, Title VII, COBRA, ADEA, FLSA and administration of these and other federal or state employment programs

6. Respond to claims for unemployment compensation and represent SAFY of Texas Inc., in the appeals process
- C. Provide retirement and benefit programs to SAFY of Texas Inc., employees
1. Shop the market place for group health, dental, vision, life insurance and long term disability products for SAFY of Texas Inc., employees and all other managed programs taking advantage of volume/size pricing. Enroll all employees and serves as intermediary on behalf of the employee and third party administrator in resolving claims processing disputes. SAFY of America Inc., dedicates one full time employee to coordinate the benefit programs for employees.
  2. Develops and administers a qualified retirement plan for eligible employees of SAFY of Texas Inc., and all other managed programs, again taking advantage of size to achieve lower cost plan design and administration. Makes distributions from retirement plan for departed employees and prepares the 1099R form.
  3. Pays for the cost of the preparation and filings for the annual retirement plan audit and for preparing form 5500 for the group health and retirement plan, which is included as part of the management fee.

**FINANCIAL SERVICES:**

- A. Prepares operating budgets for SAFY of Texas Inc.
- B. Prepares monthly income statements for SAFY of Texas Inc.
- C. Provides financial instruction and advice to the social worker managers of SAFY of Texas Inc.
- D. Process accounts payable for SAFY of Texas Inc.

- E. Prepare bi-weekly foster parent reimbursement
- F. Prepare monthly county agency billing for all youth
- G. Collect accounts receivable for SAFY of Texas Inc.
- H. Prepare employee payroll for all SAFY of Texas Inc., employees and assures payment of withholding taxes
- I. Issue form W-2 for employees
- J. Prepare the Cost Report for SAFY of Texas Inc. and obtain required cost report training certification.
- K. Respond to county agency requests for proposals to provide youth or adult services which includes preparing cost reports, budgets, program narratives and responding to annual contract renewals from several Texas counties
- L. Maintains a set of books for SAFY of Texas Inc., that tracks revenue and expenses and retains a private audit firm to conduct an independent annual audit of those accounts
- M. Order office supplies and equipment for SAFY of Texas Inc. taking advantage of size across all managed programs to achieve lower cost for items
- N. Prepares the form 990 tax return for SAFY of Texas Inc., and other ancillary tax filings
- O. Arrange debt financing when cash flow from state operations is insufficient to cover expenses

**TRAINING:**

- A. Provides job specific training for all skill levels employed by SAFY of Texas Inc., utilizing personal instruction, video, computer, individual and group programming.
- B. Prepares job specific procedures manuals for new employees

- C. Conducts orientation-training classes for all new employees of SAFY of Texas Inc.
- D. Visits to test the skill level of the office manager
- E. Visits to provide on site training
- F. Develop extensive policy manuals to serve as the guideline for all employees to follow in complying with rules and regulations of Texas and the standards of COA (Council on Accreditation)
- G. Provide continuous training to all employees on the Secure SAFY Data Base computer network program that is used to enter treatment information for youth in care
- H. Serve as the source of interpretation for answering staff questions relating to policies, procedures, regulations and standards
- I. Maintain a training materials library of publications and videos on a wide variety of topics involving foster parenting and managing youth in care
- J. Provide the coordination of the annual Texas foster parent conference

**MANAGEMENT INFORMATION SYSTEMS:**

- A. Provide computer equipment for SAFY of Texas Inc.
- B. Provide SAFY of America Inc., staff to division to install computers and computer network systems
- C. Provide trouble shooting help desk service to resolve equipment/systems problems
- D. Provide software for computers
- E. Provide pagers, cell phones, printers, fax machines and copiers to SAFY of Texas Inc. and resolve operational problems with all equipment
- F. Provide technology training

### **SPECIALTY PROFESSIONAL SERVICES:**

- A. Provide training to divisions and foster parents on the rights of foster children in the public school system, how to enroll them in the local school and provide the assistance of a experienced retired school superintendent to advocate for foster youth rights in public system.
- B. Assist with formation and the development of foster parent advisory boards for each division, attend meetings and provide training to board members.

### **INTAKE SERVICES:**

- A. Provide a centralized location to receive after-hours referrals from all county child placing agencies in Texas; by calling a toll free number the county placement worker can provide referral information to an intake specialist that will contract staff in Texas in an attempt to make a placement.
- B. Provide after-hours crisis intervention via phone contact, page on-call Texas worker if requires face-to-face or more intensive crisis intervention

### **QUALITY IMPROVEMENT:**

- A. Provide instruction and training to SAFY of Texas Inc., employees on the regulations, rule, laws and standards for which compliance is required.
- B. Develops policies, procedures and guidelines for division managers for these compliance requirements

- C. Conducts program reviews of divisions sites to determine the state of compliance and provide instruction to staff to improve performance by conducting reviews of youth and foster parent files
- D. Review all Rules Violation Reports and Unusual Incidents Reports to determine compliance or non compliance trends and enters information into a data base for review
- E. Establishes performance outcomes measurement procedures for divisions to use in monitoring compliance
- F. Serve as in house expert to interpret and answers questions regarding rules, regulations, standards, policies and procedures for division staff
- G. Distributes customer satisfaction surveys and compiles results to distribute to Texas managers to use to improve program services.

**ADMINISTRATION:**

- A. Senior level management of SAFY of America Inc., provides oversight of the treatment program delivery systems on a statewide basis by the direct supervision of Texas State Director who in turn directly supervise the Texas Treatment Director. The State Director provides on site management and treatment supervision of the Texas division interacting with foster parents, youth, referral agencies, natural parents and employees.
- B. SAFY of America Inc., provides monitoring and analysis of the financial performance of the Texas divisions to determine staffing needs, office space requirements, expansion potential, new programs to offer and on going viability of a program

- C. Obtains office building sites for divisions by negotiating rental agreement terms; installs phone systems in office space, establishes long distance carrier service, and other office rental services
- D. Locate and obtain providers of insurance for professional liability, general liability, foster parent liability, motor vehicle coverage for Texas employees and Directors & Officers liability (for board members), group health, long term disability, group term life, dental and vision.
- E. Provide legal counsel to assist division staff with public schools and foster youth issues; to consult with foster parents; to review incident reports for liability concerns
- F. Provide marketing services on behalf of the divisions of SAFY of Texas Inc., to increase referrals from county agencies, visit all referral sources to promote SAFY of Texas Inc., programs and services.
- G. Provide foster parent recruitment training to the licensing specialist of SAFY of Texas Inc., to increase the number of licensed foster parents to expand the bed capacity of Texas in order to accept more referrals; develop brochures, develop foster paper recruitment advertising
- H. Optimize the management of daily cash flows by using a centralized bank sweep account to hold periodic excess cash until needed to pay expenses
- I. Obtain and maintain accreditation from the Counsel on Accreditation for all Texas divisions by providing training and assistance to the division managers in how to comply with the standards.

***E. Commitment to participate in USDA school lunch and breakfast programs***

SAFY will be providing services through individual foster homes and not be providing education services on-site, therefore SAFY will not be applying for, and participating in, the USDA school lunch and breakfast programs.

***F. Most Recent Audited Statement***

Please see Attachment 3F for the most recent audited statement for both SAFY of Texas and SAFY of America. Also included is the most recent balance sheet for SAFY of Texas as it related to Tab 3 Section B.

***G. Intent to apply for all benefits available to youth***

SAFY is willing to apply for all benefits available to youth including but not limited to:

- Medicaid or other health assistance program
- Social Security
- Financial Aid for Education through TYC Educational Liaison
- Texas Workforce Solutions
- Public Housing
- Financial Eligibility Programs (Food stamps, utility assistance, etc.)
- Grant programs (i.e., Wendy's Foundation)

## **Tab 4. HUB Information and HUB Subcontracting Plan (Exhibit D)**

Specialized Alternatives for Families and Youth of Texas, Inc is not a Texas Certified Historically Underutilized Business (HUB). Attachment 4/Exhibit D immediately follows this page.



# 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: Specialized Alternatives for Families and Youth of Texas, Inc. State of Texas VID #: \_\_\_\_\_  
 Point of Contact: Ann Hull, State Director Phone #: (817) 640-4650 ext. 113
- b. Is your company a State of Texas certified HUB?  - Yes  - No
- c. Solicitation #: 694-0-0852

**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 ) -	(#11) -
( #2 ) -	(#12) -
( #3 ) -	(#13) -
( #4 ) -	(#14) -
( #5 ) -	(#15) -
( #6 ) -	(#16) -
( #7 ) -	(#17) -
( #8 ) -	(#18) -
( #9 ) -	(#19) -

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

Exhibit D

Enter your company's name here: Specialized Alternatives for Families and Youth of Texas, Inc. Solicitation #: 694-0-0852

**IMPORTANT:** You must complete a copy of this page for each of the subcontracting opportunities you listed in SECTION 2. You may photocopy this page or download copies at <http://www.window.state.tx.us/procurement/prog/hub/hub-forms/HUBSubcontractingPlanContinuationPage2.doc>.

**SECTION 3 - SUBCONTRACTING OPPORTUNITY**

Enter the line item number and description of the subcontracting opportunity you listed in SECTION 2.

Line Item # \_\_\_\_\_ Description: \_\_\_\_\_

**SECTION 4 - MENTOR-PROTÉGÉ PROGRAM**

If respondent is participating as a Mentor in a State of Texas Mentor Protégé Program, submitting their Protégé (Protégé must be a State of Texas certified HUB) as a subcontractor to perform the portion of work (subcontracting opportunity) listed in SECTION 3, constitutes a good faith effort towards that specific portion of work. Will you be subcontracting the portion of work listed in SECTION 3 to your Protégé?

- Yes (If Yes, complete SECTION 8 and 10.)  - No / Not Applicable (If No or Not Applicable, go to SECTION 5.)

**SECTION 5 - PROFESSIONAL SERVICES CONTRACTS ONLY**

This section applies to Professional Services Contracts only. All other contracts go to SECTION 6.

Does your HSP contain subcontracting of 20% or more with HUB(s)?

- Yes (If Yes, complete SECTION 8 and 10.)  - No / Not Applicable (If No or Not Applicable, go to SECTION 6.)

In accordance with Gov't Code §2254.004, "Professional Services" means services: (A) within the scope of the practice, as defined by state law of accounting; architecture; landscape architecture; land surveying; medicine; optometry; professional engineering; real estate appraising; or professional nursing; or (B) provided in connection with the professional employment or practice of a person who is licensed or registered as a certified public accountant; an architect; a landscape architect; a land surveyor; a physician, including a surgeon; an optometrist; a professional engineer; a state certified or state licensed real estate appraiser; or a registered nurse.

**SECTION 6 - NOTIFICATION OF SUBCONTRACTING OPPORTUNITY**

Complying with a, b and c of this section constitutes Good Faith Effort towards the portion of work listed in SECTION 3. After performing the requirements of this section, complete SECTION 7, 8 and 10.

- a. Provide written notification of the subcontracting opportunity listed in SECTION 3 to three (3) or more HUBs. Use the State of Texas' Centralized Master Bidders List (CMBL), found at <http://www2.cpa.state.tx.us/cmb/cmbhub.html>, and its HUB Directory, found at <http://www2.cpa.state.tx.us/cmb/hubonly.html>, to identify available HUBs. **Note: Attach supporting documentation (letters, phone logs, fax transmittals, electronic mail, etc.) demonstrating evidence of the good faith effort performed.**
- b. Provide written notification of the subcontracting opportunity listed in SECTION 3 to a minority or women trade organization or development center to assist in identifying potential HUBs by disseminating the subcontracting opportunity to their members/participants. A list of trade organizations and development centers may be accessed at <http://www.window.state.tx.us/procurement/prog/hub/mwb-links-1/>. **Note: Attach supporting documentation (letters, phone logs, fax transmittals, electronic mail, etc.) demonstrating evidence of the good faith effort performed.**
- c. Written notifications should include the scope of the work, information regarding the location to review plans and specifications, bonding and insurance requirements, required qualifications, and identify a contact person. Unless the contracting agency has specified a different time period, you must allow the HUBs no less than five (5) working days from their receipt of notice to respond, and provide notice of your subcontracting opportunity to a minority or women trade organization or development center no less than five (5) working days prior to the submission of your response to the contracting agency.

**SECTION 7 - HUB FIRMS CONTACTED FOR SUBCONTRACTING OPPORTUNITY**

List three (3) State of Texas certified HUBs you notified regarding the portion of work (subcontracting opportunity) listed in SECTION 3. Specify the vendor ID number, date you provided notice, and if you received a response. **Note: Attach supporting documentation (letters, phone logs, fax transmittals, electronic mail, etc.) demonstrating evidence of the good faith effort performed.**

Company Name	VID #	Notice Date (mm/dd/yyyy)	Was Response Received?
_____	_____	____/____/____	<input type="checkbox"/> - Yes <input type="checkbox"/> - No
_____	_____	____/____/____	<input type="checkbox"/> - Yes <input type="checkbox"/> - No
_____	_____	____/____/____	<input type="checkbox"/> - Yes <input type="checkbox"/> - No

**SECTION 8 - SUBCONTRACTOR SELECTION**

List the subcontractor(s) you selected to perform the portion of work (subcontracting opportunity) listed in SECTION 3. Also, specify the expected percentage of work to be subcontracted, the approximate dollar value of the work to be subcontracted, and indicate if the company is a Texas certified HUB.

Company Name	VID #	Expected % of Contract	Approximate Dollar Amount	Texas Certified HUB?
_____	_____	____%	\$ _____	<input type="checkbox"/> - Yes <input type="checkbox"/> - No*
_____	_____	____%	\$ _____	<input type="checkbox"/> - Yes <input type="checkbox"/> - No*

**\*If the subcontractor(s) you selected is not a Texas certified HUB, provide written justification of your selection process below:**

\_\_\_\_\_

Exhibit D

Enter your company's name here: Specialized Alternatives for Families and Youth of Texas, Inc. Solicitation #: 694-0-0852

**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.

Services are listed and described in Tab 7: Program Implementation and Commencement of Services and Tab 8: Program Components and Narrative.

**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/proc/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.

  
Signature

Ann Hull, LCSW, LCPA, LCCA  
Printed Name

State Director  
Title

7/21/2010  
Date

## **Tab 5. Applicant History, Experience, Credentials, and Requirements**

### ***A. History, experience, and qualifications***

SAFY of Texas, incorporated in 1994, is a not-for-profit 501(c)(3) agency that provides treatment foster care programs and adoption services to abused, neglected, dependent and medically fragile youth. SAFY's mission is "Fostering an environment that positively impacts the lives of youth and their families...whether they are with us for an hour or a lifetime." SAFY has grown from a small agency in rural Ohio to a multi-state agency located in eight States with over 1,000 youth in placement. SAFY's Texas program has held a Child Placing License from the Department of Family & Protective Services since 1995. SAFY of Texas was accredited by Council of Accreditation in 1995 and remains in good standing today.

SAFY was founded to serve youth that would normally be institutionalized by providing them with a quality, community-based, alternative. Much more than a traditional foster care agency, SAFY is focused on treatment, intervention, adoption, and placement of children whose intensive needs cannot be managed through traditional foster care. SAFY was founded on the expertise and intention of serving teenage youth who were multi-dysfunctional. SAFY has evolved to provide a variety of treatment and alternative care services for difficult to place children of all ages. This population of disenfranchised children typically requires specialized services due to emotional disturbance, delinquent behavior, abuse, or neglect, medical impairment or developmental delay. Children who are at "high risk" for more restrictive settings due to the intensity of their needs are prime candidates for SAFY's services.

SAFY is currently providing fiscal management including reporting and oversight for approximately 37 million dollars annually throughout our eight State service region. SAFY manages contracts, grants and donations received from federal, state, county and local sources. In addition to the monthly financial review by SAFY's Board of Directors, SAFY's financial data and records are subject to an independent and annual A-133 audit. SAFY has received clean audit with no deficiencies or material weaknesses that have been reported.

SAFY's Chief Financial Officer, John T. Hollenkamp, CPA, has 30 years experience in both for-profit and non-profit financial management, information systems, and facilities maintenance. Mr. Hollenkamp provides financial oversight for SAFY's operational and capital budgets across eight states and reports to SAFY's Board of Directors.

Jennifer Williams, MBA, is SAFY's Director of Finance 12 years of cost accounting in addition to 5 years in general accounting. Ms. Williams works with the SAFY's state and regional directors to manage day-to-day financial operations as well as monthly, quarterly and annual financial reporting to federal, state, county and local stakeholders.

SAFY of America's Board of Trustees is legally responsible for the overall programs of SAFY which operate as a private, not-for-profit corporation. The Board of Trustees is comprised of eight professional persons that are located throughout the United States bringing their individual education, experience and insight to SAFY's general management. In addition to providing their professional time, talent and expertise to the Board management of SAFY, many of the board members have had personal experience with foster care and adoption which increases their passion and commitment to serving youth and families. SAFY divisions are also served by

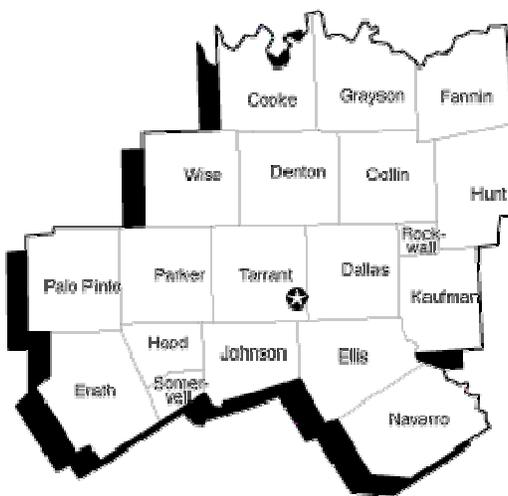
advisory boards consisting of local professionals located throughout the operating area that offer their expertise and regional knowledge to program leadership and operations.

The Chief Executive Officer, Druann Whitaker, reports directly to the SAFY of America Board and provides management direction to executive staff in the design and implementation of programs for therapeutic foster care and other mental health and clinical services. Ms. Whitaker also guides the company's strategic plan process and assures that the company complies with laws, regulations and standards as applicable to the non-profit status of the company and the field of child welfare. A lifelong professional in family and children services, Druann Whitaker has served Specialized Alternatives for Families & Youth since 1984. In addition to her work at SAFY, Ms. Whitaker has served in numerous leadership positions throughout the child welfare arena including President of the Ohio Coalition of Foster Care Networks, Chapter President of the Foster Family-based Treatment Association and Commissioner of Council on Accreditation of Services for Families and Children, Inc. Ms. Whitaker serves on the board for the Ohio Association of Child Caring Agencies.

Linda Uebel, LISW-S, is the Senior Vice President of Treatment Services. Linda is currently responsible for the management of the clinical and programmatic direction and monitoring of service provision throughout SAFY. Her responsibilities include the supervision of eight state directors, supportive services, mental health services, quality improvement, and specialty programs. Ms. Uebel has 33 years of professional clinical and management experience in the fields of healthcare, social work, physical medicine and rehabilitation, and child welfare. Linda has a Master of Social Work from the University of Kentucky and is a Licensed Independent

Social Worker (LISW) in the State of Ohio. Ms. Uebel has been instrumental in the implementation and oversight of numerous model-adherent evidence-based practices throughout her career.

SAFY's state office is located in Arlington and serves a 19 county area surrounding Arlington/Dallas/Fort Worth (see map below). SAFY employs a State Director at this site to oversee state operations activities. A Master's Level Treatment Director who is licensed by the state of Texas oversees the clinical programming. Direct services are provided by Six (6) Family & Youth Specialists who hold at least a Bachelor's degree in Behavioral Health field and are licensed by the state of Texas. Additionally, the Family Recruitment Specialist and Family Development Specialists are responsible for the recruitment, licensing and training of foster parents.



State Director Ann Hull, MSW is a Licensed Clinical Social Worker, a Licensed Placing Agency Administrator, and a Licensed Child Care Administrator. Ms. Hull has been State Director with SAFY for 2 years and has 17 years of supervisory and administrative experience in the child

welfare field. Treatment Director Cynthia Dill has her Master of Education Degree in Guidance and Counseling along with being a Licensed Professional Counselor, Licensed Placing Agency Administrator and a Licensed Baccalaureate Social Worker. Ms. Dill has over 20 years experience in the social work field, including 9 years with SAFY and 6 years in a supervisory and administrative capacity.

### **Cultural Diversity**

SAFY of Texas currently employs staff, many of whom are local to the area, with the following representative ethnicity:

54% Caucasian  
23% Hispanic  
23% African American

When providing services, consideration is placed on meeting the culturally diverse needs of every youth and family. The Family System Theory, the basis for SAFY's assessment and intervention, focuses attention on the family as a whole, on sub-systems with the family and on the family's interaction with the community which includes recognizing and placing value on the youth's cultural background and individual needs including:

- Race/Ethnicity
- Gender
- Sexual Orientation
- Physical Differences
- Age
- Nationality
- Geographic Region
- Religion

Utilizing cultural competent service delivery, youth of all ethnicities can be served by SAFY's programming. For example, Native American youth can be served through healing by honor

where they learn about their cultural leaders as heroes and learn to prepare foods specific to their tribal background as part of their independent living skills training.

In addition to incorporating cultural competency in our service delivery, SAFY also offers specialized training for staff that has been developed and implemented by SAFY staff who are experienced and knowledgeable in the area of diversity and culture. The core ideas involved in the training and implementing a culturally competent service delivery system include:

- Recognizing the effects of our own culture on our values, beliefs, thoughts, communications and actions
- Learning from people about their own culture
- Recognizing differences can affect perception, communication and our ability to interact with people from different backgrounds than our own
- Understanding how cultural biases can contribute to racism, prejudice and discrimination

## **Services**

SAFY's services are designed for youth, both male and female, who range in age from 0-17 years. Arrangements can also be made to accommodate youth 18 years or older. SAFY of Texas currently has over 90 foster youth in care and 66 licensed foster homes. In 2004, 169 youth received foster care services from SAFY in the Arlington, Fort Worth and Dallas areas. SAFY of Texas has grown as follows:

<b>Year</b>	<b># of Children Served</b>
2005	204
2006	219
2007	236
2008	238
2009	274
2010 (to-date)	184

SAFY receives referrals for foster care and adoption services from the Texas Department of Family & Protective Services and from the Texas Youth Commission.

## **Foster Care**

SAFY's primary program, treatment foster care, incorporates the belief that treatment foster parents are the primary facilitators of a positive treatment experience for youth in care.

Professional support, training, and education are provided to them in order to help develop and fine-tune their skills. They are considered the point of contact and of primary importance when

dealing with issues relating to schools, counselors, courts, physicians, independent living skills, and in providing input to the treatment plan for each youth in their care.

SAFY embraces a general treatment philosophy which is strength-based and family-focused. This treatment approach utilizes and empowers youth and families. Protection and development of each youth served is the heart of our philosophy. SAFY's position is that every youth deserves to be connected to a family structure. All attempts are made to serve youth within a family environment and link them to their primary family roots. Empowering youth and families to be responsible for their own choices, decisions, and personal growth is key to this approach. Critical to the success of the treatment process is our conviction that all individuals and families should be treated with compassion, dignity and respect.

### **Adoption Services**

SAFY is licensed in the state of Texas to provide Adoption Services. SAFY developed its Adoption Service for the purpose of providing mutually beneficial relationships between an adoptive applicant and children who legally qualify for adoption. SAFY, through its Adoption Service, also provides a coordinated set of services for the child, the child's biological parents, adoptive applicants and adoptive parents with the top priority always being what is in the child's best interest. Adoptive applicants include persons who are willing to adopt youth up to the age of 18 of any race, color, national origin, handicap and/or youth who have a variety of special needs.

The Adoption Service that SAFY provides facilitates the matching of children to adoptive homes and the coordination of adoptions with preference for special needs children. This service also

provides recruitment and training of adoptive applicants, family assessments and referral follow-up. Post-adoption services are provided on a continuum by trained staff to ensure the stabilization and permanency of the adoptions.

***B. Proposed Program Overview (1 page)***

SAFY of Texas, Inc. proposes to provide treatment services to up to 25 TYC youth utilizing therapeutic foster homes. Each foster home will be licensed according to Texas DFPS standards with foster parents providing 24/7/365 supervision. Caseworkers will be assigned at the ratio of 1 caseworker per 7 youth and a minimum of 1 Master's Level Clinician for every 24 youth.

SAFY of Texas will employ a behavioral intervention approach to teach and reinforce pro-social behaviors. Exhibiting appropriate, healthy behavior results in increased privileges and responsibility. SAFY of Texas has the capacity to serve juveniles with a history of sexual offense as outlined in this proposal. SAFY of Texas agrees to comply with all TYC regulations and amendments in the provision of services. SAFY of Texas is currently providing services outlined in this proposal to TYC youth and, therefore, we have the staffing and resources in place to begin services upon award of contract.

**C. Experiences in providing services to juveniles**

SAFY has experience in providing the following services to biological families and youth: family support, crisis intervention, parental functioning assessments, individual counseling, family counseling, linkage to community services, advocacy on behalf of families and children in all systems, therapeutic visitation coaching, to include preparation for visits, reunification and after care support, in addition to other support services as identified by a family’s individualized service plan. SAFY has extensive experience in participating in the individualized service planning process for families and youth. Current contracted services include:

- Foster Care
- Therapeutic Foster Care
- Independent Living
- Foster Parent Adoption
- Medically Fragile Placement
- Juvenile Offender Placement

SAFY of Texas has significant experience in providing placement/foster care and related services to juveniles through the Department of Family & Protective Services and the Texas Youth Commission. Since January 1, 2006, SAFY of Texas has provided the following foster care services:

<b>Age Range</b>	<b># of Children Served</b>
0-9 yrs.	348
10-13 yrs.	56
14-19 yrs.	387

***D. Experience in providing programs to juveniles ages 10-19***

SAFY provides programs and services for abused, neglected and dependent youth; youth with drug and alcohol dependencies; youth with behavioral problems; youth who are emotionally disturbed, mentally delayed, physically challenged and youth with special medical needs. SAFY provides Home Based Services, Treatment Foster Care (including MTFC), Medically Fragile Foster Care, Foster Homes for MR/DD Youth, Reunification Services, Teen Mother Programs, Independent Living Services, Mental Health Services, Medicaid Rehabilitative Services, Adoption Services and a Runaway and Youth Homeless Shelter operated in Lima, Ohio.

***E. Types of Treatment provided to this population, including assessment tools used.***

The treatment philosophy for all programs provided by SAFY incorporates implementation of the Emotional Regulatory Parenting model. Beginning September 2008, SAFY staff and the families that SAFY have participated in best practice research of the Emotional Regulatory Parenting (ERP) and Emotional Regulatory Therapy (ERT) models founded by Juli Alvarado, MA, LPC. The ERP and ERT models are firmly rooted in empowerment and responsibility through the application of both cognitive and emotional treatment and parenting. The majority of support is geared toward parents and caretakers out of our fundamental belief that most healing occurs in the context of relationship that occurs on a daily basis. When the daily environment is healthy and regulated through the parents or caretakers, children's healing occurs simultaneously and with much less outside intervention. Parents are the most viable providers for such an environment. In order for parents to provide such an environment, they must be healthy and very aware themselves. In order for parents to maintain that level of regulation they must have providers who can also, remain healthy, aware and regulated.

SAFY of Texas will also utilize components of CoNEXTions to provide treatment services that promote positive behavioral change. Complementing ERH, CoNEXTions strategies include employment of a multi-disciplinary team, family partnering and community referral services to reduce risk and increase protective factors. SAFY of Texas will employ a behavioral intervention approach to teach and reinforce pro-social behaviors. Exhibiting appropriate, healthy behavior results in increased privileges and responsibility. This increases the youth's self-esteem and results in their internalizing the desirability to comply with societal expectations and norms. SAFY of Texas primarily uses positive reinforcement, natural/logical occurring consequences, and offering choices to the youth to give them more control over decisions that impact their lives. A comprehensive review of treatment will be regularly evaluated on the youth's access to services or progress in the areas of academic or work achievement, behavior, specialized treatment services, family involvement and levels of supervision.

Guidelines for treatment intervention (with assessment tools marked in **bold print**):

- Within the first 30 days of placement, SAFY of Texas will review the completed **R-PACT (Residential Positive Achievement Change Tool)** or complete the **C-PACT (Community Positive Achievement Change Tool)**. Both are assessment tools that evaluate risk factors that contribute to a youth's delinquent behavior and identify protective factors or strengths that will assist youth in achieving success.
- During this initial 30 day timeframe, the **SAFY Risk of Disruption Inventory (SRDI)** will also be completed. Permanency for youth is one of the most important goals of SAFY. Developing and utilizing this inventory to predict disruption potential allows problem areas to be targeted with specific services wrapped around the youth and foster family to prevent disruption.
- If an R-PACT assessment has not been completed SAFY will complete the C-PACT utilizing **Motivational Interviewing** techniques to obtain history of mental health as well as current mental health needs. *Motivational Interviewing* uses a client centered, directive method for enhancing intrinsic motivation to change by exploring and resolving ambivalence. The technique helps youth process risk and protective factors.
- SAFY will continue to monitor risk/protective factors on a monthly basis. If youth reports a risk or the multi-disciplinary team determine a need, the youth will be referred

for psychiatric evaluation and treatment.

- Risk for suicide and other serious mental health issues will be initially determined by SAFY's clinical treatment staff through the ***Community Counseling Program Mental Health Status Examination*** assessment. If determined follow up assessment and treatment will be provided by local mental in-patient hospital assessment teams.
- Behavioral intervention methods will identify desired behavior.
- Behavioral intervention methods will identify potential motivators/rewards (or consequences if applicable) for individual youth.

Treatment services focuses on praise, rewards, positive reinforcement, support, and compensation to elicit the desired positive results. Youth who are entering SAFY on institutional status will successfully complete the following criteria to be promoted to parole status:

#### Institutional Stage One

- Youth understands and can define risk factors and protective factors.
- Youth understands the factors related to his/her TYC commitment.
- Involvement of the youth's family or adult mentor is attempted by the youth.
- Youth creates and presents his/her Futures Map to the multi-disciplinary team (MDT).
- Youth presents Futures Map to the MDT and receives feedback to use in the development of the community reintegration plan.
- Youth states the components and purpose of a thinking report.

#### Institutional Stage Two

- Youth explores personal risk factors and protective factors.
- Youth identifies patterns in thoughts, feelings, attitudes, beliefs and values.
- Youth shares identified risk and protective factors with his/her family or adult mentor.
- Youth uses Futures Map to create a community reintegration plan.
- Youth discusses risk and protective factors with the MDT and receives feedback for specific skills to target in order to reduce risk factors and increase protective factors.

#### Institutional Stage Three

- Youth shows a reduction of risk factors and an increase in protective factors.
- Youth takes responsibility for his/her clarifying and committing offense.
- Youth shares progress on reducing risk factors and increasing protective factors with family members or adult mentor.
- Youth completes community reintegration plan.

- Youth presents a thinking report on the classifying and committing offense to MDT.
- Youth discusses the community reintegration plan with the MDT and receives feedback to incorporate into the final plan.

#### Institutional Stage Four

- Youth shows a reduction of risk factors and an increase in protective factors.
- Youth identifies new thoughts, feelings, attitudes, beliefs and values that might increase success in the community.
- Youth shares community reintegration plan with his/her family or adult mentor.
- Youth finalizes and presents the community reintegration plan.
- Youth discusses with the MDT how new identified thoughts, feelings, attitudes, values, and beliefs relate to the community reintegration plan.

SAFY of Texas will encourage family participation in all aspects of the youth's treatment services. SAFY will make contact with the youth's family or adult mentor within seven days of his/her admission into the program. During the interview, the FYS will gather information from the family utilizing motivational interviewing techniques, regarding the youth's risk factors and protective factors related to family involvement and how they affect reintegration back into the home. SAFY of Texas will attempt phone contact with the youth's family or adult mentor at least once monthly in order to discuss the youth's progress during the past review period. The phone contact will also be used to determine if the youth's family has made progress toward decreasing the identified risk factors and increasing protective factors for family reintegration. The youth's family will be assisted in accessing resources in their community, such as public housing, employment assistance, family therapy and other services to assist in reducing the youth's risk factors and increasing protective factors for family reintegration. The youth will be encouraged to attempt/maintain weekly contact with his/her family by phone or letter and will be provided with access to long distance calls using office phones or phones in the foster homes. For correspondence by letter, youth will be provided with stationary, envelopes and postage (stamps). SAFY of Texas will also include the youth's family or adult mentor in treatment planning and review. Families will receive notification by letter and/or telephone of the time and

date of the youth's Treatment Team meeting (Individual Case Plan or ICP) and the documented results of any such meetings. SAFY of Texas supports appropriate familial involvement and will arrange "conference calls" if the parent requests. The youth's family will be informed of significant occurrences. SAFY of Texas will provide and coordinate regular approved communication, as well as coordination of approved visits and furloughs. Arrangements and facilitation of family meetings will be scheduled as appropriate and/or requested. Additionally, SAFY will make appropriate referrals to families for treatment and other services located in their geographical area.

**Additional Treatment for Juvenile Sex Offenders:**

SAFY of Texas provides Sexual Behavior Treatment (Sex Offender Foster Care and Sex Offender Reunification Services) which has been approved by TYC Central Office. SAFY's sex offender programming consists of three primary service models as follows:

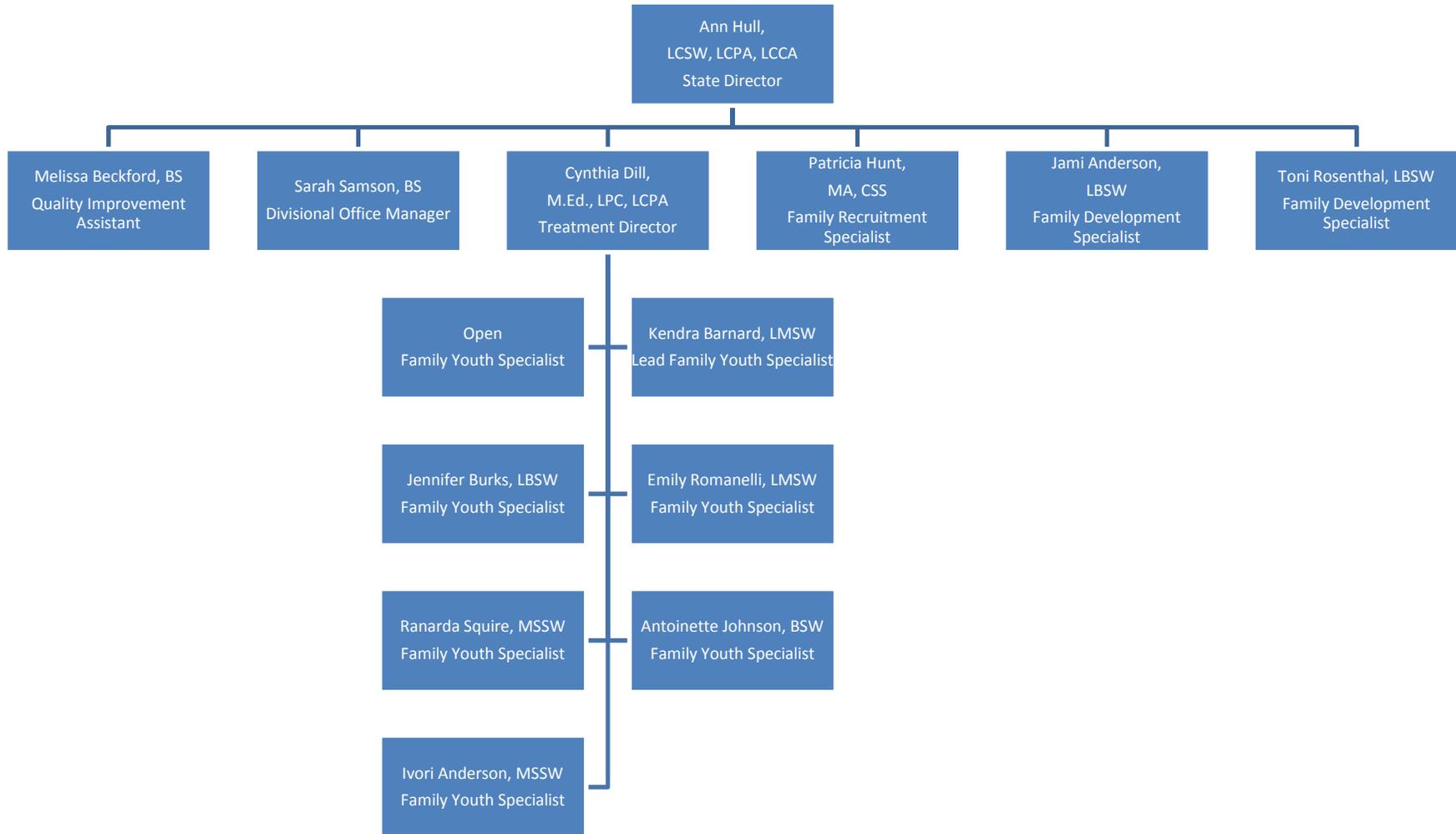
- 1) Treatment foster care placement – provides community placement in a foster family-based home when foster parents are trained and able to meet 14 strict guidelines to accept a sexual offender. The criteria for the foster home parents includes additional training, expectations of continuous (24/7) supervision of the offender, restricted guidelines for placements with other children, participation in counseling with the offender, consultation with and support provided to community providers, and increased review of the home by SAFY.
- 2) Treatment therapy and counseling for sex offenders – Treatment for the sex offender will be based on the *Stop Abuse Foster and Encourage Responsibility (S.A.F.E.R.)* used by the Ohio Department of Rehabilitation and Corrections or other similar programs. Treatment includes 3 phases:

- Phase I: Owning the Problem – full disclosure, confronting denial, typology of the offender, deviant sexual fantasies, high risk factors, thinking errors, seemingly unimportant decisions, the sex abuse cycle and precursors to sex offending.
  - Phase II: Managing Feelings – understanding feelings, anger management, self-esteem, assertiveness training, sex education, personal victimization, PTST factors and traits, impact of abuse, victim empathy and stress management.
  - Phase III: Relapse Prevention – practitioners and offenders will attend to the processes that move offenders toward a set of circumstances likely or capable of inciting a lapse and more importantly, identify and reform the personal factors that turn lapses into relapses.
- 3) Family reunification preparation for sex offenders – services will be designed to facilitate the transition of the perpetrator back into his or her primary or biological setting. The perpetrator must admit offense, take responsibility for the offense, recognize his/her thinking errors and have some awareness of the victim’s experience. To recommend reunification by the treatment team the perpetrator must:
- Progress in treatment in all areas;
  - Exhibit no type of denial;
  - Show awareness of deviant cycle;
  - Be able to intervene in the deviant cycle;
  - Recognize and counter thinking errors;
  - Reduce deviant arousal;
  - Decrease masturbation to deviant fantasies;
  - Demonstrate awareness of the impact of abuse and empathy for the victim;
  - Prove willingness to put child’s need first; and
  - Show generally responsible behavior

SAFY of Texas will follow the guidelines of the Transitional Treatment Program. Cynthia Dill, SAFY's Treatment Director, has been certified as a Transitional Treatment Program trainer since 2005. The SAFY of Texas Family and Youth Specialist's (FYS) also receive training and guidance on the Transitional Treatment Program by Ms. Dill. TYC youth who enter SAFY on Parole or Institutional Status receive monthly sex offender phase assessments conducted by the FYS's, which are also reviewed by the Treatment Director. The phase assessments assess the

youth's competency and progress in the Transitional Treatment Program in the areas of Academic, Behavior, and Correctional Therapy.

**F. Staff organizational chart of the Respondent**



**G. Relationship of parent organization to Applicant**

SAFY of Texas, Inc. is a private, 501(c)(3) corporation with an independent governing board. A listing of these members is included under Tab 5, Section K. SAFY of Texas Inc., has entered into a management services agreement with SAFY of America, Inc. The agreement requires SAFY of America Inc., to provide certain management services to SAFY of Texas Inc., for a fee. The fee charged by SAFY of America Inc., to SAFY of Texas Inc., is for the management and administrative services as described under Tab 4, Section D. A copy of the Management Services Agreement is included under Attachment 5G.

## **H. List of references**

### **REFERENCE #1:**

Psychotherapy Services and Yokefellows  
Sean Braun, LPC  
Licensed Sex Offender Treatment Provider  
159 N. Riverside Drive  
Fort Worth, Texas 76111  
(817) 33804471  
[psyfw@sbcglobal.net](mailto:psyfw@sbcglobal.net)

### **REFERENCE #2:**

Hope Cottage Pregnancy and Adoption Center  
Beverly Booker  
Director of Adoptive Family Services  
4209 McKinney Avenue  
Dallas, Texas 75205  
(214) 526-8721  
[adoption@hopecottage.org](mailto:adoption@hopecottage.org)

### **REFERENCE #3:**

Lovers Lane United Methodist Church  
Reverend Shante' Buckley  
Associate Pastor  
9200 Inwood Road  
Dallas, Texas 75220  
(214) 691-4721  
[www.llumc.org](http://www.llumc.org)

## **I. List of contracts terminated within the previous 36 months**

Neither SAFY of Texas, Inc. nor SAFY of America, Inc., the management services organization, has had a contract terminated by any city, state or federal agency for performance issues or for contract non-compliance within the previous 36 months.

## **J. *Affirmative action policy or plan***

SAFY is committed to a policy of equal employment opportunity. Our goal is to establish and maintain a work environment free from discrimination, coercion, and harassment. While no person will be hired or promoted who is not qualified for a job, we wish for SAFY to be known as one that welcomes applicants from all protected classes at all job levels and encourages their hire and promotion. SAFY shall comply with all applicable Equal Employment Opportunity laws and requires its employees to observe applicable non-discrimination laws and policies with respect to other employees and the persons whom SAFY serves.

- Non-Discrimination Policy --Employment: SAFY will not unlawfully discriminate against any employee or applicant for employment because of race, color, ethnicity, religion, sex, sexual orientation, age of 40 or older, or qualified disability (including HIV or AIDS-Related Complex). SAFY's employment policies will be administered in a non-discriminatory manner in accordance with applicable federal and state law.
- Non-Discrimination Policy --Services: SAFY will comply with such provisions of Title VI, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act and other state and federal laws as are applicable to SAFY, which prohibit such unlawful practices as excluding any qualified person from participating in or being provided services or access to any program or activity because of race, color, national origin, age or disability.

The following practices are strictly prohibited by SAFY's Equal Employment Opportunity Policy.

1. The identification of one or more protected classifications during the pre-employment phase.

2. Employment discrimination based on one or more protected classifications in hiring; promotion; transfer; training; benefits; compensation; termination; and all terms, conditions and privileges of employment.

Any discrimination in the work place based upon membership in any protected classification is illegal and against SAFY policy. Any infraction of this policy is a serious violation and will result in disciplinary action, up to and including termination. The Vice President, Human Resources, is responsible for the facilitation of federal, state and local EEO regulations and guidelines. The supervisor is responsible for the enforcement of EEO policies and practices. An effective equal employment opportunity program cannot be achieved without the support of managerial and supervisory personnel, as well as employees at all levels.

***K. List of members of governing body***

**BOARD OF TRUSTEES**

**Mr. Dewayne Furr**

Confidential Information  
Removed

**Term of Office: 07/08 – 07/11**

2<sup>nd</sup> Term

**Mr. Michael Gallops**

Confidential Information  
Removed

**Term of Office: 07/09 – 07/12**

1<sup>st</sup> Term

**Ms. Erinn Hall**

Confidential Information  
Removed

**Term of Office: 01/10 – 01/13**

1<sup>st</sup> Term

**Mr. Ed Peters  
(Chair)**

Confidential Information  
Removed

**Term of Office: 03/08 – 03/11**

2<sup>nd</sup> Term

***L. Litigation involvement within the past 5 years***

SAFY of Texas has not been involved in any litigation within the past 5 years.

## MANAGEMENT SERVICES CONTRACT

THIS MANAGEMENT SERVICES AGREEMENT (the "Agreement" is effective as of January 1, 2010, by and between Specialized Alternatives for Families and Youth of America, Inc. ("America"), an Ohio not for profit corporation, and Specialized Alternatives for Families and Youth of Texas, Inc. ("Texas"), an Texas not for profit corporation.

### Recitals:

A. Employees of America have considerable experience and expertise in program development, supervision and administration of child placement and treatment services; and

B. Employees of America serve in certain positions as officers and advisors of Texas without direct compensation from Texas; and

C. Employees of America perform substantial management, financial, human resource, insurance, and administrative functions for Texas without direct compensation from Texas; and

D. Texas does not separately maintain the full internal capability to perform all necessary management, financial, accounting, human resources, contracting, insurance and administrative functions which Texas requires; and

E. Texas requires assistance in developing various programs, policies, manuals and procedures in the child placement and treatment field.

F. Texas desires to continue receiving the management,

financial, accounting, human resource, contracting, technical and administrative services presently provided by America.

NOW THEREFORE, for and in consideration of the mutual promises, representation and covenants contained in this agreement, the parties agree as follows:

**1. Services to be Provided by America:**

a.) Consult, assist, and supervise in the development and implementation of Texas's corporate business strategies, plans and objectives. Provide treatment and financial supervision to all divisions.

b.) Consult and assist in the management and conduct of corporate affairs and corporate governance consistent with the Articles of Incorporation and By-Laws of Texas.

c.) Consult and assist in maintenance of financial records and controls, including preparation and review of payroll services; prepare periodic financial statements, budgets, and reports for internal use and needed for public and regulatory entities; provide financial instruction and advice and reports needed for financial institutions or pursuant to indentures, loan and credit agreements; arrange debt financing.

d.) Consult and assist in cash management, prepare account receivables, billings; provide supervision; develop business strategies, plans and objectives; process account payables; prepare bi-weekly foster parent reimbursement; respond to county agency requests for financial information.

e.) Consult and assist in the preparation and filing of tax

returns, tax reporting, examinations by government authorities and tax planning.

f.) Consult and assist in performing internal audit and control functions for financial reports; develop necessary programs and guidelines for achieving COA approval.

g.) Consult and assist in reviewing audit and control functions for case management required by regulatory agencies when performing child placement and treatment services.

h.) Consult and assist in the management of Human Resources including recruitment and employment of various personnel required by Texas, provide employment relations services as required on a day to day basis, develop and provide retirement and benefit programs for employees including the preparation and filing of all necessary state and federal reports.

i.) Consult and assist in negotiating contracts with Texas placement agencies.

j.) Consult and provide technical assistance in the operation of a Management Information System (MIS) which includes: providing all needed hardware and software, installation of network systems; provide necessary office equipment; provide technology training.

k.) Consult and assist in the development of new areas of treatment services and programming required by Texas or regulatory agencies.

l.) Consult and assist in coordination in the training of treatment foster parents; coordination of annual and regional foster parent conferences; provide specific training for all skill

levels of employees, conduct orientation training classes.

m.) Assist by providing or procuring legal advice and services when needed.

n.) Order office supplies and equipment for all divisions.

o.) Provide training to divisions and foster parents on the rights of foster children in the public school system, how to enroll them in the local school and provide the assistance of an experienced retired school superintendent to advocate for foster youth rights in public system.

p.) Assist with information and the development of foster parent advisory boards for each division, attend meetings and provide training to board members.

q.) Develop and Maintain a Quality Improvement Program:

1. Provide instruction and training to SAFY of Texas Inc., employees on the regulations, rules, laws, and standards for which compliance is required.

2. Develops policies, procedures and guidelines for division manager for these compliance requirements.

3. Conduct program reviews of the division sites to determine the state of compliance and provide instruction to staff to improve performance by conducting reviews of youth and foster parent files.

4. Review all Rules violation Reports and Unusual Incidents Reports to determine compliance or non compliance trends and enters information into a data base for review.

5. Establish performance outcomes measurement procedures for divisions to use in monitoring compliance.

6. Serves as in-house expert to interpret and answers questions regarding rules, regulations, standards, policies and procedures for division staff.

7. Prepared outcomes measurement reports on behalf of the Texas divisions to send to county referral agencies as required by contract agreements.

8. Distributes customer satisfaction surveys and compiles results to distribute to Texas managers to use to improve program services.

r.) Procures office space; negotiates lease agreements; procures all utility services for office sites; provides for the equipment and furniture needs through SAFY Holding Co.

s.) Obtains necessary insurance including: professional liability, general liability, foster parent liability, motor vehicle coverage, officers and director's coverage, group health, long term disability, group term life, vision, dental, employee dishonesty, commercial coverage, profit-sharing fiduciary coverage.

t.) Provide marketing services on behalf of the divisions of SAFY of Texas Inc., to increase referrals from county agencies, visit all referral sources to promote SAFY of Texas Inc., programs and services.

u.) Assist the State Director with the process of applying for Medicaid eligibility.

v.) Such other services as may be requested by Texas or deemed necessary and proper from time to time.

2. **Duties to be performed by Texas.** An integral condition to

America performing its duties pursuant to this agreement is Texas performing the following duties:

a.) Communication to America by Texas's Board, its corporate strategies, plans and objectives.

b.) Communicate to the appropriate departments of America the required information for personnel, payroll, foster parent reimbursement, human resources management, expense payment and financial statement preparation in a timely manner.

c.) Communicate to America for billing purposes the placement dates and per diem rates for providing child placement and treatment services.

d.) Communicate to America, Texas's total insurance needs by providing personnel rosters, foster parent rosters, vehicle listings, personal property summary, foster children rosters and copies of all contracts with third party referring agencies and providers.

3. **Fee for Services.** Texas agrees to pay America as compensation for the management services at a rate to be adjusted on a yearly basis which reflects the actual services and corresponding costs provided. Said rate shall be paid on a weekly basis and be reflected on Schedule A attached hereto.

4. **Term of Agreement.** Subject to the provisions of Section 5 hereof, the original term of this agreement shall be from January 1, 2010 to December 31, 2010.

5. **Extensions.** This agreement shall be extended on a quarterly

basis after the expiration of its original term unless written notification is given by either party thirty (30) days in advance of the first day of each successive quarter or unless it is superseded by a subsequent written agreement of the parties.

6. **Limitation of Liability.** In providing its services hereunder, America shall have a duty to act, and to cause its agents to act, in a reasonably prudent manner, but neither America nor any officer, director, or employee of America shall be liable to Texas for any error in judgment or mistake of law or for any loss incurred by Texas in connection with any matter to which this Agreement relates except a loss resulting from willful misfeasance, bad faith or gross negligence on the part of America.

Texas shall indemnify and hold harmless America and its affiliates and their respective officers, directors and employees from and against any and all losses, liabilities, claims, damages, costs and expenses (including attorneys fees and other expenses of litigation) to which such party may become subject to arising out of the services provided by America to Texas hereunder, provided that such indemnity shall not protect any party against any liability to which a person would otherwise be subject to by reason of willful misfeasance, bad faith or gross negligence.

The parties agree that the mutual responsibilities required to be performed pursuant to the terms of this agreement shall not provide either party the authority to act as an agent, partner, or joint venturer of the other or in anyway bind by written or oral agreement, contract or otherwise the other party.

7. **Confidentiality.** It is understood and agreed between the parties that Texas shall be provided access under this agreement to certain proprietary and/or confidential information, materials including but not limited to Foster Parent Manuals, Operations Manuals, Staff Manuals, training tapes, books and manuals and other forms and literature developed by America. Texas hereby agrees to protect such confidential information from unauthorized disclosure and to return all such materials upon the termination of this agreement.

8. **Governing Law.** This agreement shall be governed by and construed and interpreted in accordance with, the laws of the State of Texas.

9. **Amendment and Modification.** Neither this agreement nor any term may be changed, waived, discharged or terminated other than by agreement in writing signed by the parties.

**In Witness Hereof,** the parties have executed this Agreement to be effective as of the date indicated herein.

WITNESSETH:

SPECIALIZED ALTERNATIVES FOR  
FAMILIES AND YOUTH OF AMERICA,  
INC.

\_\_\_\_\_

By: \_\_\_\_\_

\_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

SPECIALIZED ALTERNATIVES FOR  
FAMILIES AND YOUTH OF TEXAS,  
INC.

By: Linda Nebel

Title: President

Date: 12/10/89

**SCHEDULE A  
MANAGEMENT AGREEMENT**

Pursuant to paragraph 3, the rate of services for January 1, 2010 through December 31, 2010 shall be based on the established fee for services methodology, not to exceed 16% of gross revenue.

SPECIALIZED ALTERNATIVES FOR FAMILIES  
AND YOUTH OF AMERICA, INC.

By:           *Corey D. Bet*          

SPECIALIZED ALTERNATIVES FOR FAMILIES  
AND YOUTH OF TEXAS, INC.

By:           *Linda Uebel*

## **Tab 6. Site and Facility Specifications**

### ***A. Facility Description***

SAFY of Texas proposes to utilize individual treatment foster homes to meet the placement needs of the juveniles. Each of the foster homes is located in the community to provide juveniles with a true community-based placement experience. As of July 15, 2010, SAFY of Texas provided supervision for a total of 66 foster homes located throughout the 19-county area of Region 3. A full list of SAFY of Texas' foster homes is available upon request. Each home is thoroughly inspected by SAFY staff prior to licensing and on a routine basis to ensure the health and safety of all youth placed in these homes.

#### **Procedures for Foster Homes**

The foster homes are either owned or leased by the individual foster parents as SAFY of Texas does not own any of the foster homes. It is important to provide persons served with a safe, hygienic and sanitary environment to live in. Therefore, it is the responsibility of the foster parents to ensure that this type of environment is provided. The SAFY worker is responsible for spot checks of the foster homes during home visits to monitor that the homes are safe, clean and sanitary. In addition, every SAFY foster home must complete the following requirements:

- Safety audits will be completed at a minimum annually (per recert and interim year) on each foster home.
- SAFY workers will complete a walk-through inspection of the foster home during a home visit three times per each recert and interim year using the Foster Home Environment Evaluation Form/SAFY F-63. The evaluations will check the following

items: bedroom arrangement, gun/ammunition storage, water temperature, safety outlet plugs, chemical storage, pool safety, outdoor recreational safety, medication storage, alcohol storage, fire/smoke detector, fire extinguishers, posting of emergency numbers, appropriate food availability, cleanliness of environment, evacuation plans, and fire/tornado drill documentation.

- Foster homes must have a first aid kit available.
- Vaccinations for pets will be maintained.
- Foster homes will develop emergency evacuation plans (\*refer to Foster Home Evacuation Plan Guidelines below).
- Fire/tornado drills will be conducted within a few days of a new client arrival and annually around the anniversary date of the foster home certification and are documented on the Foster Home Fire/Tornado Drill Report/SAFY #F-179

### **Foster Home Evacuation/Disaster & Emergency Plan Guidelines**

- All SAFY licensed foster homes will comply with the following in regard to fire/emergency evacuation plans:
  1. Draw a floor plan, as close to scale as possible, that identifies the use of each room (i.e. bedroom, kitchen, etc.) and that shows the designated emergency and alternate escape routes, each in a different color. In areas where tornadoes occur more frequently, an emergency plan for tornadoes should also be developed.
  2. Post floor plan(s) on each level of the home.
  3. Submit a copy for placement in the foster home file.

4. Each new client entering the home/site will be instructed on the evacuation plan for the home. A drill will be practiced within a few days of the client's arrival.
  5. Adequate prevention equipment (according to state regulations) will be properly installed and maintained according to manufacturer recommendations. Clients of appropriate age and developmental level will be trained on the use of prevention equipment and this training will be documented in the case notes.
  6. Designate a specific "safe" common meeting place in case an evacuation occurs (e.g. elm tree, back yard swing set).
  7. Make client aware and knowledgeable of how to access emergency phone numbers.
- Each home must have a working smoke detector in hallways or open areas outside sleeping rooms and on each level of a home with multiple levels. Depending on the size and layout of the home, additional smoke detectors may be required based on manufacturer's or fire inspector's instructions. Smoke detectors must be installed and maintained according to the manufacturer's instructions, or in compliance with the state or local fire inspector's instructions.
  - A foster/adoptive home must have a fire extinguisher in each kitchen and on each level of the home. The fire extinguisher(s) must be serviced after each use and checked for proper weight at least once a year.

In cases of flooding or hurricanes foster parents will follow instructions from local authorities regarding evacuation of all residents of the foster home to identified shelters or safe areas.

Foster/adoptive families will complete the SAFY of Texas Foster Home Evacuation/Disaster & Emergency Plan #F-053TX to provide written documentation of emergency contacts and plans

for relocation/evacuation, should disaster necessitate such actions and will sign a copy of this policy (Texas Safety and Evacuation Policy #P-011TX) annually to acknowledge their understanding of agreement with SAFY of Texas emergency procedures. Foster/adoptive Families will update the SAFY of Texas Foster Home Evacuation/Disaster & Emergency Plan #F-053TX annually and will sign a copy of this policy (Texas Safety and Evacuation Policy #P-011TX) annually to acknowledge their understanding of agreement with SAFY of Texas emergency procedures.

- During Emergency Situations:
  1. Children will be cared for and supervised with, at least, the same intensity as they are supervised and cared for in non-emergency situations.
  2. Foster/Adoptive Parents recognize that foster youth may only be supervised and disciplined by Foster/Adoptive Parents licensed by SAFY of Texas, even in the event of an emergency.
  3. In the event of an emergency situation, the Foster/Adoptive Parent(s) will notify SAFY of Texas, immediately. After regular business hours, the 24-hour hotline (1-800-532-7239) may be utilized.
  4. In the event of a natural disaster or terrorism/safety emergency, SAFY of Texas will contact each licensed Foster/Adoptive Home as soon as is possible. During this contact, SAFY of Texas staff will ensure that the youth's food, shelter, supervision, transportation, medication, and supplies are not disrupted. If any of these elements are disrupted for the youth, the staff will assist the Foster/Adoptive Parent(s) in creating a temporary plan for youth safety, such as staying in a disaster relief shelter, etc.

5. While dislocated from the primary residence, SAFY of Texas will expect to have daily communication, as least, with the Foster/Adoptive Parent(s) to ensure safety for the Foster Youth.
6. SAFY will seek out informative resources for Foster/Adoptive Parent(s) that will help prepare families for emergencies and understand how to provide for stability in the event of an emergency.
7. Each Foster/Adoptive Home will provide documentation of relocation plans should they be evacuated from their primary residence.

***B. Define other agencies or groups under contract or anticipated contracts in the same facility***

SAFY of Texas foster homes can accept referrals for foster care placement from both the Texas Youth Commission (TYC) and the Department of Family & Protective Services (DFPS). As the foster homes may have up to 6 beds for placement, it is quite likely that a home may receive both TYC and DFPS placements concurrently. DFPS foster care placements can range in age from 0-17 and may be both male and female. SAFY of Texas's intake processes are designed to review the foster home's composition prior to making a decision to place additional youth in the home. SAFY of Texas staff make a placement decision based upon the age, gender, clinical needs, and facility layout to determine if a placement is an appropriate match for a home.

TYC youth will receive services in a family-type setting and therefore, will interact with other residents of the home on a daily basis while completing daily living activities such as dining, relaxing, participating in community outings, and in general, spending time at the foster home.

SAFY foster parents are trained to provide youth with the opportunity for privacy in their daily routines as well.

### ***C. Type of Program***

SAFY of Texas is proposing the use of treatment foster homes to house juveniles in this program. These foster homes are non-secure facilities. Foster parents are responsible for 24 hour supervision of the youth in their care, however, it is not necessary for the youth to be in sight of the foster parents at all times. Level of Care, past offenses and age of child will directly affect the level of supervision a youth receives. During the process of treatment plan development, staff and foster parents shall develop a supervision schedule that adequately prevents the threat of the youth running away or otherwise being absent from the foster home without the permission or the knowledge of the foster parents. Please see Attachment 6C for SAFY Policy #P-117TX Supervision of Youth by Foster Parent Policy.

### ***D. Sleeping areas for youth***

SAFY foster parents will provide each youth with their own bed and access to clean linens. Bedrooms must provide at least 80 square feet for those in single sleeping quarters and at least 40 square feet for each youth in bedrooms shared by more than one youth. Bedrooms must have doors that close to provide privacy and windows that allow natural light into the room. Additionally, each youth must be provided with adequate storage in closets and/or dressers for their clothing, hygiene articles and other personal belongings. Areas in the family home that are used for passage to other rooms or that are designed for other purposes such as dining rooms, porches, hallways may not be utilized as bedrooms.

### ***E. Recreational space for juvenile offenders***

Services will be provided in a family residential setting by treatment foster parents. Some of the foster homes may have indoor and outdoor recreational areas and equipment available, but it is not a requirement of SAFY of Texas that all of our foster homes have such equipment on-site. Should the foster home not be equipped with such recreational equipment, foster parents may take youth to community parks, schools or other areas possessing such equipment.

### ***F. Medical Room***

The proposed facility shall not house 24 or more youth, therefore the facility is not required to provide a separate medical room to provide for the delivery of medical services.

### ***G. Location and space for Educational services***

As the facilities providing services will be non-secure treatment foster homes, educational services will not be provided on-site. SAFY of Texas foster parents will access the public education system to ensure the provision of educational services.



**SAFY of Texas**  
**Supervision of Youth by Foster Parent Policy #P-117TX**

**PURPOSE:** To explain acceptable methods of supervision while youth is in the care of the foster parent.

**EFFECTIVE DATE:** 09/24/2004, 12/10/2004, 12/09/2005, 12/07/2006, 4/1/2007, 06/13/2007, 3/26/2008, 3/31/2010

**IN ACCORDANCE WITH:** Texas Youth Commission GAP 91.21, 91.7, 93.1, 93.13, 93.15 TDFPS 749.2551-2567; 749.2591-2599

It is the intent of SAFY of Texas to provide each youth entering into care the proper amount of supervision, one that balances trust, responsibility, and safety. Youth safety is always paramount in decisions regarding supervision. The treatment team reserves the right to modify, adjust, or otherwise change a youth's level of supervision any time it is determined to be in that youth's best interest.

A youth's level may be modified at any time by a staff member or a foster parent after consultation with a staff member, in the event of an emergency.

SAFY of Texas child placement management staff will ensure that supervision of children in care adequately accounts for the specific needs of the children in care in each home; non-routine events taking place in the lives of individual children, the foster parents, or the group of children in care; and the children's history, including background or abuse or neglect by caretakers, sexual or physical abuse against others, fire-setting, maiming or killing animals, suicide attempts, and run-away behaviors. The child placement management staff will also approve a written plan for the increased supervision of a child who presents an immediate harm to himself or others.

For purposes of this standard, the following terms and explanations are used:

**Contraband** - means any physical item that presents a substantial danger to the safety and security of youth, staff, or the facility and any other item, depiction, or publication that is included in the definition of "contraband".

**Mail** - includes all written correspondence, pictures, publications, and the contents of packages.

**Special Correspondent** - means the following persons:

1. TYC board members, administrators, inspector general, or investigators;
2. Government officials, including elected officials, court officials, and law enforcement officials;
3. An attorney for the youth; and
4. A member of the editorial and reporting staff of any newspaper or magazine listed in "Ayers Directory of Publications" or the "Editor and Publisher Year Book" or the editorial and reporting staff of any radio or television station.

**Babysitting** - is defined as care for children that have the purpose of providing relief to the child's primary caregiver and lasts for less than 72 hours. In order to provide Babysitting services an individual must complete SAFY of Texas' approved Babysitter verification criteria.

**Respite Care** - is defined as care for children on a 24-hour basis that has the purpose of providing relief to the child's primary caregiver and lasts for more than 72 hours. In order to provide respite care services an individual must complete the entire process for licensing as a foster parent.

**In keeping with this philosophy, SAFY foster parents and staff will adhere to the following guidelines:**

- Foster Parents must allow privacy for each child.
- Each child must have access to a quiet area where he or she can withdraw from the group when appropriate.
- Children must be allowed to send and receive mail and have telephone conversations with family members or managing or possessory conservator unless the best interests of the child or a court order necessitates restrictions.
- When the contact with the family is requested by either the child or his or her family and the foster home determines contact is not in the child's best interest, the restrictions from communication must be determined by a psychiatrist, licensed psychologist, social worker or licensed administrator and approved by a Level I staff member. Reasons for the restrictions must be documented in the child's record. If contact continues to be requested and continued restrictions are necessary, these restrictions must be evaluated monthly by one of the aforementioned persons and reasons for the continued restrictions documented in the child's record.
- If limits are put on communication or visits for practical reasons (such as expense), such limitations must be determined with the participation of the child and his or her family or managing or possessory conservator.
- A child must be allowed to bring personal possessions to the foster home and may acquire personal possessions. If limits are put on the kind of possessions a child may or may not receive, these must be discussed with the child and his or her family or managing conservator.
- Unless it is indicated by the youth's treatment plan or an indication that the youth will harm self or others it is not necessary for the youth to be in sight of the foster parents at all times. Level of Care, past offenses and age of child will directly affect the level of supervision a youth receives. If there is a risk of harm to self or others the youth must receive continuous observation, including supervision by awake night staff or foster parents.
- Clients will be treated with kindness, consistency and respect.
- Foster parents and staff will not discriminate in providing care and supervision to clients on the basis of age, race, sex, religion, sexual orientation or cultural heritage.
- Foster parents and staff will provide humane, instructive discipline appropriate to the age and functioning level of the client.
- Well-defined rules that set limits on behavior will be established and made known to the client. When appropriate, the client should participate in establishing the rules and the rules should be displayed.
- All rules and expectations made by a foster parent or staff will be explained to a client in a manner appropriate to age and developmental level during the initial orientation and prior to any disciplinary action for violations of such rules.

**SAFY Supervision Requirements/Responsibilities for Foster Parents**

- Foster youth may not be under the care (includes supervision, transportation, discipline, etc.) of any other unlicensed personnel (relatives, friends, boyfriends, etc. of the foster family).
- Foster/Adoptive families should supervise youth 24 hours a day, 7 days a week. There are varying degrees of supervision that are based on level of care and age appropriateness which includes constant approved adult supervision to no adult supervision. This includes:
  - Foster Parents
  - Respite Providers

- Community Service Facilities
- Place of Employment
- School
- Approved Free Time (no supervision required)
- Furlough (approved by TYC)
- The foster/adoptive parent is responsible for:
  - Knowing which children they are responsible for
  - Being aware of and accountable for each child's on-going activity
  - Providing the level of supervision necessary to ensure each child's safety and well being, including auditory and/or visual awareness of each child's on-going activity as appropriate
  - Being able to intervene when necessary to ensure each child's safety
  - Not performing tasks that clearly impede the caregiver's ability to supervise and interact with the children while being responsible for the supervision of the children and meet any service-planning requirement regarding supervision of any child
- The foster/adoptive parent must take the following into account when determining how closely to supervise a child:
  - The child's age
  - The child's individual differences and abilities
  - The indoor and outdoor layout of the home
  - Surrounding circumstances, hazards, and risks
  - The child's needs, including the physical, mental, emotional, and social needs.
- The foster/adoptive parents and any other caregivers counted into the child/caregiver ratio must:
  - Be aware of the children's habits, interests, and any special needs
  - Provide a safe environment
  - Cultivate developmentally appropriate independence in children through planned but flexible program activities
  - Positively reinforce children's efforts and accomplishments
  - Ensure continuity of care for children by sharing with incoming caregivers information about each child's activities during the previous shift and an verbal or written information or instructions given by the parent or other professionals
  - Implement and follow the children's service/treatment plans
- The foster/adoptive parent is responsible for documenting the behavior of youth, including regular behaviors, incidents, problems, progress, accomplishments, and any other pertinent information. Case notes should be signed and dated by the foster/adoptive parent and provided to SAFY of Texas by the fifth of the following month.
- Transportation:
  - It is the responsibility of the foster parent to be the primary provider for transportation. Any deviation from this would need to be approved by SAFY, TYC and/or DFPS.
  - Only by SAFY approved drivers (i.e., SAFY, TYC or DFPS staff; Licensed Foster parents; Respite Provider) – DFPS and TYC will authorize transportation by another individual but this must be requested by SAFY prior to transporting youth.
  - Transport to Treatment Team Meetings:
    - TYC youth – monthly updates
    - CPS youth – every three months
  - Health Care Appointments - Schedule and transport to:
    - Initial admissions medical assessments
    - Ongoing required appointments
    - Psychiatrist and counselor
  - Community Service
  - School and extra-curricular activities

- Facilitate Resources for Youth:
  - Youth Employment
    - Job Search
    - Application Process
    - Interview Skills
- Respite Care:
  - All foster parents are required to have an approved respite provider and to communicate supervision requirements for youth prior to leaving youth in the care of the respite provider.
- Identify locations to complete community service requirements
- Savings Accounts
  - Help youth establish a savings account
  - For TYC youth, ensure 70% of paycheck deposited into account each pay period. This is done through bank statements.
- Allowance
  - Weekly allowance of \$10.00
  - Monthly clothing allowance of \$40.00 (This money is ONLY to be used to pay for clothes)
  - Youth may “save” allowance, but this must be documented and signed by the youth
- Phone and Cell Phone Use
  - The privilege of using a phone or cell phone will be integrated in the treatment plan and will be a treatment team decision. Treatment Team may include... Psychiatrist, Psychologist, State Director, Treatment Director, Family Youth Specialist (FYS), Foster Parent, Primary Biological Family, DFPS (CPS) Caseworker, &/or TYC Caseworker.
  - It is recommended that youth not have a personal cell phone, but if they do there should be a means by which they pay for the phone. Monthly clothing allowance is not to be used to pay for the cell phone. Acceptable avenues of payment for personal cell phone would be biological parents and income from employment.
  - The Foster Parent will ensure youth are provided access to telephones and with equal opportunities for telephone use being provided to all residents within the home.
  - The Foster Parent will ensure youth have access to a telephone in the event of an emergency. The Foster Parent is not responsible to pay for cell phones or incoming or outgoing long-distance calls on land lines, except in an emergency.
- Youth Mail – All juveniles have the right to communicate or correspond through the mail with persons or organizations subject only to the limitations necessary to maintain facility order and security and to protect youth from improper influence. The Foster Parent and/or SAFY will furnish postage and stationery to all youth for three one-ounce domestic letters per week. Additional postage and stationery will also be provided for letters to attorney for youth or courts, TYC official and other persons of a specified class.
  - No incoming or outgoing youth mail will be read or censored, but mail may be inspected for the purposes noted in this policy. Unless a youth requests it, a youth’s mail will not be read for any purpose as long as the mail remains in the youth’s possession in his own sleeping area or on his person. Mail that is abandoned following a youth’s unauthorized departure may be read to aid the youth’s apprehension.
  - Contraband in Incoming and Outgoing Mail: All incoming mail to youth may be opened and inspected for contraband in the youth’s presence. All outgoing mail from youth may be inspected for contraband prior to sealing, except for outgoing mail to special correspondents.
  - All contraband that is discovered will be seized and disposed of in accordance with standard outlined by SAFY as it relates to disposition of unauthorized items seized. Money in the mail is handled in accordance with SAFY’s policy as it relates to youth banking.
  - Incoming mail may not be delivered to a youth and outgoing mail from a youth may not be deposited for delivery if it contains contraband or if it is addressed to or from: a person

- (including the victim or the parent or guardian of a minor) who objects to receiving mail from the youth; a person, other than a special correspondent or family member, whose correspondence with a youth under age 18 has been objected to by the parents or guardian of the youth; a person, other than a special correspondent, who at any time has attempted to send the youth contraband; an inmate of a jail or prison, other than a member of the youth's family; another youth under TYC jurisdiction when it is found that either youth has at any time violated a rule of conduct and mail between the youth was involved; or other youth under TYC's jurisdiction when the TYC executive director determines that mail correspondence between the youth creates an intolerable risk of disorder under the circumstances existing at a particular time. The youth will receive notice of mail that is returned to the sender. The notice to youth will include the reasons for its return in sufficient detail.
- Mail that is not delivered will be returned to the sender or post office as undeliverable.
  - Mail from a youth will not be deposited for delivery without a return address printed on the envelope.
  - Notice of Stopped Mail and Opportunity for Review: Youth will receive notice of mail that is returned to the sender according to this policy and of the opportunity for review as provided in this policy. The notice to youth will describe the mail and the reasons for its return in sufficient detail to permit effective utilization of the review procedures.
  - Senders of mail that is returned according to this policy, other than mail from persons identified, may request the reasons for the mail's return and be provided the opportunity for review as provided according to policy. Notice of the address or telephone number to contact for this information will be stamped on the returned envelope.
  - Stopped Mail Review Procedure: Persons who have received notice of stopped mail may request review of the stopped mail by writing to the Facility Administrator within two weeks of their receipt of notice. The Facility Administrator notifies the person requesting the review of his or her decision within thirty days of receiving the request. If the Facility Administrator upholds the stopping of mail, he or she will notify the persons requesting the review that they may resubmit their request to resume mail to or from the youth after 6 months.
  - Postage and Time of Delivery: There is no limit on the number or length of incoming or outgoing letters. Postage and stationery will be furnished to all youth for three one-ounce domestic letters per week. Additional postage and stationery should be provided for letters to attorneys for youth or courts.
  - All incoming and outgoing letters will be held no longer than 24 hours and packages no longer than 48 hours except on weekends or holidays when 72 hours is allowed (if the holiday immediately precedes or follows the weekend).
  - First class letters and packages will be forwarded to a youth's assigned placement following transfer or release.
  - Parents/guardians of youth under the age of 18 and SAFY may be notified of organizations seen corresponding with their child. This will allow the parents/guardian to exercise their own discretion regarding such communication and may request that their child's name be removed from such list or they may request that TYC make disposition of the communication when it is mailed to their children in the future.
  - SAFY will honor a moratorium placed on any TYC operated facility.
  - Church Attendance
    - The foster youth cannot be forced to attend a church against their will
    - The foster parent will ensure that there is reasonable access to religious programs, counseling, and other such resources in the community
    - The foster parent must make appropriate arrangements for a youth to attend the church of their choice or to be elsewhere, such as respite, if they do not want to attend any church

- The foster parent will provide access to adult clergy
- Video cameras may be utilized for supervision of children in a child’s bedroom when
  - The child is an infant or a toddler
  - The parent or other person legally authorized to consent (typically DFPS or TYC) consents to the use of the video camera and the child is younger than 5 years old; has primary medical needs; or has a service plan that permits the use for purposes of reducing risks of sexually offensive behavior, physical aggression, such as night terrors, sleepwalks, or resides in a bedroom with such a child. In such cases the justification for utilizing the video camera in the child’s bedroom will be documented in the child’s service plan, and the child must have other accessible and reasonable locations where he may change his clothing in private.
- Procedures for Storage & Use of Dangerous Tools and Equipment
  - A foster/adoptive home must store dangerous tools and equipment, such as hatchets, saws, and axes, so they are inaccessible to children. Children may use these tools and equipment with caregiver supervision, as appropriate based on the child’s age, maturity, and treatment issues. FP must supply safety equipment (i.e., eye wear, shoes, gloves) to prevent any harm to child while using tools.

**Additional SAFY Supervision Requirements/Responsibilities for Foster Parents of TYC Youth and DFPS Youth**

Supervision of a youth is determined by the treatment team and what is in the youth’s best interest. The youth’s level may fluctuate dependent upon the youth’s behavior. The sole determinant of the youth’s level of supervision is their own behavior and decision-making. The treatment team will assign levels based upon that. If the youth’s behavior necessitates a move to a more restrictive level, the youth may not necessarily be required to complete 30-day time limit originally assigned to that level, i.e., their behavior could show their readiness to return to their previous level after 7 days. Their behavior may also indicate they are not ready to return to the previous level after the minimum 30-day limit. It is always contingent upon the exhibition of positive, pro-social behavior. The Levels of Youth Supervision are defined below:

- **Orientation Level** – This is the level of supervision new or returning youth will be assigned. This plan of supervision will require the youth to be supervised at all reasonable/awake times, i.e., when not in school or at work. School, employment, and community service are considered supervised by those respective adult; however, the foster parent should ensure that the adults at those locations understand the necessity of reporting any absences, awols, other unusual occurrences, etc. Likewise, the youth’s attendance at support groups, counseling, or other approved situations, i.e., training, classes, school functions during regular school hours, etc., is considered supervised. Allowing youth to attend an after school function, walk or bicycle “around the block” without the foster parent does not meet the intent of this level. The minimum amount of time a youth will remain on the Orientation level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity and, the youth must be actively working towards completing their treatment plan goals.
- **Confidence Level** – The youth may achieve this level of supervision after successfully completing the requirements and time frames of the Orientation level. On the Confidence level, each requirement of the previous level is maintained, however, the youth may have designated, pre-approved time/outings away from the direct supervision of the foster parent, i.e., go to mall, movie, restaurant, park, bicycle riding, etc. The length of these outings may not exceed 2 – 4 hours at any one time. The minimum amount of time a youth will spend on this level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity, and, the youth must be actively working toward completing their treatment plan goals.

- **Trust Level** – This is the highest level with the least amount of supervision. Youth on this level of supervision may utilize up to two, 4 – 8 hour pre-approved outings per week. Youth on the Trust Level will complete all requirements of previous levels and maintain exemplary behavior and attitude. They are expected to teach and “peer mentor” other, newer youth. This level will most closely resemble “life after SAFY” and should be utilized for the youth to practice sound decision-making skills in real-life situations.

**Capacities and Child/Caregiver Ratios**

- A Foster/Adoptive Home may care for up to six children, including any biological and adopted children of the caregivers who live in the foster home and any children receiving foster or respite child-care, and children for whom the family provides day care. All adults in care must also be counted in the capacity of the home. The maximum number of children that one caregiver may supervise in a Foster Home is six. The number of children one caregiver in a Foster/Adoptive Home may supervise will be reduced for the following reasons:
 

<b>If the home cares for:</b>	<b>Then the number of children one caregiver may care for is:</b>
One child under age 5	One caregiver to five children
More than two children receiving treatment services	One caregiver to four children
One child with primary medical needs	One caregiver to four children
- A Foster Group Home may care for up to twelve children, including any biological and adopted children of the caregivers who live in the foster home and any children receiving foster or respite child-care. All adults in care must also be counted in the capacity of the home. The maximum number of children that one caregiver may supervise in a Foster Group Home is eight. The number of children one caregiver in a Foster Group Home may supervise will be reduced for the following reasons:
 

<b>If the home cares for:</b>	<b>Then the number of children one caregiver may care for is:</b>
One child under age 5	One caregiver to five children
More than two children receiving treatment services	One caregiver to four children
One child with primary medical needs	One caregiver to four children
- When determining capacity, SAFY of Texas will evaluate the number of caregivers and the age of the children in the home and in placement; the services being provided and the needs of the children in care; the amount of space available for children; and bathroom accommodations in the home. The Foster/Adoptive Home capacities will be reduced from the maximum of 6 to the appropriate number based upon space within the home and types of services child receives. The Foster Group Home capacities will be reduced from the maximum of 12 to the appropriate number based upon space within the home and types of services child receives.
- A Foster/Adoptive Home or Foster Group Home may never exceed the verified capacity. This includes times of babysitting, part-time children visiting, or other circumstances where the foster/adoptive parents may be asked to provide care for other children.
- A Foster/Adoptive Home may only care for two infants (children from birth through 17 months) at the same time unless more than two infants are being placed together in order to keep a single sibling group together. If the home cares for two infants (or more in order to keep a single sibling group together) the home can only care for two additional children under age six. These restrictions include the biological and adopted children of the foster family, children in foster or respite child-care, and children for whom the family provides day care.
- Children under age 5 may only be placed in a Foster Group Home if SAFY of Texas determines that the placement is necessary in order to maintain a sibling group and a less restrictive setting cannot meet the needs of the sibling group. This information will be documented in the Foster Group Home

file.

- For times when the child/caregiver ratio will not be maintained (i.e. children away from the home at school or daycare) at least one caregiver must be available by phone to respond to emergencies, changes in schedules, or unplanned events; and provide care and supervision whenever a child needs the attention of a caregiver, including when the child returns to the home.

### **Supervision Alternatives**

Supervision may be altered in some situations and should always be considered by the foster/adoptive family to ensure that such scenarios are appropriate for the particular youth, with regard to behavior, current incidents, and the ability of the responsible parties to supervise the particular child. Such situations include:

- Parents on the premises:
  - The program operates in association with a business or religious organization; the parent or person responsible for the child attends or engages in some activity nearby; a child may only be in care when the parent or person responsible for the child attends or engages in the nearby activity; and the parent or person responsible for the child can be contacted at all times. For example, children may participate in Sunday school class at a church as long as the foster/adoptive parent is on the premises and available to those responsible for the child.
- Skills Program:
  - The program teaches a talent, ability expertise, or proficiency; it is not a part of a school, child day-care or after-school day care operation; and each child attends less than two hours a day. For example, children may participate in dance or music or other programs where they are learning a talent, etc.
- Parents Day Out Program:
  - The program operates no more than two days a week; it operates for less than 24 hours a day; and it is not a part of an operation subject to licensing regulations (registered/licensed child day-care). For example, children may attend a Mother's Day Out program at a church twice a week.
- Short Term Program:
  - The program operates no more than 11 weeks during the year; it only provides care for children who are at least five years and under 14 years; and it is not a part of an operation subject to licensing regulations. For example, children may attend a special program during the summer school break.
- Religious Program:
  - It is a program of religious instruction such as Sunday school or weekly catechism; or it is a religious program that last two weeks or less. For example, children may participate in Sunday school class at a church as long as the foster/adoptive parent is on the premises and available to those responsible for the child.

## **Tab 7. Program Implementation and Commencement of Services**

### ***A. Ability, Resources, and Commitment to Commence Services***

SAFY of Texas is already currently providing these services to both TYC and DFPS youth.

SAFY has the infrastructure in place to begin accepting referrals for services as soon as a contract is finalized. Critical infrastructure elements presently in place include:

- Fully furnished, leased office space
- Experienced program administrators
- Fully trained and qualified case workers
- Licensed foster homes for placements
- Technology
- Detailed policy and procedure manuals in compliance with TYC rules and regulations

### ***B. Start-Up Plan/Schedule***

As stated above, SAFY of Texas would be capable of accepting referrals immediately upon the finalization of a contract agreement as SAFY of Texas is currently providing these services throughout Region 3.

### ***C. Time Table of Activities***

As stated above, SAFY of Texas would be capable of accepting referrals immediately upon the finalization of a contract agreement as SAFY of Texas is currently providing these services throughout Region 3.

#### **D. Notification of State and Local Officials and the Community**

As services will be provided in foster home settings in the community, notification of state and local officials and the community as required in TYC GAP.81.61 is not applicable.

#### **E. Resumes of key personnel**

Please See Attachment 7E for key personnel resumes listed below.

Specialized Alternatives for Families and Youth of Texas, Inc.	
Proposal for Texas Youth Commission (TYC)	
Staff Resumes	
EMPLOYEE LIST	POSITION
Anderson, Ivori	Family Youth Specialist
Anderson, Jami	Family Development Specialist
Barnard, Kendra	Lead Family Youth Specialist
Beckford, Melissa	Quality Improvement Assistant
Burks, Jennifer	Family Youth Specialist
Dill, Cynthia	Treatment Director
Hull, Ann	State Director
Hunt, Patricia	Family Recruitment Specialist
Johnson, Antoinette	Family Youth Specialist
Romanelli, Emily	Family Youth Specialist
Rosenthal, Toni	Family Development Specialist
Samson, Sarah	Divisional Office Manager
Squire, Ranarda	Family Youth Specialist

#### **F. Computer Setup**

SAFY's offices are equipped with state-of-the art computer equipment to be used by SAFY staff and administration. Each staff member is provided either a laptop computer or a desktop computer equipped with Windows XP, MS Office XP, and MS Outlook for email purposes. The office has high-speed DSL internet access provided by AT&T.

## **G. Staff Training**

SAFY's **Training and Supervision Employee Policy** is as follows for staff training:

SAFY will allocate sufficient resources to support personnel development and training through a structured program that uses a variety of educational methods including:

- direct supervision
- quality improvement activities
- self-study using videos, audiotapes and books from SAFY library
- SAFY Employee Web (SEW) online training which includes self study materials and power point training that can be facilitated in a group setting
- conferences and workshops offered within or external to SAFY

### Supervisor responsibilities:

- Identify the training needs of employees through completion of competency checklists, individualized training plans, performance evaluations, etc.
- ensure access to identified training
  - identify/locate training for employee (using resources listed above)
  - identify trainer/mentor to provide training
  - facilitate the training for the employees
- Monitor training completion and due dates for required training by reviewing training logs and reports from HR and Training departments showing status of employee training.

### Definitions

Personnel: both full-time and part-time employees (paid personnel) as well as volunteers (unpaid non-employees)

- Direct service personnel – personnel who work directly with clients, as well as the supervisors of direct services

### **New Employee Orientation**

New employees will be required to complete an initial two week orientation period upon employment with SAFY. This orientation will occur at the job site through formalized training which includes self study and web based formats, mentoring by experienced staff, and training by supervisors. Refer to Appendix A Required Employee Training for additional training required for each position within the first year of employment.

Upon recommendation by the immediate supervisor after the initial six months of employment, clinical staff may be scheduled to attend a more advanced clinical training in an appropriate location.

### **Staff Training**

It shall be the policy of SAFY to encourage among all staff (full and part time) professional development and utilization of educational alternatives when relevant to agency interest and consistent with agency programs. All staff will be encouraged to further their education, skills and knowledge in their appropriate fields for the benefit of their own growth and development, as well as that of the agency. As a condition of employment, staff must keep their specific licensing requirements current. SAFY encourages participation in cultural sensitivity training and training in ethnically sensitive methods of practice for direct care staff.

Employees are required to obtain a specific number of training hours each calendar year according to their level and area of function (i.e., treatment versus operations) as noted on the Appendix A Required Employee Training. These hours may be prorated according to the months employed for new employees hired during the calendar year.

The number of training hours required for employees working in the operations area for SAFY will be determined by licensure or certification requirements when the employee is required to maintain a license or certification as a condition of employment. If the employee is not required to maintain a license or

certification, the necessity for and number and/or topics for annual training hours will be determined by the employee's immediate supervisor. The supervisor is expected to assure that their employees' skills remain current to meet the demands of the job through workshop attendance, hands on training, video training, etc.

Depending on each job title and responsibilities tied with each individual program, SAFY has specific requirements for training which are identified in Appendix A. It is the responsibility of each staff member to ensure all training requirements are met and maintained. All SAFY specific training requirements must be up-to-date prior to any approval of outside training requests. Any exceptions will be evaluated on a case-by-case basis and must be approved by the reporting Vice President and the respective Senior Vice President.

### **CPR and First Aid Training**

SAFY will pay for employees to take CPR/First Aid training under the following circumstances. CPR and First Aid are requirements for their position at SAFY. The employee **MUST** attend a training offered by one of our trainers or where SAFY pays the trainer fees (\$20/hour according to our Training Reimbursement Policy/P-22). If we do not have a trainer on staff or the ability to make arrangements to pay a trainer to train our staff and/or foster parents, then we will reimburse the employee to attend outside training for CPR/First Aid when it is a requirement for their position. It will be at the discretion of the supervisor whether to approve for training reimbursement in these situations. If the employee had the opportunity to attend CPR/First Aid that was offered/paid for by SAFY and but chooses not to, the supervisor has the discretion to deny the reimbursement for the employee. SAFY encourages employees to check with other nearby divisions regarding training opportunities if it is not available in their division. The employee who wants to go to an outside CPR or First Aid training must seek **prior approval** using the training request procedure (Conference/Workshop Application Procedure/P-44) which includes completing the Workshop/Conference Application/F-37 and seeking **prior approval** from their

supervisor and then sending the application (**prior to the class**) according to the procedure to the Director, Staff Training at the corporate office.

Employees will be expected to pay the fees required to obtain the CPR/First Aid cards.

### **Documentation of Training**

Examples of training documentation include completed checklists, certificates, cards, completed tests, etc. Training documentation required to be added to the personnel file must be sent to the corporate office and will be tracked in databases with reports generated frequently showing status.

All training received is to be documented on the Staff Training Log on the SAFY Employee Web (SEW). Completed staff training logs will be forwarded from the Training Department to the Human Resource Department at the end of the calendar year for placement in the employees' personnel files.

### **Conference and Outside Training Attendance**

Employees may be given time off with pay to attend conferences, workshops, institutes and meetings with the approval of management, provided they are relevant to their professional interests.

Selection of employees for attendance will be determined by management on the basis of the following criteria:

- relevance to work
- participation in conference programs
- individual's interest in attending
- time interval since last attendance
- current work pressures
- money available for this purpose
- needs of the agency

- employee's current professional development
- current status on SAFY required trainings (per Appendix A). The expectation is that the employee will remain current on their required training at the time of the training event.
- completion of responsibilities listed below after attending other outside events (sending certificate of attendance, copy of handouts and sign in sheet from presentation to staff to the Training Department).

**SAFY reserves the right to request reimbursement of conference/workshop expenses from an employee who leaves employment within six months of attendance at a costly outside training event.**

Registration for Conferences and Outside Training Events

An application for outside training attendance must be completed and include information such as the following:

- date of application
- name of organization sponsoring the training event
- dates and location of training event
- previous training events attended in which expenses were paid by SAFY
- approximate expense of travel, meals, lodging and registration
- deadline for early registration, if applicable
- value your attendance will have to SAFY
- signature of the employee
- registration form from the brochure with employee information completed
- original brochure, if available, should be attached to the application

The application and brochure are submitted to the employee's supervisor for consideration. For divisional employees the approvals must be obtained from the immediate supervisor and the State or

Regional Director. For corporate office employees approvals must be obtained from the immediate supervisor and the reporting Vice President or higher. Once the approvals are obtained, the application and other information are sent to the Director of Staff Training. The Director of Staff Training will review employee status regarding required training and if training requirements are met will facilitate the registration for the employee. The employee will be notified of the approval and registration by the Training Department.

If training requirements are not met the State or Regional Director or reporting Vice President or higher will be notified. If the training request is denied the employee, supervisor and other approving managers will be notified. If the training request is denied due to an employee not meeting internal training requirements, the employee will need to use paid time off if they choose to pay and go to the training on their own.

The supervisor may approve training requests for an employee for a training event where there is no registration cost without having to seek additional approvals from higher levels. The supervisor must ensure that the employee is up to date on required SAFY training prior to the approval. They may contact the Training Department or review the Licensure logs that are sent monthly to verify that the employee is up to date.

The reporting Vice President may approve training requests for multiple persons when there is no registration cost or when the total cost including travel, food, lodging and registration costs for the group do not exceed \$500.

Requests for attendance at major national conferences (i.e., FFTA, CWLA), and requests for trainings that exceed \$500 in costs must be approved and coordinated with the SVP and/or CEO in addition to the other approving managers.

The employee has responsibility for the following in regards to attendance at outside training events:

- making arrangements for lodging or travel with the immediate supervisor's approval
- notifying the Finance Department and Training Department in instances where they are unable to attend the training event as scheduled so that cancellation and reimbursement processes can be completed
- sending a copy of the certificate of attendance to the Training Department to verify attendance
- sending a copy of materials obtained at the training event to the Training Department for inclusion in the SAFY library. All conference materials become the property of SAFY.
- sharing information obtained at the training event with other employees through presentations at staff meetings, disseminating handouts, writing a summary, etc. A training event sign in sheet documenting this presentation must be sent to the Training Department.

### **Supervision**

Research suggests that workers who receive supportive supervision are more effective in their work, which can have a positive impact on service recipients. Lack of quality supervision can lead to reduced productivity and higher staff turnover rates.

When assigning supervisory responsibilities, SAFY considers:

- the qualifications of the worker and the supervisor
- the complexity and intensity of services and
- other organizational responsibilities

**G. All license held by staff and facility**

Facility Licensure is in Attachment 7G as follows:

DFPS Licensure  
Council on Accreditation (COA)\*

\*SAFY of Texas, Inc. utilizes private foster homes, therefore, we are accredited by COA, rather than ACA.

Staff licensure is in Attachment 7G as follows:

Specialized Alternatives for Families and Youth of Texas, Inc.	
Proposal for Texas Youth Commission (TYC)	
Staff Licensure	
<b>EMPLOYEE LIST</b>	<b>LICENSE &amp; EXPIRATION DATE</b>
Anderson, Jami	LBSW – 12/31/2011
Barnard, Kendra	LMSW – 08/31/2011
Burks, Jennifer	LBSW – 11/30/2010
Dill, Cynthia	LPC – 08/31/2010
	LCPA – 04/30/2012
Hull, Ann	LCSW – 1/31/2012
	LCPA – 5/31/2012
	LCCA – 5/31/2011
Johnson, Antoinette	LCPA – 03/31/2012
	LCCA – 03/31/2012
Romanelli, Emily	LMSW – 07/31/2011
Rosenthal, Toni	LBSW – 08/31/2010

## Attachment 7E Staff Resumes

Specialized Alternatives for Families and Youth of Texas, Inc.	
Proposal for Texas Youth Commission (TYC)	
Staff Resumes Attached	
EMPLOYEE LIST	POSITION
Anderson, Ivori	Family Youth Specialist
Anderson, Jami	Family Development Specialist
Barnard, Kendra	Lead Family Youth Specialist
Beckford, Melissa	Quality Improvement Assistant
Burks, Jennifer	Family Youth Specialist
Dill, Cynthia	Treatment Director
Hull, Ann	State Director
Hunt, Patricia	Family Recruitment Specialist
Johnson, Antoinette	Family Youth Specialist
Romanelli, Emily	Family Youth Specialist
Rosenthal, Toni	Family Development Specialist
Samson, Sarah	Divisional Office Manager
Squire, Ranarda	Family Youth Specialist

**JAMI ANDERSON, LBSW**

Confidential Information Removed

**Career Objective:** To utilize my energy, experience, and passion for the growth and development of people through quality education.

---

<b>Professional Abilities:</b>	Effectively develop trust relationships Proficient in follow-through abilities Promote constant respect for all people Empathetic	Champion for Diversity High Integrity Creative Thirsty for continuous learning
--------------------------------	--	---

---

**PROFESSIONAL EXPERIENCE**

**Social Service Manager – Interlochen Health and Rehabilitation Center**

**March 2010 – Present**

- Discharge Planning for patients leaving skilled nursing facility
- Coordinates Interdisciplinary Care Plan Meetings for residents
- Social assessments for newly admitted patients
- Referral source for patients to psychiatric services and other ancillary services
- Patient advocate – assist patients complete Medicaid applications

**Case Manager/Quality Assurance Supervisor/Home Developer – Refuge House**

**June 2008 – March 2010**

- Home Developer – September 2009 – March 2010
  - Involved in recruitment efforts; made contact with interested families
  - Facilitated Pre-Service training for all foster or foster-to-adopt candidates
  - Collect all paperwork and maintained family files to maintain compliance with minimum standards and contract terms
  - Completed home studies and all home screening visits
  - Maintained all re-certification training for foster parents and respite providers
  - Consistently communicated and maintained a working knowledge of home screening process to make the process smooth for interested families
  - Licensed facilitator for Satori: Alternatives to Managing Aggressive Behaviors (SAMA)
- Quality Assurance Supervisor – January 2009 – August 2009
  - Micro Manage and provided oversight to ensure completion and quality work of all paperwork and reports turned in by Case Managers
  - Review and assure Quality for all incident Reports turned in to CPS
  - Provide training to Case Managers to improve quality and accuracy of Monthly Case Notes, Quarterlies, and Incident Reports
  - Provide training to foster parents to ensure their home remains in compliance with Minimum Standards
  - Provide training for home developer to ensure that all paperwork and required home study covers all areas as outlined by Minimum Standards before opening foster homes under our Agency
- Case Manager – June 2008 – December 2008
  - Case Load population of 20-30 foster kids
  - Monthly home visits with foster families and kids
  - Create Individual Service Plans for each child
  - Maintain and organize each case to ensure that ever child’s needs are appropriately met.
  - Responsible for connecting foster parents to beneficial resources and annual required training

**Supervisor - United Parcel Service**

**February 2005 – July 2008**

- Oversee the Safety Committee and Retention Committee for Air Hub at DFW Airport
- Investigate injury reports and train UPS employees in injury prevention
- Facilitate training for new hires
- Supervise package operations

**Intern – Trinity High School, Bedford, TX**

**August 2007 – May 2008**

- Worked with Girl's Awareness Program, coordinating guest speakers to discuss at-risk issues such as drunk driving, dating violence, teen pregnancy, and drug abuse for girls from 10<sup>th</sup> to 12<sup>th</sup> grades
- Assisted in Special Education classes for students with learning disabilities
- Practiced mediation and crisis management for disputing and at-risk students
- Tutored students with reading disabilities

**Sales Associate – Academy Sports and Outdoors, N. Richland Hills, TX**

**November 2002 – January 2005**

- Cashier and Customer Service Representative
- Sales Associate for Apparel Department

---

**Computer Proficiency:** PC or Mac – Word, Excel, PowerPoint

**Education/Training:** Licensed Baccalaureate Social Worker

Bachelor of Social Work Degree - University of Texas at Arlington  
Graduated May 2008

Member of National Association of Social Workers – UTA Chapter

High School Diploma - Haltom High School

Graduated Cum Laude and as a Texas Scholar – May 2004

**References:** Available upon request

## Ivori Anderson

Confidential Information Removed

### MISSION:

- Looking for a position where I can effectively demonstrate my social work skills and educational background. To obtain a position that will allow me to utilize my organizational skills and my ability to work well with others.

### **SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH, Arlington, Texas 11/09 – Present** **Family and Youth Specialist**

Provide a variety of therapeutic services to 10-14 youth in foster care. Manage cases referred by the Child Protective Services and the Texas Youth Commission. Develop and implemented comprehensive treatment plans designed to meet therapeutic requirements of youth and ensure compliance with guidelines of referral agencies. Monitor and evaluated the foster care environment to ensure consistent achievement of foster parent requirements. Provide 24-hour crisis intervention services to youth and foster parents.

### **THE PARENTING CENTER, Fort Worth, Texas 08/07 - 5/08** **Therapist/Intern**

Observed and worked weekly with children ages 4-15 and their families; provided appropriate techniques to assist clients; effectively communicated with parents and necessary staff members about client's development.

### **SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH 8/89 - 12/00** **Intern**

Completed intake paperwork and assessments; worked closely with field supervisor on treatment planning and home visits.

### EDUCATION:

#### **The University of Texas at Arlington, Arlington, Texas**

- Master of Science in Social Work
- Bachelor of Science in Social Work

08/08

05/06

## KENDRA BARNARD

Confidential Information Removed

### MISSION:

- Looking for a position where I can effectively demonstrate my social work skills and educational background. To obtain a position that will allow me to utilize my organizational skills and my ability to work well with others.

### SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH, Arlington, Texas 08/06 – Present

#### Family and Youth Specialist

Provide a variety of therapeutic services to 10-14 youth in foster care. Manage cases referred by the Child Protective Services and the Texas Youth Commission. Develop and implemented comprehensive treatment plans designed to meet therapeutic requirements of youth and ensure compliance with guidelines of referral agencies. Monitor and evaluated the foster care environment to ensure consistent achievement of foster parent requirements. Provide 24-hour crisis intervention services to youth and foster parents.

#### Millwood Psychiatric Hospital

05/08 - 12/08

#### Therapist/Intern

Observed and worked weekly with children ages 4-15 and their families; provided appropriate techniques to assist clients; effectively communicated with parents and necessary staff members about client's development.

### SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH

08/05 - 05/06

#### Intern

Completed intake paperwork and assessments; worked closely with field supervisor on treatment planning and home visits.

### LICENSES AND CERTIFICATION:

Licensed Baccalaureate Social Worker

07/06

Licensed Master's Social Worker

01/09

### EDUCATION

The University of Texas at Arlington, Arlington, Texas

- Master of Science in Social Work
- Bachelor of Science in Social Work

12/08

05/06

# Melissa Beckford

Confidential Information Removed

## OBJECTIVE

A position offering potential for training.

## AREAS OF SPECIALTY

- Mental Health
- Therapeutic Recreation
- Bilingual in Spanish
- Geriatrics
- Filing & Data Archiving
- Youth Intervention
- Crisis Intervention
- Personnel Management
- Event Planning

## EMPLOYMENT HISTORY

### **BILINGUAL CASE MANAGER/ANGEL TREE COORDINATOR** 2008-2009

**The Salvation Army, Arlington, Texas**

- Conducted group and individual counseling sessions.
- Checks client into the family shelter.
- Help develop therapy treatment plans for families for homeless clients
- Performed Diagnostic breathalyzer testing and collected samples for urinalysis.
- Ensured that 3,000 families received Angel Tree Christmas Assistance in Arlington and surrounding areas.
- Supervised over 200 volunteers during the Angel Tree Project.

### **MENTAL HEALTH SPECIALIST** 2004-2007

**Landstuhl Regional Medical Center, Landstuhl, Germany**

- Conducted group and individual counseling sessions.
- Help develop therapy treatment plans for families, youths, and individuals.
- Supervised and analyzed behaviors of patients for medical records.
- Maintained relationships with outside community resources.

### **BILINGUAL HUMAN RESOURCE SPECIALIST** 2001 – 2004

**Western Hemisphere Institute for Security Cooperation, Ft. Benning, GA**

- Initiated, processed and distributed awards for international guest instructors and personnel.
- Answered inquires and advised personnel on administrative matters.
- Maintained publications.

### **EMPLOYMENT SPECIALIST** 2001- 2001

**Community Health & Alternative, Lynn, MA**

- Case managed mentally disabled clients to explored career opportunities.
- Served as liaison between employer and clients as needed to insure maximum independence.
- Directed career enhancement courses and group sessions.
- Coordinated job coaching for adolescents and adults.

### **ADMINISTRATIVE ASSISTANT/THERAPEUTIC RECREATION** 1999-2001

**Rockford Park District, Rockford, IL**

- Assisted Community Service Department with purchase requests, dedications, celebrations, Spanish translations, meetings and special projects.
- Directed recreational activities for youth and adult clients with physical and developmental disabilities.
- Served as translator for Spanish speaking clients.

**ASSISTANT MANAGER**  
**Claire's Boutique, Janesville, WI**

1998-1998

- Responsible for monitoring payroll and progress reports.
- Assisted in the recruitment, selection and supervision of work force of up to six employees.

**ELDERLY CARE**

1997-1998

**Community Care Systems, Rockford, IL**

- Observed and reported any unusual behavior concerning clients.
- Assisted with daily living, medications and escorted clients to doctor appointments.
- Maintained housekeeping.

**EDUCATION & TRAINING**

(Student) Grand Canyon University <b>Masters in Professional Counseling</b>	Phoenix, AZ
(2008) Troy University <b>Bachelors of Science in Social Science</b>	Troy, AL
(2006) Troy University <b>Associate of Science in Social Science</b>	Troy, AL
(2004) U.S. Army Language School <b>German Headstart Course</b>	Kaiserslautern, GE
(2004) U.S. Army Medical Department Center & School <b>Mental Health Specialist</b>	Ft. Sam Houston, TX
(2003) Western Hemisphere Institute for Security Cooperation <b>Instructor Training Course (ITC)</b>	Ft. Benning, GA
(2003) U.S. Army Adjutant General School <b>Administrative Specialist Course</b>	Ft. Jackson, SC
(1999) U.S. Army Transportation School <b>Transportation Management Coordinator</b>	Ft. Dix, NJ
(1999) Rockford Sexual Assault Counseling Center <b>Crisis Intervention &amp; Medical Advocate Training</b>	Rockford, IL
(1997) Quartermaster Center and School <b>Unit Supply Specialist</b>	Ft. Lee, VA

**COMPUTER SKILLS**

COREL Draw, Microsoft Publisher 2000, Windows 95 & 98 and Windows 2000XP,  
Office 2000 (Word, Access, Excel, PowerPoint), Form Flow, HMIS Database

**COMMUNITY SERVICE**

Former president- Association of Latin American Students (ALAS)  
Co-founder- Columbus Georgia Latin American Association (CGLAA)  
Volunteer Medical Advocate- Rockford Sexual Assault Counseling, Inc (RSAC)  
Volunteer- Special Olympics & Cancer Society  
Human Rights Awareness Training at WHINSEC

## Jennifer R. Myers Burks

Confidential Information Removed

### EXPERIENCE

Specialized Alternative for Families and Youth of Texas

**July 2005 – present**

***Family and Youth Specialist***

Provided case management services for youth referred by the Texas Department of Protective Services and Texas Youth Commission. Conducted oversight of foster home environment, physical and mental health treatment services, educational and social needs of children in foster care.

Reach Council of Midlothian

**November 2004 – July 2005**

***Educator of Prevention Services***

Provided prevention programs for abstinence of alcohol, tobacco and drugs for schools located in Johnson and Ellis County. Also provided the curricula on Life Skills, Kids Connection and All Stars.

Community Support Services of Joplin, Missouri

**February 2002 - October 2004**

***Residential Coordinator***

Managed group homes for the mentally disabled population. Responsible for staffing, daily logs, obtaining medical treatment, and reconciliation of expenses. Provided advocacy service and on-call support.

### EDUCATION

Pittsburg State University, Pittsburg, Kansas

Major: Bachelor in Social Work, 2001

## CYNTHIA DILL, L.P.C.

Confidential Information Removed

### MISSION:

- To plan and coordinate delivery of services for family and youth in such a way that supports them to achieve designated goals and objectives.
- To recruit, train, develop, and supervise Family and Youth Case Workers in such a way that allows them to continuously improve their therapeutic and case management skills.

### STAFF SUPERVISION · THERAPEUTIC COUNSELING

#### SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH, Arlington, Texas 4/01 – Present

##### Treatment Director

(10/04 – Present)

- **Supervision:** Supervise 8 professional staff who provide therapeutic services to 80-90 youth in foster care. Continually monitor and review 45+ foster homes to ensure consistent fulfillment of quality care standards. Review and analyze clients' admission criteria for therapeutic foster care to determine compliance with agency guidelines. Cases are referred by the Child Protective Services and the Texas Youth Commission.
- **Budget Management:** Monitor and track size of caseload daily. Plan and manage referrals and assignment to foster homes to enhance utilization of facilities and produce targeted revenues.
- **Training/Staff Development:** Recruit, interview, screen, hire, train, develop, and evaluate performance for case specialists to ensure compliance with regulatory guidelines. Provide ongoing group and individual supervision, training, and coaching to support staff to improve quality assurance and achieve professional development goals.

##### Family and Youth Specialist II

(4/01 - 10/04)

- **Case Management:** Provided a variety of therapeutic services to 10-14 youth in foster care. Managed cases referred by the Child Protective Services and the Texas Youth Commission. Developed and implemented comprehensive treatment plans designed to meet therapeutic requirements of youth and ensure compliance with guidelines of referral agencies. Monitored and evaluated the foster care environment to ensure consistent achievement of foster parent requirements. Provided 24-hour crisis intervention services to youth and foster parents.

#### LENA POPE HOME, Fort Worth, Texas

12/00 - 4/01

##### Project PACE Care Coordinator

#### PECAN VALLEY MENTAL HEALTH/MENTAL RETARDATION

8/89 - 12/00

##### Youth Service Coordinator

(6/97 - 12/00)

##### Continuity of Care Coordinator

(8/96 - 6/97)

##### Crisis Intake Specialist

(7/94 - 8/96)

##### Social Worker

(7/92 - 7/94)

##### Case Manager

(8/89 - 7/92)

### LICENSES AND CERTIFICATIONS:

#### State of Texas, Austin, Texas

- Licensed Child-Placing Agency Administrator 3/08 – Present
- Licensed Professional Counselor 10/04 – Present
- Licensed Baccalaureate Social Worker 9/91 – Present

#### Tarleton State University, Stephenville, Texas

- Master of Education Degree in Guidance and Counseling 12/98
- Bachelor of Social Work Degree 5/89

## Ann Marie Hull

Confidential Information Removed

### EXPERIENCE

Specialized Alternative for Families and Youth of Texas **April 2008 – present**

***State Director of Texas and Oklahoma***

Responsible for the treatment and quality of care for youth placed in the care of SAFY in the Texas and Oklahoma divisions. Responsible for the overall financial performance, quality assurance and treatment foster care and mental health productivity.

Catholic Charities, Diocese of Fort Worth, Inc.

**August 2005 – October 2007**

***Vice President of Programs***

Responsible for the development, implementation and evaluation of 26 agency programs. Developed administrative and program policies and procedures, established program goals, outcome measures and provided direct supervision to department directors.

Catholic Charities, Diocese of Fort Worth, Inc.

**February 2000 – September 2007**

***Director of Residential Services***

Responsible for all services provided for parents, children and youth in TDFPS foster care system. Responsible for the updates and compliance with program policies, Texas minimum standards and Youth for Tomorrow standards. Ensured program conformity with all contractual obligations and provided direct oversight to program coordinators.

Catholic Charities, Diocese of Fort Worth, Inc.

**October 1993 – January 2000**

***Coordinator of Foster Family Support***

Responsible for the daily operations of two regional programs contracted through TDFPS. Provided pre-licensing and in-service training for over 900 foster families licensed by TDFPS in a nineteen county region. Serviced as a foster parent ombudsman. Responsible for facilitating life skills, training and financial assistance to adolescents scheduled to age out of foster care.

### EDUCATION

University of Texas at Arlington

Major: Master of Science in Social Work, December 1999

University of North Texas

Major: Bachelor of Social Work, December 1992

### LICENSURE/CERTIFICATIONS

Licensed Clinical Social Worker #22373

Licensed Placing Agency Administrator # D03963A

Licensed Child Care Administrator # C02416A

# Patricia Louise Hunt

---

Confidential Information Removed

## **Objective**

Experienced social worker seeking a position in the helping profession.

## **Functional summary**

### Case Coordination/Case Management

Coordinate a variety of services for clients and families; Advocacy; Parent education; Behavior management; Supportive counseling; Assessment of need; Develop treatment plans; Documentation; Monitoring client progress; Child development; Organization of volunteer services; Distribution of food, clothing and household items.

### Management

Hire and supervise the Risk Management Incident Report Specialist; Management of a six bed group home for persons with disabilities; Development of treatment plans; Budget planning; Management of a children's program; Risk management; Recruit and supervise volunteers; Management of a community center for the poor; Coordinate day camp programs.

### Training & Development

Present Risk Management training to program staff and new employees; Instruct new employee orientation and training classes; Consult with staff and programs to provide technical training and assistance; Develop training curricula and materials; coordinate training room logistics; Document staff training; Maintain equipment and supplies; Coordinate the CPR and PMAB training programs; Plan and revise new employee orientation training programs; coordinate the distribution of the monthly presenters list to all orientation instructors; Assist the Director of Training in the review of training standards of regulating and funding authorities to meet requirements; coordinate all in-service trainings; maintain the CPR checkout system; coordinate the training departments audio/visual needs; Provide safety training; Train volunteers; Tutor adults who are illiterate.

### Administrative Skills

Serve as the facilitator for all Administrative Death Reviews; Coordinate Death Reviews; Serve as Chairperson for the Risk Management Committee; Serve as coordinator and Clinical Risk Consultant for the Risk Management Committee; Provide consultation during Difficult Case Consultations and Crisis Team Meetings; Serve as the Risk Management Department liaison to other agency committees and meetings; Respond to Risk Management Emergency Pager calls; Assist with maintaining a Safety Program which is in compliance with OSHA standards; Create and publish newsletters, bulletins and brochures; Bulk mailing; Type business and personal correspondence; Basic

bookkeeping; General office; Recruitment of foster and adoptive parents; Public relations and marketing.

## **Employment**

2005 – Present            Specialized Services for Families and Youth (SAFY), Arlington, TX  
**Family Recruitment Specialist**

2000 – 2004            The Risk Management Department of MHMR of Tarrant County, FortWorth, TX  
**Coordinator of Risk Management**

1999 – 2000            The Training Center of MHMR of Tarrant County, Fort Worth TX  
**Training Coordinator**

1997 - 1999            The Training Center of Tarrant Co. MHMR, Fort Worth, TX  
**Training Specialist**

1996 - 1997            Aldersgate United Methodist Church, Arlington, TX  
**Administrative Assistant**

1995 - 1996            Home & Community-Based Services of Tarrant Co. MHMR, Fort Worth, TX  
**Case Coordinator**

1995-1996            MR Residential Services of Tarrant Co. MHMR, Fort Worth, TX  
**Program Manager**

1993 - 1995            Special Children's Services of Tarrant Co. MHMR, Fort Worth, TX  
**Program Manager**

1991 - 1993            Special Children's Services of Tarrant Co. MHMR, Fort Worth, TX  
**Senior Caseworker**

1990 - 1991            Early Childhood Intervention of Tarrant Co. MHMR, Fort Worth, TX  
**Early Childhood Specialist**

1986 - 1987            Calvary Baptist Church, Greenwood, MS  
**Church Secretary**

1985 - 1986            North Delta Baptist Association, Clarksdale, MS  
**Ministry Center Director/Associate Educational Director**

1983 - 1985                      First Baptist Church, West Monroe, LA

**Day Camp Director/Recreational Assistance**

**Education**

1980 - 1982                      University of Mississippi                      Oxford, MS

**Bachelor of Arts, Religion and Psychology**

1987 - 1990                      Southwestern Baptist Theological Seminary  
Fort Worth, TX

**Masters of Arts/Church Social Services**

**Summary of qualifications**

- Computer software experience - Microsoft Word, Microsoft Publishers, Windows 95, Microsoft Works, Print Artist, Power Point, Microsoft Excel, Microsoft Outlook
- Ability to operate major office equipment
- Ability to network and access community resources
- Case Management training and certification
- Prevention and Management of Aggressive Behavior training
- Behavior Management training
- Certified Instructor-Trainer in CPR and First Aid
- Certified Master-Trainer in PMAB
- Laubach tutor training
- Volunteer with World Relief

## Antoinette Johnson

Confidential Information Removed

### PROFESSIONAL OBJECTIVE

To acquire a position with a progressive organization that will allow me to utilize my skills, experience and education to promote therapeutic intervention for children and families.

### EXPERIENCE

Catholic Charities, Diocese of Fort Worth, Inc.  
Therapeutic Foster Care

April 2000-present

#### *Lead Case Manager*

- Responsible for recruitment, hire, orientation and on-going supervision of all program case management staff
- Monitors incident reports and assisting case managers and families with all crisis management
- Responsible for assisting director and coordinator with development and amendments of program policies
- Conducts internal investigations as assigned by Residential Child Care Licensing (RCCL)
- Responsible for participating in community meetings and intra-agency collaborations
- Responsible for maintaining case load and maintaining all responsibilities outlined below for case manager position

Therapeutic Foster Care  
*Care Manager*

October 1995-April 2000

- Provides oversight of the development of children's social and behavioral components of their comprehensive assessment
- Provides on-going assessment and monitoring of foster home file compliance and home environment
- Conducts home visits as prescribed by policy and contractual requirements

### EDUCATION

Oklahoma Baptist University, Shawnee, Oklahoma  
Major: Bachelor of Social Work, May 1991

### LICENSURE/CERTIFICATIONS

Licensed Placing Agency Administrator # D03368A  
Licensed Child Care Administrator # C033678

## EMILY ROMANELLI

Confidential Information Removed

### MISSION:

- Looking for a position where I can effectively demonstrate my social work skills and educational background. To obtain a position that will allow me to utilize my organizational skills and my ability to work well with others.

### **SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH, Arlington, Texas** 01/07 – Present

#### **Family and Youth Specialist**

Provide a variety of therapeutic services to 10-14 youth in foster care. Manage cases referred by the Child Protective Services and the Texas Youth Commission. Develop and implemented comprehensive treatment plans designed to meet therapeutic requirements of youth and ensure compliance with guidelines of referral agencies. Monitor and evaluated the foster care environment to ensure consistent achievement of foster parent requirements. Provide 24-hour crisis intervention services to youth and foster parents.

### **SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH** 01/06 - 08/06

#### **Intern**

Completed intake paperwork and assessments; worked closely with field supervisor on treatment planning and home visits for foster care agency.

### **ARLINGTON POLICE DEPARTEMENT** 01/05 - 05/05

#### **Intern**

Counseled parents regarding problems with their children; taught parents about positive reinforcement and normal child development; and provided resources and referrals to families in need.

### **LICENSES AND CERTIFICATION:**

Licensed Master's Social Worker

10/09

### **EDUCATION**

**The University of Texas at Arlington, Arlington, Texas**

- Master of Science in Social Work
- Bachelor of Science in Social Work

08/06

05/04

## **Toni Rosenthal**

Confidential Information Removed

### **EXPERIENCE**

Specialized Alternative for Families and Youth of Texas **November 2009 – present**  
***Family Development Specialist***

Responsible for the assessment, training and licensure of foster and adoptive parent candidates. Ensures that homes are compliant with all state, agency and contractual regulations.

McKay/Keller **November 2008 – November 2009**  
***Contract Worker***

Responsible for social work assessments and assisting disabled and elderly patients in obtaining various social services.

Jewish Family Service **October 2007 – October 2008**  
***Food Pantry Coordinator***

Responsible for the provision of case management. Provided assessment and referral of clients for counseling, financial assistance and other such services available in the community.

Self Employment **August 2005 – January 2007**  
***Contracted Home Study Writer***

Worked on a contractual basis to provide home assessments and home studies for foster and adoptive parent candidates.

Texas Department of Protective & Family Services **2001 – August 2005**  
***Child Protective Services Specialist IV***

Responsible for caseload of foster and adoptive homes. Ensured that homes were in compliance with licensing standards. Documented case records and narratives; prepared court reports; addressed problems issues with corrective plans; and provided placement expertise to direct service workers

### **EDUCATION**

University of Texas at Arlington  
Major: Bachelor of Science in Education, 1974

University of North Texas  
Major: Master of Public Administration, 1984

**Sarah Samson**

Confidential Information Removed

**Objective**

To obtain a position as an office manager.

**Education****Bachelor of Science, Dance Management (Cum Laude graduate)**  
**Oklahoma City University, Oklahoma City**

May 2007

- Major: Dance Management
- Minor: History

**Related course work:** All disciplines of dance technique, dance history, non-profit arts management, fundraising and development, touring performing arts, dance studio management, contracts for performers, business law, accounting, finance, non-profit accounting, and presenting and sponsoring performances. (145 credit hours earned)

**Skills/Abilities**

- Experience assisting with clerical duties including answering and returning phone calls, responding to email correspondence, updating computerized records, and filing.
- Proficient in Microsoft Word, Excel, PowerPoint, and Publisher.
- Experience using Adobe Contribute for website maintenance.
- Completed extensive projects in numerous arts management fields including non-profit arts management, fundraising and development, touring, and dance studio management.
- Experience in working with students ranging in age from two to adult.
- Experience instructing beginner to intermediate tumbling classes.
- Assistant choreographer for Summit High School's production of *Guys and Dolls*.
- Supervisor for a crew of assistants in the classroom.
- Six years of experience choreographing award winning routines, specifically in tap.
- Featured in the September 2003 issue of *Dancer Magazine* highlighting accomplishments.
- Arts management experience in roles such as Stage Manager, Assistant Stage Manager, fly operator, follow spot operator, deck crew, wardrobe crew, sound technician, video technician, and front of house staff.
- Proficient skills with computer software designed for music editing.

**Employment History****Dance Instructor/Choreographer**, Stagedoor Dance Centre  
Mansfield, TX

June 2001 - Present

- Choreographed for children ages 3 through 18.
- Taught all levels of tap, jazz, ballet, lyrical, pointe, and tumbling.
- Choreographer of numerous nationally ranked routines.
- Instructor and co-developer of Stagedoor's *Princess Camp Summer Camp* for children ages 3-5.
- Worked directly with and served as assistant to the studio owner and director.
- Assisted guest choreographers from Los Angeles and New York during master classes.
- Backstage assistant at all performances.

**Lead Teacher**, The Children's Courtyard  
Arlington, TXAugust 2007 - October  
2007

- Worked with the Early Preschool class which consisted of children between the ages of 20 months and three years.
- Directed up to 16 students throughout the day.
- Oversaw the activities of two assistant teachers within my classroom.

**Dance Instructor/Choreographer**, All That Dance  
Moore, OK

August 2004 - May 2007

- Directed and choreographed several award winning routines for the Junior Competitive Company.
- Taught adult recreational classes in tap, ballet, and jazz.

Ranarda Squire, MSSW

Confidential Information  
Removed

**OBJECTIVE:** To service my community through empowering, partnering, and providing support to improve the quality of life for others.

**SUMMARY OF SKILLS:**

Strong Leadership Skills  
Excellent Interpersonal Skills  
Skilled Business Planner  
Certified CPR/First Aid

Immense Program Management Skills  
Visionary & Goal Oriented  
Excellent Communication Skills  
Certified in PMAB

**EMPLOYMENT:**

02/08-Present Specialized Alternatives for Family & Youth of Texas

- Arrange the Family Team Meeting within 72 hours of placement in the foster home – work with ongoing caseworker to coordinate meeting and make contacts.
- Act as a liaison between other staff members and foster parents.
- Document foster parent requests and work with supervisor and staff to address and respond to requests
- Assist with foster care placement assessments and planning
- Respond to on-call and other duties as assigned.
- Develop and implement treatment plans and coordinates services with treatment team director.

09/07-1/08 United Community Centers, Fort Worth, TX

*Act III Worker (part-time)*

- Implemented department functions according to established policies and procedures, authorization of person plan, and authorization of Individual Plan of Care.
- Managed and monitor Provider Choice and Field Based Monitoring of Services programs.

12/04-02/05 Thompson Head Start Center, Natchez, MS

*Family Resource Worker*

- Aided student with behavioral, mental, emotional physical problems.
- Arranged for medical, psychiatric, and other tests.
- Served as a liaison between student, home, doctors, and family members.

**INTERNSHIPS:**

05/07-11/07 Texas ReEntry Services, Fort Worth, TX

*Internship, Supportive Housing Case manager for Ex-Offenders*

- Conducted monthly home/office visit.
- Assisted in grant writing to expand agency services.
- Served as a Liaison for Shelter Plus Care/Fort Worth Housing Assistant.

08/06-12/06 Lena Pope Home, Fort Worth, TX

*Internship, Foster Care*

- Managed caseload for children/families in Foster Care Services.
- Provided individual and family counseling/training/consulting.
- Developed and implemented treatment plans and coordinates services with treatment team.
- Wrote reports and other required documents (common applications).

01/04-05/04 Department of Human Services, Natchez, MS

*Internship/CPS*

- Assisted professional staff of public services agency performed any combination of the following tasks: interviews individuals and family members to compile information on social, educational, criminal, institutional, or drug history.
- Visited individuals in homes or attended group meetings to provide information on agency services, requirements and procedures.
- Provided rudimentary counseling to agency clients.

**EDUCATION:**

University of Texas at Arlington, Arlington, Texas

Masters Social Science Work

December, 2007

\*Graduated Magna Cum Laude

Alcorn State University Alcorn, MS

Bachelor of Science in Sociology

May, 2004

\* Graduated Cum Laude

## Attachment 7G Staff/Facility Licenses

Specialized Alternatives for Families and Youth of Texas, Inc.	
Proposal for Texas Youth Commission (TYC)	
Staff Licensure Attached	
<b>EMPLOYEE LIST</b>	<b>LICENSE &amp; EXPIRATION DATE</b>
Anderson, Jami	LBSW – 12/31/2011
Barnard, Kendra	LMSW – 08/31/2011
Burks, Jennifer	LBSW – 11/30/2010
Dill, Cynthia	LPC – 08/31/2010
	LCPA – 04/30/2012
Hull, Ann	LCSW – 1/31/2012
	LCPA – 5/31/2012
	LCCA – 5/31/2011
Johnson, Antoinette	LCPA – 03/31/2012
	LCCA – 03/31/2012
Romanelli, Emily	LMSW – 07/31/2011
Rosenthal, Toni	LBSW – 08/31/2010

### Facility Licensure as follows:

DFPS Licensure  
 Council on Accreditation (COA)



**Texas State Board of  
Social Worker Examiners**

certifies that the person identified below is a

**Licensed Baccalaureate Social Worker  
Jami Lyn Anderson**

License Number 53937  
Control Number 59612

Expires 12/31/2011

*J. Anderson*  
Cardholder Signature

*Jim Brown, LCSW*  
Presiding Officer

\*



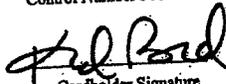
**Texas State Board of  
Social Worker Examiners**

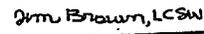
certifies that the person identified below is a

**Licensed Master Social Worker  
Kendra Joie Barnard**

License Number 51141  
Control Number 50860

Expires 8/31/2011

  
Cardholder Signature

  
Presiding Officer



**Texas State Board of  
Social Worker Examiners**

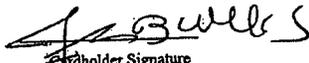
certifies that the person identified below is a

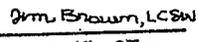
**Licensed Baccalaureate Social Worker  
Jennifer Rose Burks**

License Number 50827

Control Number 42932

Expires 11/30/2010

  
Cardholder Signature

  
Presiding Officer

Carry this card with you



**Texas State Board of Examiners  
of Professional Counselors**

certifies that the person identified below is a

**Licensed Professional Counselor  
Cynthia A. Dill**

License Number 19137  
Control Number 227312

Expires 8/31/2010

Cardholder Signature

*Cynthia A. Dill*  
Presiding Officer



# Child-Placing Agency Administrator's License

Be it known that

Cynthia A. Dill

has met the requirements for  
and is licensed as a

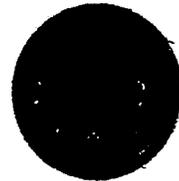
**Child-Placing Agency Administrator**

Under Chapter 43 of the Human Resources Code.

---

Granted under my hand and the Seal of the State of Texas

**VALID THROUGH  
APRIL**



A handwritten signature in cursive script, appearing to read "L. P. [unclear]".

Child-Care Administrator Licensing  
CERTIFICATION NUMBER  
D03772A



**Texas State Board of  
Social Worker Examiners**

certifies that the person identified below is a

**Licensed Clinical Social Worker  
Ann Marie Hull**

License Number 22373

Control Number 58543

Expires 1/31/2012

*Ann Marie Hull*

Cardholder Signature

*John Brown, LCSW*

Presiding Officer

# Child-Placing Agency Administrator's License

Be it known that

Ann Marie Hull

has met the requirements for  
and is licensed as a

Child-Placing Agency Administrator

Under Chapter 43 of the Human Resources Code.

---

Granted under my hand and the Seal of the State of Texas

VALID THROUGH



  
Child-Care Administrator Licensing  
CERTIFICATION NUMBER  
D03963A



# Child-Care Administrator's License

Be it known that

**ANN MARIE HULL**

has met the requirements for  
and is licensed as a

**Child-Care Administrator**

Under Chapter 43 of the Human Resources Code.

---

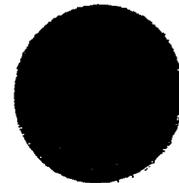
Granted under my hand and the Seal of the State of Texas

*Nanci Gibbons*

Director of Child-Care Administrator's Licensing

CERTIFICATE NUMBER  
C02416A

VALID THROUGH  
MAY





# Child-Placing Agency Administrator's License

Be it known that

Antoinette Johnson

has met the requirements for  
and is licensed as a

Child-Placing Agency Administrator

Under Chapter 43 of the Human Resources Code.

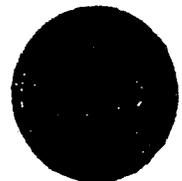
---

Granted under my hand and the Seal of the State of Texas

VALID THROUGH  
MARCH

A handwritten signature in cursive script that reads "Amy E. Chandler".

Child-Care Administrator Licensing  
CERTIFICATION NUMBER  
D03368A





# Child-Care Administrator's License

Be it known that

Antoinette Johnson

has met the requirements for  
and is licensed as a

Child-Care Administrator

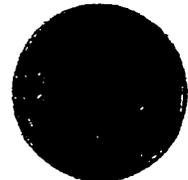
Under Chapter 43 of the Human Resources Code.

---

Granted under my hand and the Seal of the State of Texas

VALID THROUGH  
MARCH

A handwritten signature in cursive script that reads "Amy Chandler".



Child-Care Administrator Licensing  
CERTIFICATION NUMBER  
C03367A



**Texas State Board of  
Social Worker Examiners**

certifies that the person identified below is a

**Licensed Master Social Worker  
Emily Jo Romanelli**

License Number 53517  
Control Number 53738

Expires 7/31/2011

\_\_\_\_\_  
Cardholder Signature

*Jim Brown, LCSW*  
\_\_\_\_\_  
Presiding Officer



Texas State Board of  
Social Worker Examiners

DOES HEREBY CERTIFY THAT

**Toni M. Rosenthal**

meets the qualifications established in Texas Occupations Code, Chapter 505 to practice the profession of  
social work and is authorized to employ the title

**Licensed Baccalaureate Social Worker**

in the State of Texas, so long as this certificate is not revoked or suspended and is renewed according to  
applicable law and rules.

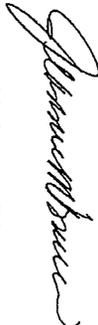


Texas State Board of  
Social Worker Examiners

certifies that the person identified below is a

Licensed Baccalaureate Social Worker

**Toni M. Rosenthal**

  
Jeannie McGuire, LBSW, Presiding  
Officer

License Number 03191

Expiral Number 40538

Expires 8/31/2010

  
Toni M. Rosenthal  
Candidate, Supervisor

  
Jeannie McGuire  
Presiding Officer

TEXAS DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES  
Child-Care Licensing Division

Let it be known that:

Specialized Alternative for Fam and Yout  
10100 Elida Rd  
Delphos, OH 45833

Meet(s) the Minimum Standard Rules for a(n) Child Placing Agency

For the operation of:

**Specialized Alternatives for Families**

201 BILLINGS STREET  
SUITE 510  
ARLINGTON, TX 76010

Permit Number: 505936 Agency Number: 119

For the Care of:

Gender: Boys and Girls Ages: 0 to 17

Child Placing Services: Adoptive Foster Care

**Types of Programmatic Services:**

Child Care  
Respite Child Care

**Types of Treatment Services:**

Emotional Disorders

**Conditions and Restrictions:** A Child Placing Agency Providing Foster and Adoptive Placements for Children ages 0-17 Years.

Amendment Date: January 1, 2007

Issued on May 1, 2000

This Permit is valid until revoked or surrendered.



By: James Robertson  
Child-Care Licensing Staff



CREDIBILITY • INTEGRITY • ACHIEVEMENT

# COUNCIL ON ACCREDITATION

Attests that

Specialized Alternatives  
for Families & Youth (SAFY)  
Delphos, Ohio

is

Accredited through February 28, 2011

Meeting the Highest National Standards  
of Professional Performance

*Richard Klarberg*  
President and CEO

*Neil P. Newstein*  
Chair, Board of Trustees

## **Tab 8. Program Components and Narrative**

### **A. Contractor Clinical Focus Narrative**

SAFY of Texas' treatment foster homes are capable of serving both boys and girls. The maximum number of youth in the proposed program is limited by the availability of foster homes and the capacity of each foster home. SAFY's admission and matching process takes into account the current composition of the foster home when a new placement is considered and the gender mix of the foster home is a key decision variable. Unless unusual circumstances present themselves, SAFY of Texas attempts to avoid placing multiple youth of different genders in a single foster home.

Specialized Alternatives for Families and Youth utilizes a general treatment philosophy, which is strength-based and family-focused. The heart of our philosophy is to assist in the ongoing development of every youth we serve. We believe that youth need to be connected to their family whenever possible, and will make every effort to provide services within the community of the youth, and to involve the primary family to the extent possible. This focus crosses all levels of care within SAFY, and staff and foster parents are encouraged to find creative ways to support and work with the primary family, particularly when the goal is reunification. Critical to the success of this treatment approach is our conviction that all individuals and families should be treated with compassion, dignity and respect.

Treatment Foster Care is the primary program offered within SAFY. Our model is based largely on the strengths of our treatment parents. We view the treatment parents as members of our

treatment team, as they are the primary facilitators of services provided within the home. We seek a positive treatment experience for youth in care. Professional support, training, and education are provided to treatment parents in order to help develop and enhance their skills. They are considered the point of contact and are of primary importance when dealing with issues relating to schools, counselors, courts, physicians, independent living skills, and in providing input to the treatment plan for each youth in their care. SAFY Treatment Foster Parents receive a 36-hour pre-service curriculum training, and are required to receive 24 hours (or more depending on state regulations) of additional ongoing training annually. In addition, Treatment Parents receive child specific training as needed to support and best manage the needs of the youth placed in their home.

The SAFY Treatment Foster Parents also receive respite for the youth in their home. They are encouraged to utilize respite in planned methods, but it is also available for emergency situations. SAFY believes that access and utilization of respite can help to alleviate some of the stress inherent with fostering, can assist in maintaining placements, and provide a break to both the youth and the foster family. Respite is available at all levels of care.

The Family and Youth Specialists (FYS) are all licensed or license eligible according to state regulations. SAFY offers a variety of training for new employees, to orient them to their position and to provide them the necessary skills and resources to be effective in their work with families and youth. A Treatment Director, who reviews and participates in elements of the treatment planning process and provides guidance to the FYS, supervises each FYS. At all times, there is SAFY staff available to meet any needs of the youth or foster family. Crisis

intervention is provided twenty-four hours per day to support and maintain the treatment of youth in homes.

SAFY believes in the necessity of individualizing services and treatment plans to the specific circumstances of each youth and family served. SAFY's ultimate goal is permanency in the life of each youth served. To that end, every effort will be made for family reunification, relative placement, adoption, or emancipation programming.

The treatment modality is based upon a problem-solving model utilizing components of the following treatment modalities:

- 1) Solution Oriented/Brief Therapy Approach
- 2) Reality Therapy
- 3) Cognitive Therapy
- 4) Behavior Modification

SAFY utilizes a strength-based approach in providing all of its services. SAFY feels that this provides its treatment staff with strong foundation, which still allows them the flexibility to intervene within the modalities of his or her expertise, and in the manner which best supports the identified and individualized needs of each youth.

It is SAFY's general treatment philosophy that its services are geared toward both family and community-based approaches to treatment. SAFY attempts to individualize programs to meet the child's or individual family's specific needs. In doing so, SAFY designs its programs to

change behaviors or conditions, which alone or in part, have caused a child to be separated from his or her primary family.

Discharge planning will be done in conjunction with the treatment team. The FYS will provide a written notice of discharge when a placement can no longer be maintained. SAFY uses preservation meetings whenever there appears to be a risk of a placement disruption. The goal of this meeting is to determine what can be done to provide additional support and allow the placement to continue within the treatment foster home.

**Interventions may include:**

- Behavior Modification plans developed for the individual to shape desired behavior
- Involvement in scheduling, transporting and supervising visits with primary family members to facilitate reunification, as agreed upon with referring agency
- Working actively with the youth to address behavioral and emotional issues that are identified, such as anger management, school issues, reasons they are in care, and how to reduce acting out behavior through redirection, and understanding the consequences of their actions
- Use of verbal de-escalation when needed by trained foster parents to manage behavior as needed
- Intensive supervision for protection of self and others, as necessary
- Highly structured support and management using intervention methods best able to meet the needs of the treatment plan, including increased child specific training for the treatment parent to assist in understanding the issues and responding appropriately

- Use of respite to allow for maintenance of the placement during stressful situations
- Involvement with intensive mental health services that are provided to support the direction of the treatment within the home environment
- Skill development towards independent living
- Providing structured and supervised pro-social activities as appropriate
- Coordinating and monitoring other areas where youth may have involvement, i.e., IEP meetings, counselor, psychiatric services, drug and alcohol services, employment, etc.
- Working toward reunification or other permanent living plan
- 24 hour supervision (as indicated)

SAFY developed its therapeutic foster care program to serve youth and families whose special needs cannot be met in their own homes. This program provides a safe, caring environment for youth when they cannot safely remain with their primary family. The needs of the youth are met by SAFY's treatment foster parents who are trained, supervised and supported by professional staff. The therapeutic placements exist to serve youth whose special needs are so severe that they would otherwise be at risk of placement into more restrictive settings.

SAFY's foster care programs are designed to reunify children with their primary families whenever possible. These foster care programs are designed to be effective as a short-term option for families in crisis. In other circumstances, SAFY works to support permanency through kinship placements, guardianship, and preparation for independence or pursuing adoption when indicated.

The goals of the therapeutic foster care program are:

Reunification for eligible youth: Reunification is achieved by increasing youth awareness of circumstances, increasing time spent with primary family and improving primary family ability to reunify. Service activities includes creating a Life Book and discussing feelings and events; advocating and arranging for visitation; including family in treatment planning; supporting identified family member in meeting case plan and foster parent communicating regularly to the primary family.

Adoption for eligible youth: Adoption is achieved by determining foster to adopt potential, completing adoption home study and preparing youth for transition to adoption. Service activities include discussing with current foster parents and advocating for completion with appropriate people and discussing feelings and expectations with the youth.

Emancipation for eligible youth: Emancipation is achieved by determining independent living skills level, establishing independent living skills development plan, and completing discharge plan for emancipation. Service activities include completing independent living assessment; completing treatment plan; include foster parent in implementation; determining and/or locating housing arrangements; referring and linking to any needed community services; developing six month financial plan, post discharge for room and board; and locating and providing required independent living documents.

## ***B. License and Certifications of program staff***

SAFY of Texas is currently licensed with the Texas Department of Family and Protective Services. A copy of the licenses can be found as Attachment 8B. SAFY is also accredited by

the Council on Accreditation for the services that will be provided under this RFP. A copy of the Accreditation Certificate is located under Attachment 8B. SAFY of Texas, Inc. utilizes private foster homes, therefore, we are accredited by COA, rather than ACA.

### ***C. Contractor Clinical Program Policies and Procedures***

SAFY of Texas is a current contract provider with the Texas Youth Commission and therefore is currently in compliance with Texas Youth Commission General Administrative Policies that apply to residential programs. SAFY of Texas fully intends on agreeing to the terms and conditions stated in the TYC Contract for Residential Services before commencement of services.

### ***D. Target Population***

SAFY provides services that not only meets the child's basic need for shelter, nutrition, clothing, nurture, socialization and interpersonal skills, care for personal health and hygiene, supervision, education and service planning, but also accommodates the exceptional and intensive needs of youth who are unable to live with their own families and who can benefit from care in a family setting. These include clients who range in age from 10 years up to 19 yrs old of any race, color, national origin, sexual orientation, or handicap who may have a variety of special needs. These special needs include, but are not limited to, physical handicaps, developmental and learning disabilities, history of sex offending, alcohol and drug issues, emotional problems, physical and/or sexual abuse, neglect, mental retardation, Autistic and Rett's Disorders, and behavioral problems. SAFY of Texas foster homes are located throughout the 19 county Region 3 as defined by the Texas Department of Family & Protective Services. If approved by TYC, SAFY

of Texas would also accept youth originating from outside of Region 3 to be placed in a SAFY of Texas foster home.

**Eligibility Criteria:**

Clients eligible for this service include children who are:

- unable to receive the parental care they need in their own homes,
- able to participate in family and community life without danger to themselves or others
- potentially capable of accepting other family ties
- referred from a more restrictive environment (group home or residential unit)
- teen parents, pregnant teens or teens with children
- referred from more restrictive settings such as inpatient hospitals, group homes, residential facilities
- have developmental disability issues
- taking psychotropic medications or other medications and may have medication compliance problems
- may be diagnosed with a DSM IV diagnosis
- exhibiting behaviors that may include truancy and school problems, running away, sexual offending, physical aggressiveness toward self and others (including animals), delinquency, repeated destruction of property
- abusing alcohol or drugs
- arsonists, either adjudicated or with a history of fire setting
- sexual offenders (registered or non) who are not designated as “high risk” for reoffending and are willing to participate in a treatment program.

## ***E. Transportation***

SAFY of Texas shall be responsible for meeting all of the youths' transportation needs between referral and release. Transportation shall be provided either by SAFY of Texas staff members or by SAFY of Texas foster parents. As defined in SAFY's Agency Foster Parent Agreement, SAFY of Texas foster parents agree to the following:

1. Transport each client to school, appointments, employment, primary family visits, court appearances, social events and any other destinations as client's needs dictate and/or as determined by client's treatment team and to attend these events when necessary. Should the foster parent fail to transport the client as expected, the foster parent's per diem reimbursement will be reduced by the cost expended to provide the necessary transportation for the client.
2. Cover vehicles used to transport a client with liability insurance in accordance with current state law. SAFY recommends the foster parent obtain auto liability coverage of \$100,000/\$300,000 limits and the same limits under insured/uninsured motorist coverage. Foster parents also agree to supply appropriate driving records during their annual certification process and to follow laws or regulations regarding passenger restraint systems in the vehicles used to transport youth.

## ***F. Staff Requirements and Training***

SAFY of Texas is proposing to provide structure and supervision for TYC youth utilizing private foster care homes according to DFPS licensing standards, with a case worker staff to youth ratio of 1 caseworker to 7 youth. Clinical staff ratio includes a minimum of one Master's level

therapist for every 24 youth. Resumes and licenses are included as attachments to Tab 7. Job descriptions for the clinical Treatment Director and the Family and Youth Specialists are included in Attachment 8 F.

**SAFY Supervision Requirements/Responsibilities for Foster Parents (Complete Foster Parent Supervision Policy located in Tab 6C)**

- Foster youth may not be under the care (includes supervision, transportation, discipline, etc.) of any other unlicensed personnel (relatives, friends, boyfriends, etc. of the foster family).
- Foster/Adoptive families should supervise youth 24 hours a day, 7 days a week. There are varying degrees of supervision that are based on level of care and age appropriateness which includes constant approved adult supervision to no adult supervision. This includes:
  - Foster Parents
  - Respite Providers
  - Community Service Facilities
  - Place of Employment
  - School
  - Approved Free Time (no supervision required)
  - Furlough (approved by TYC)
- The foster/adoptive parent is responsible for:
  - Knowing which children they are responsible for
  - Being aware of and accountable for each child's on-going activity
  - Providing the level of supervision necessary to ensure each child's safety and well being, including auditory and/or visual awareness of each child's on-going activity as

appropriate

- Being able to intervene when necessary to ensure each child's safety
- Not performing tasks that clearly impede the caregiver's ability to supervise and interact with the children while being responsible for the supervision of the children and meet any service-planning requirement regarding supervision of any child
- The foster/adoptive parent must take the following into account when determining how closely to supervise a child:
  - The child's age
  - The child's individual differences and abilities
  - The indoor and outdoor layout of the home
  - Surrounding circumstances, hazards, and risks
  - The child's needs, including the physical, mental, emotional, and social needs.
- The foster/adoptive parents and any other caregivers counted into the child/caregiver ratio must:
  - Be aware of the children's habits, interests, and any special needs
  - Provide a safe environment
  - Cultivate developmentally appropriate independence in children through planned but flexible program activities
  - Positively reinforce children's efforts and accomplishments
  - Ensure continuity of care for children by sharing with incoming caregivers information about each child's activities during the previous shift and an verbal or written information or instructions given by the parent or other professionals
  - Implement and follow the children's service/treatment plans

- The foster/adoptive parent is responsible for documenting the behavior of youth, including regular behaviors, incidents, problems, progress, accomplishments, and any other pertinent information. Case notes should be signed and dated by the foster/adoptive parent and provided to SAFY of Texas by the fifth of the following month.

SAFY foster parents are responsible for the supervision of youth placed in their homes 24/7/365.

**SAFY prohibits the use of chemical or mechanical restraint, isolation, or seclusion (e.g., in a locked room) and the use of medication in non-crisis or emergency situations, as a form of discipline or for the convenience of staff.**

### **Emergency Behavior Intervention**

#### Definitions:

Emergency Situation – a situation in which attempted preventative de-escalatory or redirection techniques have not effectively reduced the potential for injury and it is immediately necessary to intervene to prevent:

- Imminent probable death or substantial bodily harm to the child because the child attempts or continually threatens to commit suicide or substantial bodily harm; or
- Imminent physical harm to another because of the child's overt acts, including attempting to harm others. These situations may include aggressive acts by the child, including serious incidents of shoving or grabbing others over their objections. These situations do not include verbal threats or verbal attacks.

Personal Restraint – a type of emergency behavior intervention that uses the application of physical force without the use of any device to restrict the free movement of all or part of a child’s body in order to control physical activity. Personal restraint includes escorting, which is when a caregiver uses physical force to move or direct a child who physically resists moving with the caregiver to another location.

Foster/adoptive caregivers may only administer short personal restraints. A short personal restraint is a personal restraint that does not last longer than one minute before the child is released. **No foster/adoptive caregiver or staff member may administer any other form of restraint. SAFY prohibits the use of chemical restraint, personal restraint, mechanical restraint or seclusion.**

Generally a short personal restraint is used in urgent situations such as:

1. To protect a child from external danger that causes imminent significant risk to the child, such as preventing the child from running into the street or coming into contact with a hot stove. The restraint must end immediately after the danger is averted.
2. To intervene when a child under the age of five (chronological or developmental age) demonstrates disruptive behavior, if other efforts to de-escalate the child’s behavior have failed or
3. When a child over five years old demonstrates behavior disruptive to the environment or milieu, such as disrobing in public, provoking others that creates a safety risk, or to intervene to prevent a child from physically fighting.

When a foster/adoptive caregiver implements a short personal restraint, the caregiver must:

1. minimize the risk of physical discomfort, harm, or pain to the child and
2. use the minimal amount of reasonable and necessary physical force.

A foster/adoptive caregiver may not use any of the following techniques as a short personal restraint:

1. a prone or supine restraint
2. restraints that impair the child's breathing by putting pressure on the child's torso, including leaning on a child forward during a seated restraint
3. restraints that obstruct the airways of the child or impair the breathing of the child, including procedures that place anything in, on, or over the child's mouth, nose, or neck, or impede the child's lungs from expanding
4. Restraints that obstruct the caregiver's view of the child's face
5. restraints that interfere with the child's ability to communicate or vocalize distress or
6. restraints that twist or place the child's limbs behind the child's back.

Short personal restraints may not be used as:

- punishment
- retribution or retaliation
- a means to get a child to comply
- a convenience for caregivers or other persons or
- a substitute for effective treatment or habilitation

The foster/adoptive caregiver must release the child from short personal restraint:

- immediately when an emergency health situation occurs during restraint. The caregiver must obtain treatment immediately or
- within one minute, or sooner if the danger is over or the disruptive behavior is de-escalated.

When a problem requiring short personal restraint repeatedly occurs, a safety plan will be devised and included in the child's service plan.

SAFY of Texas will ensure that background checks are completed on each person 14 years or older, who are not classified as foster/adoptive children, who will regularly or frequently be present at the home. SAFY of Texas will complete applicable background checks on employees or volunteers who have direct contact with children or work in the SAFY of Texas offices where contact of foster/adopt children could occur. Contract personnel who have direct contact with foster/adopt children will also have the necessary criminal history background checks. No person shall be allowed unsupervised access to children in care without cleared background checks on file.

SAFY of Texas will complete applicable background checks, which may include name searches by the Texas Department of Public Safety (DPS), DFPS Central Registry check, FBI fingerprint checks (FBI), and out of state child abuse and neglect registry check on individuals age 14 and older prior to verification of the foster/adoptive home, upon turning age 14, and every 24 months thereafter, as long as each person is still associated with the foster/adoptive home or SAFY of Texas. If within the 24 month time frame that person is no longer associated with SAFY of

Texas or the foster/adoptive the background checks will be discontinued. Persons moving in or out of the home should always be approved by the Family Development Specialist.

SAFY of Texas will submit DPS and Central Registry Checks on all prospective foster and adoptive parent and household members age 18 and older prior to the family submitting fingerprints for an FBI check. SAFY of Texas will re-submit DPS and Central Registry Checks if the individual has not scheduled their FBI check within 6 months.

All criminal history findings, both with or without the need for a DFPS risk evaluation will be internally evaluated for potential level of risk to foster/adoptive children. Individual family circumstances will be assessed, case by case, on a regular and on-going basis, to assure that there is a low risk to the safety of foster/adoptive children.

Process for Obtaining Criminal Background Checks on Foster/Adoptive Families:

1. DPS, Central Registry Checks, FBI and Out of State Central Registry Checks (when the person has lived outside of Texas within the past 5 years) will be run on all prospective foster/adoptive parents and foster/adoptive home staff prior to verification. This also includes any other person age 18 or older who is residing in the home of a potential foster/adoptive parent on a full or part time basis (when the potential foster/adoptive home is the permanent residence, which includes college students) prior to verification.
2. DPS and Central Registry Checks will be run on any person age 14 through 17 who is residing in the home of a potential foster/adoptive parent on a full or part time basis (including children visiting on the weekends who live with another custodial parent) prior to verification.

3. DPS, Central Registry Checks and FBI (if the person is from out of state) will be run on anyone visiting a verified foster/adoptive home on a frequent (three or more occasions per month) or regular basis that is 14 years or older, except foster/adoptive children.
4. DPS, Central Registry Checks, and FBI will be run on relatives such as grandparents, aunts, uncles, cousins who visit from out of state periodically, with whom unsupervised contact with a child is probable. Children between the ages of 14-17 visiting from out of state are not required to have FBI fingerprint checks.
5. DPS and Central Registry Checks will be run on all babysitters, including occasional and regular sitters.
6. SAFY reserves the right to request any criminal history check (DPS, Central Registry, Out of State Central Registry, and/or FBI) if it is suspected that a questionable criminal history exists. SAFY may expect compliance in order for the suspected individual to continue in their capacity with SAFY of Texas.
7. DPS and Central Registry Checks will be run on any new household members age 14 or older.
8. DPS and Central Registry Checks will be run on adoptive parents, upon signing the letter of intent if the criminal background checks are more than 6 months old.

In ensuring the safety of youth enrolled in SAFY of Texas' program, SAFY of Texas certifies that it is willing to do the following:

- Provide information as directed to conduct the criminal background check and personnel access to locations designated by the TYC Central Office Human Resources Department.
- Not to allow any of SAFY of Texas' employees, agents, consultants, subcontractors,

subcontractor's employees, and volunteer workers to work with TYC youth before receiving notification from the TYC Central Office Human Resources Department that the criminal background check is complete and that the individual is approved to work with TYC youth.

- Notify the TYC Central Office Human Resources Department when any of SAFY of Texas' employees, agents, consultants, subcontractors, subcontractor's employees, and volunteer workers for whom TYC has performed a criminal background check is arrested, indicted, or charged with a criminal offense or who resigns while under investigation for inappropriate conduct or policy violations.
- Immediately suspend any such employees, agents, consultants, subcontractors, subcontractor's employees, and volunteer workers from working with TYC youth until authorized by the TYC Central Office Human Resources Department.

### **Training**

Staff training is outlined in Tab 7 Section G. Foster Parent Training is detailed in the policy in Attachment 8 F.

### ***G. Hours of Operation and Program Schedule***

SAFY of Texas foster parents are required to be available to provide services to youth in their homes 24 hours per day, 7 days per week. In the event that they are unable to do so, the foster parents are required to arrange for respite or alternate care for the youth. Foster parents are required to maintain a schedule of activities for the youth that includes therapeutic, social, recreational and educational activities. A sample schedule for a youth in SAFY of Texas' foster care program is as follows:

## **Sample Daily Schedule**

**Weekdays:** Awaken in time to shower and get breakfast in time for school  
Return home immediately after school  
Begin and/or complete homework  
Leisure or recreational activity  
Family meal  
Complete homework  
Bedtime

**Weekends:** Awaken/shower/breakfast  
Homework  
Planned activity  
Lunch  
Leisure or recreational time  
Shopping for personal items or clothing  
Dinner  
Leisure or social activity  
Bedtime

## Sample Weekly Schedule

**Weekly:** Attend school  
Attend counseling appointments scheduled  
See SAFY assigned worker as scheduled  
Attend any medical appointments scheduled

## H. **Assessment Tools**

As discussed in Tab 5E, assessment tools are marked in **bold print**:

- Within the first 30 days of placement, SAFY of Texas will review the completed **R-PACT (Residential Positive Achievement Change Tool)** or complete the **C-PACT (Community Positive Achievement Change Tool)**. Both are assessment tools that evaluate risk factors that contribute to a youth's delinquent behavior and identify protective factors or strengths that will assist youth in achieving success.
- During this initial 30 day timeframe, the **SAFY Risk of Disruption Inventory (SRDI)** will also be completed. Permanency for youth is one of the most important goals of SAFY. Developing and utilizing this inventory to predict disruption potential allows problem areas to be targeted with specific services wrapped around the youth and foster family to prevent disruption.
- If an R-PACT assessment has not been completed SAFY will complete the C-PACT utilizing *Motivational Interviewing* techniques to obtain history of mental health as well as current mental health needs. *Motivational Interviewing* uses a client centered,

directive method for enhancing intrinsic motivation to change by exploring and resolving ambivalence. The technique helps youth process risk and protective factors.

- Risk for suicide and other serious mental health issues will be initially determined by SAFY's clinical treatment staff through the *Community Counseling Program Mental Health Status Examination* assessment. If determined follow up assessment and treatment will be provided by local mental in-patient hospital assessment teams.

## **I. Health Care/Medical Services**

### **Medical Care Policy #P-003TYC**

**PURPOSE:** To establish standards for the delivery of health care services to Texas Youth Commission (TYC) youth.

**EFFECTIVE DATE:** 1/2/2007, 3/26/2008, 12/4/2009

**IN ACCORDANCE WITH:** Texas Youth Commission GAP 91.83

#### **SATISFACTORY COMPLIANCE:**

- a) SAFY ensures that access to licensed health care professionals is available 24 hours a day.
  - Each child will have an identified licensed health care provider within 30 days of placement
  - Foster Parents will identify facilities for after hour emergency care.
  - In cases of an emergency the foster parent will access their nearby 24 hour facility and then contact the SAFY after hour on-call staff.
  - In cases of an illness they will contact the SAFY after hour on-call staff for direction

and transport to nearby 24 hour facility if necessary.

- b) SAFY ensures that routine medical and dental complaints are addressed daily, with referrals, when necessary, to appropriate licensed medical professionals.
- c) SAFY ensures that youth on medical alert receive appropriate care and treatment. Youth requiring close medical attention are put on medical alert and when medically indicated are provided chronic care and medical preventative maintenance. The responsible physician develops a written treatment plan with directions for health care staff and other personnel regarding their role in the care and supervision of the youth.
- d) SAFY ensures that youth have an individual medical plan, documenting current health status and availability of medical insurance. This information is located in the monthly ICP and is monitored by the Treatment Director/State Director on a monthly basis.
- e) SAFY ensures that youth receive medical and dental screening and examinations annually.
- f) SAFY ensures that youth receive a medical examination and treatment following an injury, following contamination from use of a chemical agent, and following the use of force if indicated.
- g) SAFY ensures that girls have access to obstetrical, gynecological, family planning, and health education services either on site or by referral.
- h) SAFY ensures that youth who are off-site for medical appointments or hospitalized have appropriate supervision.
- i) SAFY notifies the parent/guardian immediately in case of serious illness, surgery, injury, or death of the youth (per SAFY incident policy).
- j) SAFY ensures that first aid kits are available and a periodic inventory is documented in each residence. First aid kits are also in each SAFY's vehicle used to transport youth.

- k) TYC and SAFY are not responsible for medical costs incurred by youth while on furlough. These costs will be the responsibility of the primary family member. TYC and SAFY are not responsible for medical cost incurred by youth while on escape status, for injuries/illnesses sustained while on escape status, or while in detention centers or county facilities.
- l) Pharmaceutical, cosmetic, and medical experiments are prohibited. This policy does not preclude individual treatment of a youth based on his/her need for a specific medical procedure, which is generally not available.

### **Routine or Non Emergency Medical and Dental Care**

Routine medical or dental services must be authorized in advance per care agreement instructions. Each referral agency may have a different system and/or method of billing for these services. The SAFY worker will provide the foster parent with the procedure for accessing and paying for medical or dental services for each client at the time of placement. Each client will arrive with one of the following: a Medicaid card, insurance coverage or a procedure for direct billing of services to the county.

The Early, Periodic Screening, Diagnostic and Treatment (EPSDT) program is a preventive health care program available for Medicaid eligible individuals from birth through age 20 years. This program is accessed through the county department of health and involves four separate services including screening (physicals), vision, hearing, and dental services. These services should be accessed as available for routine medical and dental care for the client in placement.

In rare instances, special arrangements for medical or dental care can be made through your SAFY worker after receiving SAFY administrative authorization. SAFY will not be financially responsible for any unauthorized medical or dental services incurred by a client in placement.

### **Time Frame for Initial Examinations**

Physical health services include a comprehensive health assessment that consists of:

- An initial screening within two working days of entry into care to identify the need for immediate medical care and assess for communicable diseases.
- A comprehensive medical exam within one year prior to or one month after admission which includes hearing, vision, lead-exposure (for youth under age 6) as appropriate to the child's age and circumstances and immunizations.
- For youth under the age of 5, a developmental assessment will be conducted by a provider with experience in child development within 30 days before or after admission.
- A dental examination for children ages 3 and older, within 6 months prior to, or one month after entering care.
- Infants (2 and under) - All infants age two and under shall receive required pediatric care as prescribed by a licensed physician.
- Female youth must have access to obstetrical, gynecological, family planning, and health education services, as needed.

### **Time Frame for Updates to Examinations**

- Comprehensive physical examinations will occur annually, unless specified otherwise per

contract.

- Dental examination will occur every 6 months, unless specified otherwise per contract.
- Vision examinations will occur every two years or whenever a condition of impairment indicates a need and/or when professional examiner recommends follow-up examinations, unless specified otherwise per contract.
- Hearing examinations will occur as recommended by the physician or licensed professional, unless specified otherwise per contract.

**Note:** SAFY is required to follow all recommendations for follow-up examinations given by the physician or licensed professional.

### **Documentation**

The foster parent and SAFY worker will document each medical, dental or other visit and the treatment recommended and provided. This information will be documented on one of the following: SAFY's Form to Document Medical Care, a health care provider form or referral agency form. The original documentation will be filed in the client file with copies sent to the referral agency. (Ensure that all the information from SAFY's form is covered by any other forms substituted.)

**When a client has been determined Medicaid eligible and SAFY is unable to secure comprehensive health care by a Medicaid provider within the time frame specified, the SAFY worker will document this on the Form To Document Medical Care and place it in the client file under the Health & Physical section.**

Current immunization records and records of tuberculosis screening, as prescribed by applicable law or regulation, will be kept for each client in foster care. Treatment plans will include current health status. Any known allergies will be documented on the intake summary, care agreement, and medication log. Any seizures, injuries, and medically pertinent incidents will be documented in the client file through incident reports.

In cases of clients with history of multiple seizures the foster parents may forgo the incident reports upon approval of the physician and document on a log the date, time, type of seizure, frequency of each seizure, the duration, and any follow up with physicians, as applicable, and any other information required by the physician.

#### **Procedure for Routine Medical and Dental Care**

1. Foster Parent will schedule the appointment for medical or dental care.
2. Foster parent will notify the SAFY worker of the following information:
  - a. Client's name
  - b. Name and address of the health care provider
  - c. Date of the appointment
  - d. Nature of the health problem.
3. Foster Parent will follow the referring agency's procedure for billing of services.
4. Foster Parent will follow procedures for documentation of appointment results and recommendations for follow-up by taking the Form to Document Medical Care to each appointment and requesting the providers to complete the form.
5. Foster Parent will notify the SAFY worker of results of the appointment and any medications

prescribed, changed, or discontinued by the health care provider and will turn in the documentation on the Form to Document Medical Care.

### **EMERGENCY MEDICAL OR DENTAL CARE**

Any client in placement who requires emergency medical or dental care shall be taken immediately to a health care provider. The foster parent will need the Foster Parent I.D. Letter and a Medical Consent and Insurance Information form, if available. The following procedure is to be used in emergency situations only. Any injury or illness that can wait for routine medical or dental care should follow the routine care procedure.

#### **Procedure for Emergency Medical or Dental Care**

1. Seek immediate medical or dental care.
2. Follow the instructions on the care agreement for emergency health care.
3. Notify the assigned SAFY worker or on-call worker and give the following information:
  - a. Client's name
  - b. Nature of emergency
  - c. Name and location of the health care provider.
4. Follow procedures for documentation of services.
5. The SAFY worker will notify the Guardian/Referring Agency immediately and will complete an Incident Report.

#### **Procedure for Medical/Health Care at Discharge**

Ensure the client receives assistance to maintain or obtain:

1. Health insurance;
2. Health records;
3. Medical, dental, developmental, mental health, and substance use treatment services; and
4. Needed medication.

### **Other Health Services**

The SAFY worker will obtain assessment information regarding client and family's known medical history including immunizations, operations, childhood illnesses, and keep a copy in the client file and provide a copy to the client. The SAFY worker will document in the client file that the client has received age appropriate instruction regarding teen pregnancy prevention and responsible parenthood, AIDS prevention, and general information about prevention and treatment of disease.

### ***J. Educational Services***

SAFY will provide or make arrangements to obtain the necessary information to enroll a client in school. A foster parent will make arrangements with SAFY for each school-age client to attend a school which complies with the minimum standards as prescribed by the state board of education and will ensure that the client attends school in accordance with the child care agreement.

A foster parent who provides home schooling for a client shall do so only with the approval of the client's custodial agency. Any home schooling program used by a foster parent shall be approved by the public school district in which the foster parent resides.

A foster parent assumes primary responsibility for communication with, transportation to, and advocacy with, the client's school and engages SAFY clinical staff as appropriate. In addition, for children receiving Treatment Services the Family Youth Specialist (FYS) will be the liaison between the agency and the child's school.

In regards to education, the foster parent will:

1. Provide nurturing to help the client develop full potential and maintain acceptable social behavior
2. Cooperate with the school in assignments, discipline and school activities
3. Ensure attendance in the appropriate school, special education or training program, in accordance with SAFY's direction
4. Provide an adequate study environment with regular times for homework and study;
5. Attend parent/teacher and other school conferences as scheduled.
6. Review report cards and other information received from teachers or school authorities with the child and provide a copy of the report card to SAFY.
7. Counsel and assist the child regarding adequate classroom performance;
8. Request Admission, Review, and Dismissal (ARD), IEP, and SAFY Treatment Plan meetings if concerned with the child's educational program or if the child does not appear to be making progress; and
9. Attend ARD, IEP, SAFY Treatment Plan meetings, other school staffings, and conferences to represent the child's educational best interests, including the child being evaluated for and provided with services needed for the child to benefit from educational services, and positive behavior supports designed to decrease the need for negative disciplinary techniques or

interventions.

10. For children diagnosed with a pervasive development disorder, the foster parent must ensure that the educational program:

- Encourages normalization through appropriate stimulation and by encouraging self-help skills; and
- Is appropriate to his intellectual and social functioning.

When SAFY, the school system and/or the custodial agent determine that a client needs tutoring services these will be arranged or provided by SAFY. Written documentation of tutoring services will be addressed in the SAFY Treatment Plan and/or case notes.

SAFY will provide the opportunity to prepare for a GED when it is indicated as the most appropriate educational plan for the client.

School and Early Childhood Intervention program, if applicable, will be notified of child placement with contact information within 3 days of placement.

### ***K. Clothing, Nutrition, and Hygiene Items***

Each client will be supplied with his/her own clothing and shoes appropriate to the season, age, activities and individual needs. This clothing will be comparable to that of other client in the home and community. This clothing will constitute a minimum of seven days of clothing and undergarments, including shoes, boots, and a coat appropriate for the season. Foster parents must ensure that the youth has clean clothing for each day of the week. The referring agency

may provide the client with clothing when a client is initially admitted to a SAFY program but not when a client is transferred from one SAFY home to another.

A clothing inventory will be completed at time of placement and discharge by the SAFY worker and foster parent. It is the responsibility of the foster parent to maintain the minimum of seven days of clothing and undergarments, including shoes, boots and a coat appropriate for the season for each client. The cost for replacement of clothing and purchase of new clothing is included in the foster parent reimbursement (per diem). A minimum of \$40.00 per month is allocated from the foster parent reimbursement (per diem) to be used for purchase of clothing for each client. The clothing allotment for each month may be used only for the purchase of clothing. It may not be used to purchase gifts (such as birthday or Christmas gifts), diapers or other personal care items such as deodorant, shampoo, toothpaste. Personal care items are covered by the per diem that the foster parent is paid beyond the amount allotted for monthly clothing and weekly allowances.

The SAFY worker will review the receipts for purchase of clothing for each client monthly. If there is an unusual circumstance like pregnancy, or a major weight gain or loss, the situation should be discussed with the SAFY worker to determine if a special request for additional clothing may be made to the referring agency, or if there are additional funds that can be utilized for this purpose.

The client's personal belongings, such as toys, games, video/audio equipment, jewelry, etc. will also be inventoried and documented by the foster parent and SAFY worker at admission and discharge.

**Admission Procedures:**

1. Client's clothing and personal belongings will be inventoried at admission by the SAFY worker and foster parent.
2. Missing items will be listed and the list given to the SAFY worker.
3. The SAFY worker will present the list of missing items to the referring agency.
4. The referring agency may issue a clothing allotment depending on the contract guidelines.

The referring agency may need to know where the foster parent plans to purchase clothing for the client if they are issuing a clothing allotment or voucher.

**Discharge Procedures:**

1. Client's clothing and personal belongings will be inventoried at discharge by the foster parent.
2. Missing items will be listed and the list given to the SAFY worker.
3. The foster parent is expected to provide the minimum seven days of clothing, undergarments and seasonal wear at discharge as listed previously in this policy, unless circumstances indicate otherwise, i.e., the client takes belongings with them during runaway, client destroys clothing, etc. The foster parents agree to reimburse SAFY the amount of the financial penalty imposed resulting from the failure of the foster parent to provide appropriate clothing or allowance for the client upon termination of the placement.

4. All clothing and personal belongings will follow the client to the next placement. Foster Parent and SAFY staff will work collaboratively to insure that the belongings are clean and in fair condition, packed into boxes, luggage or other appropriate containers (not trash bags) and arrive at the next placement or are properly stored until such time as can be transported.
5. In the event the client runs away and it has been determined that the client will not be returning, SAFY will notify the managing conservator/guardian and provide them with the opportunity to obtain the client's belongings. SAFY will maintain the belongings for a period not to exceed 90 days. If the belongings have not been claimed within this time frame, the belongings will be disposed of. Although SAFY will make all reasonable efforts to maintain the condition of these belongings, SAFY assumes no responsibility for the maintenance, cleanliness, or condition of these belongings.
6. Exceptions to this procedure would need rationale and purpose documented in the client's case file by the SAFY worker with the approval from the Treatment Director.

**Ongoing Procedures:**

1. The Foster Parent will document any clothes that have been purchased or discarded each month on the monthly report.
2. The SAFY worker will review receipts for clothing purchases for each client on a monthly basis.
3. When a youth moves from one home to another, an inventory should be completed prior to the youth leaving the previous home.

Foster parents need to be aware that SAFY or the referring agency may audit a foster home for documentation that clothing is being purchased with the reimbursement (per diem). Contracts specify that all receipts of financial transactions involving the client (e.g., clothing purchases, allowances, purchase of school supplies, membership fees, etc.) should be kept for seven years. It is the responsibility of the foster parents to keep receipts and be prepared in the event SAFY or the referring agency decides to audit the foster home. Foster parents may be held financially responsible for any undocumented clothing or allowance etc. found in dispute.

### *Dress Code*

1. Youth will be expected to wear hair in a groomed and clean manner. No block style, natural or shag haircuts will be permitted. The style should not contribute to the distraction of others or reflect negatively on oneself.
2. Foster parent will ensure that male youth are clean-shaven, and sideburns do not extend below the middle of the ears. Females will be allowed to shave as appropriate. This will not be a privilege tied to phase.
3. Foster parent will ensure that no fads or extremes are allowed. No Mohawks, spikes, tails, or designs cut into the hair or eyebrows are allowed. No shaved/partially-shaved heads will be allowed. Hair parts must be straight. No do-rags, bandanas, sagging pants (i.e. pants must fall at waist), no exposed midriffs, and no exposed cleavage.
4. Foster parent will ensure that symbolic expression(s) that have been shown to precipitate violent behavior which endangers the safety of youth, staff, or visitors are prohibited.
5. Foster parent will ensure that clothing will be disinfected when necessary and before storage of personal items.

6. Ethnic hair care products are available to youth and schedule for use on a regular basis.
7. Foster parent will ensure one haircut per month is provided for each youth at no cost. Any additional haircuts requested by the youth will be paid at youth's expense.
8. Haircuts/care will only be provided by barbers and beauticians in accordance with state law.
9. Patches, embroidery, buttons, and writing on clothing cannot signify anything about gangs, drugs, alcohol, sex, obscene language, violent acts, or show disrespect to any group of class of people.
10. Youth will be expected to comply with their referring agencies' guidelines regarding personal jewelry. In the event that there are none, the following expectations will be upheld: no piercings or piercing-type of jewelry, other than in the ears of females, is allowed. Any jewelry considered gang related, or otherwise inappropriate, is not allowed. The youth shall not take part in any tattooing.
11. Foster parent will ensure that undergarments are worn and do not show. Females will wear bras during non-sleeping hours.

**Nutrition (further information found in Tab 8L)**

In accordance with SAFY Policy #P 114TX Nutrition and Food Preparation Policy:

- Caregivers must give children food of adequate quality and in sufficient quantity to supply the nutrients necessary for proper growth and development.
- Caregivers must feed an infant whenever the infant is hungry.
- Caregivers must provide a toddler or school age child with three meals and at least one snack a day.
- No more than 14 hours may pass between the last meal or snack of the day and the availability of the first meal the following day.

- For a caregiver to serve a therapeutic or special diet to a child, SAFY of Texas must have written approval in the child's record from a licensed physician or a registered or licensed dietician. This approval must be in the child's record.
- If a child requires a therapeutic or special diet, SAFY of Texas must give information regarding the diet to the child's caregivers.
- Caregivers must make dietary alternatives available to a child who has special health needs as instructed by a licensed health-care professional.

### **Client Hygiene**

In the foster home setting the foster parents are responsible for the oversight and supervision of the hygiene of the youth in their care. Foster care reimbursement paid by SAFY of Texas to the foster parents is to be utilized by foster parents to pay such things as food, clothing, allowances, ***personal hygiene products***, gifts (such as birthday and Christmas), school fees/expenses, extracurricular activity costs and other costs. As SAFY of Texas foster parents, the foster parents agree to purchase and provide to clients age appropriate personal toiletry supplies, including ethnic hair and skin care products, and give instructions on good habits of personal care, hygiene, and grooming appropriate to client's age, sex, race, and cultural background. The foster parents also agree to ensure that each client who is not capable of meeting his own personal hygiene needs is clean and groomed daily.

### ***L. Food Services***

SAFY of Texas is willing to comply with TYC and all licensing standards relating to the storage, planning, preparation and serving of food meals. SAFY's written policy is as follows:

## **Nutrition and Food Preparation Policy #P-114TX**

### **General Requirements**

- Caregivers must give children food of adequate quality and in sufficient quantity to supply the nutrients necessary for proper growth and development.
- Caregivers must feed an infant whenever the infant is hungry.
- Caregivers must provide a toddler or school age child with three meals and at least one snack a day.
- No more than 14 hours may pass between the last meal or snack of the day and the availability of the first meal the following day.

### **Food and Water Requirements**

- Caregivers must provide a child with food that is:
  1. Of adequate variety, quality, and in sufficient quantity to supply the nutrients needed for proper growth and development according to the United States Department of Agriculture guidelines;  
and
  2. Appropriate for the child's age and activity level.
- Caregivers must not serve a child nutrient concentrates and supplements, such as protein powders, liquid protein, vitamins, minerals, and other nonfood substances in lieu of food to meet the child's daily nutritional need, except with written instructions from a licensed health-care professional.
- Caregivers must ensure drinking water is always available to each child and is served in a safe and sanitary manner. Children must be well hydrated and must be encouraged to drink water during physical activity and in warm weather.
- Children's Nutrition
  - Research suggests the following:
    - Milk and milk products served to children 12 months or older should be Grade A pasteurized or from sources approved by the Department of State Health Services.

- The following milks do not contain the right amounts of all the nutrients infants need and can harm an infant's health. Iron-fortified infant formula is the best substitute for breast milk. Infants should not be given the following unless recommended by the infant's health-care professional:
  - Cow's milk
  - Evaporated cow's milk or home-prepared evaporated cow's milk formula
  - Sweetened condensed milk
  - Goat's milk
  - Soy milk
  - Imitation milk, including those made from rice or nuts (such as almonds) or nondairy creamer
- Food allergies
  - A food allergy is caused by the body's immune system reacting inappropriately to a food or food additive. Symptoms may include wheezing, difficulty breathing, diarrhea, rashes, itching, hives, and headaches. Food allergies are usually outgrown during the preschool years. Although any food may cause an allergic reaction, six foods are responsible for most of these reactions in children. These foods are:
    - Peanuts
    - Eggs
    - Milk
    - Tree nuts
    - Soy
    - Wheat
  - A child who is pregnant or breastfeeding should avoid consuming peanuts and peanut products due to its association with the development of peanut allergies in infants. It is best not to offer

children under two or three years old peanuts or peanut products, such as peanut butter and foods containing or cooked in peanut oil, because of the potential of developing this life-threatening and often life-long allergy. Foods that cause allergic reactions should be eliminated from the diet. However, it is important that the diet still contain a variety of foods for healthy growth and development. A child should receive a medical evaluation if food allergies are suspected. If the child's licensed physician determines that the child has a food allergy, a determination should be made of whether the child's allergic condition meets USDA's definition of disability.

- Food Intolerance
  - A food intolerance is an adverse food-induced reaction that does not involve the body's immune system. Lactose intolerance is one example of food intolerance. A person with lactose intolerance lacks an enzyme needed to digest milk sugar. When that person eats milk products, gas, bloating, and abdominal pain may occur. It is best to provide food substitutions for children with food intolerances who cannot consume the regular meal.
- Choking
  - Research has shown that 90% of fatal choking occurs in children younger than four years old. Examples of foods that present a risk of choking including hot dogs sliced into rounds, whole grapes, hard candy, nuts, seeds, raw peas, dried fruit, pretzels, chips, peanuts, popcorn, marshmallows, spoonfuls of peanut butter, and chunks of meat larger than can be swallowed whole.

### **Child Refusal of Food**

- The caregiver must offer a child a meal or snack according to this policy, but the caregiver may not force the child to eat. The caregiver does not have to offer other food to a child who:
  1. Refuses a meal or snack; or
  2. Chooses not to be present when a meal or snack is scheduled.

- The caregiver must discuss recurring eating problems with child placement staff and the child's parent.
- If a meal or snack is not appropriate to meet a child's individual needs, for example food allergies or religious reasons, then you must offer the child an appropriate nutritional substitute.

### **Food as Reward or Punishment**

- A caregiver may not use food that meets a child's nutritional requirements as a reward or punishment or as part of a behavior management program. Food cannot be withheld.

### **Different Choices of Food**

- A caregiver must offer a child in care the same food choices that other children in the home are offered, unless medically contraindicated for the child.
- A caregiver must offer a child in care food choices that are at least comparable to what the adults in the home are eating, unless medically contraindicated for the child.
- A caregiver must provide age and developmental level appropriate opportunities for children to provide input into snack and meal-planning.

### **Food Storage**

- All food items must be:
  1. Covered and stored off the floor;
  2. Stored on clean surfaces;
  3. Be protected from contamination;
  4. Stored in a container that is protected from insects and rodents;
  5. Refrigerated immediately after use and after meals, if the food requires refrigeration; and
  6. Covered when stored in the refrigerator.

### **Kitchen, Dining Areas, Supplies, and Equipment Maintenance**

- Caregivers must keep furniture, equipment, food contact surfaces, and other areas where food is prepared, eaten, or stored clean and well repaired.
- Utensils and containers intended for one-time use, such as paper and plastic dishes, must not be used more than once.

### **Therapeutic or Special Diets**

- For a caregiver to serve a therapeutic or special diet to a child, SAFY of Texas must have written approval in the child's record from a licensed physician or a registered or licensed dietician. This approval must be in the child's record.
- If a child requires a therapeutic or special diet, SAFY of Texas must give information regarding the diet to the child's caregivers.
- Caregivers must make dietary alternatives available to a child who has special health needs as instructed by a licensed health-care professional.

### **Nutrition and Food Services Practices for Children with Primary Medical Needs**

- Caregivers must feed a child with primary medical needs according to his medical and developmental needs.
- A licensed physician must prescribe tube feeding. A dietician or physician must plan the diet that the physician prescribes.
- Children must eat in an upright position unless the service planning team's recommendations are to the contrary.
- Food service practices for children receiving treatment services for primary medical needs or mental retardation, including non-mobile children, must encourage self-help and development.

- A toddler or older child must eat or be fed in the dining area, unless the service planning team's recommendations are to the contrary.
- Infants must be held during feedings, unless the service planning team's recommendations are to the contrary.

### **Tube-feeding Formula**

- A registered or licensed dietician, physician, or a registered nurse must ensure and document that the caregiver that prepares formula is adequately trained and has demonstrated competency in preparing the formula.
- Tube-feeding formulas must supply the recommended dietary allowance for each child.
- Caregivers must prepare and store the formula:
  - According to directions; or
  - As prescribed by a health-care professional.

## ***M. Treatment Services***

SAFY sees the need to be both flexible and creative in its method of Behavior Management.

When Behavior Management is necessary, it should have a relationship to the behavior exhibited; thereby, a relationship between cause and effect is established and recognized. SAFY has designed its Behavior Management approach to “humanize” the process as much as possible. Building self-esteem by making small gains is of utmost importance. Therefore, SAFY primarily uses positive reinforcement, natural consequences, and offering choices to the youth, in an attempt to give them more control over decisions that impact their lives.

Family and Youth Specialists (FYS) are at a minimum bachelor level staff with appropriate licensure according to state requirements and will be responsible for designing, approving, implementing, monitoring, and supervising the implementation of the behavior interventions. The FYS will work closely with foster parents to implement the behavior management plan. Clinical oversight of the plans will be provided by master level staff with appropriate independent licensure according to state requirements.

Therapeutic behavior modification interventions will:

- Use positive approaches to teach pro-social adaptive behavior and modify behaviors that may be socially or personally maladaptive
- Provide a therapeutic environment that is free from conditions that promote maladaptive behavior
- Apply behavioral interventions in a caring and humane manner.

At admission each person served is assessed for his/her potential need for restrictive behavior management interventions, including manual restraint, and this assessment is documented in the Youth Care Agreements F-76 and F-76A and includes:

- The potential risk of harm to self or others
- Antecedents to out-of-control behavior
- The effectiveness of previous use of such interventions
- Psychological, and social factors (such as psychosis, history of abuse, or claustrophobia that influence use of such practices)
- Medical factors that might put the person at risk

A behavior management plan is developed as appropriate, with the person served and:

- Includes the results of the assessment
- Specifies which specific interventions may or may not be used
- Is modified as necessary
- Is signed by the person and his/her parent or legal guardian.

The planned use of therapeutic behavior modification interventions is documented in each person's case record and includes:

- The rationale for their use
- A schedule or timing of their use
- An assessment of their impact on the person served.

SAFY discontinues use of any intervention if it:

- Produces adverse side effects such as illness, severe emotional or physical stress, or physical damage
- Is deemed unacceptable according to prevailing community standards
- Is ineffectual or detrimental to meeting service goals and objectives.

**Guidelines:**

- Identify problem/strength behavior
- Identify desired behavior
- Identify potential motivators/rewards (or consequences if applicable) for that particular youth

- Establish a baseline of frequency of identified behavior
- Establish whom, how, and when the behavior will be measured and reinforced
- Set up reinforcement plan
  - Make reinforcement contingent upon desired behaviors.
  - Reinforce the desired behavior as immediately as possible.
  - To build new behaviors, reinforce every time the new behavior occurs.
  - To maintain a desired behavior, reinforce the behavior on an unpredictable basis.
  - Always pair social reinforcement with other reinforcers.
- Implement and review weekly/monthly (as indicated) for progress and move toward maintenance schedule once achieved.

#### Procedures for Behavior Interventions with Children with Disabilities

SAFY will work with persons with special needs in a manner that helps them to realize their treatment goals and to establish behavior interventions that are appropriate to their developmental and functioning abilities.

**SAFY strictly prohibits the use of corporal punishment by its foster parents, and instead advocates and trains them to use praise, rewards, positive reinforcement, support, and compensation to elicit the desired positive behaviors.**

A system based primarily on natural and logical rewards and consequences will be developed for each client by the treatment team, based on their age, functioning level, needs and behavior.

SAFY foster parents are expected to discuss all discipline and behavior management techniques

utilized in the foster home on a regular basis with the SAFY staff assigned to the home and to notify the SAFY staff of specific interventions for each client.

The following are examples of acceptable methods for management of behavior:

- Picking up a client who is out of control and removing him from the setting. This is appropriate only to younger children whose size and weight enable such action.
- Informing the client in a simple and positive manner of expected conduct;
- Restriction to the client's room or other area (time-out) and/or withholding privileges such as attending social gatherings or watching television;
- Sitting with a client until he gains control of his behavior and can return to normal activities;
- Redirecting the client to a new or different activity;
- Praising and recognizing a client who behaves in the expected manner;
- The use of a point system to recognize good behavior and create an incentive to improve inappropriate behavior.

Any act of omission or commission by a foster parent or other member of the household which results in the death, injury, illness, abuse, neglect, or exploitation of a client will be grounds for the denial or revocation of a foster home certificate and could result in legal, criminal or civil action. This may be a recommendation of SAFY or the state.

### Sex Offender Services

SAFY's adolescent sex offending services focus on low to moderate risk offenders as documented in a sex offense specific assessment with a prognosis of at least moderate amenability to treatment. SAFY's sex offender programming consists of three primary service models:

- 1) Therapeutic Foster Care Placement and Treatment Therapy & Counseling for Sex Offenders
- 2) Treatment Therapy & Counseling for Sex Offenders
- 3) Family Reunification Preparation for Sex Offenders

Therapeutic Foster Care Placement and Treatment Therapy & Counseling Services include community placement in a foster family-based treatment home which is trained to handle sexual offending youth, close supervision of youth activities by specially-trained foster parent(s), room and board, implementation of treatment therapy & counseling program for adolescent offenders, regular monitoring and assessment of progress in the treatment home, and aftercare services. Treatment foster parents and/or primary family are expected to participate in family counseling and/or support groups.

Treatment Therapy & Counseling Services are provided to both youth and families of youth in non-SAFY therapeutic foster care placements and youth and families transitioning from more restrictive placements back into his/her biological or primary home. These services include assessment, implementation of treatment programming, weekly group counseling, bi-weekly individual therapy, monthly monitoring and assessment of progress in both treatment home and therapeutic process, and aftercare services. Treatment foster parents and primary family are expected to participate in family counseling and/or support groups. Special emphasis is placed upon meeting the clinical needs of siblings who were victimized by a youth returning to live with his or her primary family.

Family Reunification Preparation Services are designed to work with sex offenders that have a permanency goal of reunification. These services include assessment, implementation of treatment programming, weekly group counseling, bi-weekly individual therapy, monthly monitoring and assessment of progress in both treatment home and therapeutic process, supervision of the transition process back into the primary home (i.e. scheduling and supervision of visits), and aftercare services. Treatment foster parents and the primary family are expected to participate in family counseling and/or support groups. Special emphasis is placed upon meeting the clinical needs of siblings who were victimized by a youth returning to live with his or her primary family.

These programs may be implemented as free-standing clinical models or they may be implemented jointly in cases where a youth is placement with an identified permanency plan goal of reunification with his/her biological or primary family.

**Admission Criteria/Referral Process:** Program services are open to both male and female youth. For admission into services, youth must:

- Be between the ages of 10 and 18 years old.
- Have documented sexual offending behavior(s).
- Not be designated as “high risk” for reoffending and be willing to participate in a treatment program.

Adjudication for a sexual offense is not a prerequisite for admission into services.

Referrals for services are directed to SAFY's intake department where all pertinent information is gathered. If youth is a known sex offender, an additional addendum is completed along with the Intake Summary form to gather additional offender information. Intake then attempts to determine an appropriate home which has been specifically trained to work with sex offenders. The completed Intake Summary and an addendum are then faxed to the Treatment Director for review. Once the referral has been reviewed and Intake and the Treatment Director are in agreement on which possible home(s) and counseling services might be appropriate for the youth in question, Intake or the Treatment Director calls the homes in which the placement may occur. All sex offending placements must be approved by the Treatment Director or Regional Director.

**Treatment Programming:** Upon acceptance into the treatment program, an intake/psychosexual assessment appointment will be scheduled. The psychosexual assessment consists of clinical interviews with the parents (primary or foster, as applicable) and then the offender, and will include a psychosexual history, criminal sexual history, and psychosexual evaluation (testing may include the Multiphasic Sex Inventory-II, Sexual Adjustment Inventory and several questionnaires). All assessments are completed by licensed SAFY staff that have received specialized training in the utilization of sex offender assessment tools. Should the youth have a recent assessment by an outside agency on file, then SAFY may, upon approval of the Treatment Director, waive the requirement for the completion of the assessment and SAFY will utilize the previously completed assessment in the completion of treatment planning.

Upon completion of the assessment phase an individualized treatment plan is developed consisting of goals in several main categories. The treatment program is designed to consist of a

combination of individual and group counseling. Individual and group counseling will be scheduled bi-weekly, with the individual and group counseling alternating weekly so that the offender is receiving counseling on a weekly basis. Counseling and therapy services will be delivered by licensed community mental health providers with which SAFY has a standing relationship. Foster and/or primary family members will be encouraged to attend individual and group counseling sessions. Handouts, videotapes, workbooks (Pathways, issued by Safer Society) and other materials will be used by the offenders in the treatment program.

The treatment curriculum is modeled closely from the protocol used by the Ohio Department of Rehabilitation and Corrections for incarcerated offenders. The Stop Abuse Foster and Encourage Responsibility (S.A.F.E.R.) program has a minimum treatment time of 18 months with the likelihood of at least 24 months being realistic. The treatment structure is divided into three phases, with each phase having an expected time frame of 6-8 months. The phases are outlined below:

## **PHASE I: OWNING THE PROBLEM**

Full Disclosure, Confronting the Denial

Typology of the Sex Offender, Confronting the Denial

Deviant Sexual Fantasies

High Risk Situations/Factors

Thinking Errors/Cognitive Distortions

Seemingly Unimportant Decisions

The Sex Abuse Cycle  
Precursors to Sex Offending

**PHASE II: MANAGING FEELINGS**

Introduction to Feelings

Continuation of Understanding Feelings

Anger Management

Self Esteem

Assertiveness Training

Sex Education

Personal Victimization

PTST Factors and Traits

Impact of Abuse

Victim Empathy

Stress Management

**PHASE III: RELAPSE PREVENTION**

The Relapse Prevention phase addresses two critical considerations, the lapse and the relapse.

While proponents of Relapse Prevention appreciate that sex offenders will undoubtedly experience treatment lapses (a recognized antecedent to sex offending), the goal of treatment is to avoid allowing lapses to progress into relapse (a full blown return to sex offending behavior).

These two components are core concerns to Relapse Prevention. Practitioners must attend to the processes that move them toward a set of circumstances likely or capable of inciting a lapse and more importantly, identify and reform the personal factors that turn lapses into relapses.

In order to help them avoid further abuses and maintain abstinence from prohibited behaviors, sex offenders must begin to practice Relapse Prevention; sometimes, before they fully understand the ideas and rationales behind the methods. Individuals working with offenders need to incorporate Relapse Prevention terminology, methods, and practices throughout the treatment process and insure strong connections between the materials of other components of Relapse Prevention.

The components and related handouts used in Phase III process of Relapse Prevention are identified as:

- Terminology
- Seemingly Unimportant Decisions
- Environmental Assessment
- Rituals
- AVE Factor Attributions
- Adaptive Coping Response
- Decision Matrix
- Coping Questions
- Contracting
- Relapse Process
- Risk Factors Identification
- Risk Factors Minimization
- Abstinence Violation Effects
- Relapse Example
- Maladaptive Coping Response
- Reminder Card
- Ongoing Monitoring
- Written Relapse Prevention Program

As outlined above, each phase has an expected time frame of 6-8 months. We feel that this type of treatment gives youth better outcomes and lower recidivism rates. However, SAFY would be able to modify our program design to also offer CCDCF a Sex Offender Counseling Program that is 6 months in duration and that is purely psycho-educational in nature. This shorter, less intensive program would be designed for youth who have already received treatment for sexual

offending behaviors, non-adjudicated, or youth who are low risk of offending. SAFY would closely review the case files of these youth to determine if this type of treatment program could be beneficial to the youth and SAFY would ultimately make the final determination as to participation in the short-term treatment program. Participants in this type of treatment program would receive a more educational focus on understanding and recognizing the problem. It would be expected that this could be a successful approach for dealing with the identified problem in the short-term, but additional long-term counseling would be needed in most cases to fully address the youth's needs.

SAFY's Family Reunification Preparation Services are specifically designed to facilitate the transition of a perpetrator back into his or her primary or biological setting. Typically, the reunification process may begin when the perpetrator reaches Phase 3 as outlined above. When it is determined by the Treatment Team that the perpetrator is ready to begin the reunification process, weekly family therapy is provided in which homework assignments are completed by both the perpetrator and the family. Weekly reunification counseling for the family lasts approximately 3 months at which time supervised visitation may occur. The criteria for initiation of supervised visitation is as follows:

1. Perpetrator must admit offense
2. Perpetrator must take responsibility for the offense
3. Perpetrator must recognize his/her thinking errors
4. Perpetrator must have some awareness of the victim's experience

Supervised visitation and weekly family counseling will continue for approximately 3 months. Should the perpetrator and the family exhibit sufficient progress, unsupervised home visits (i.e. overnight or weekend visits) may be included in the treatment program.

In order for SAFY's Treatment Team to recommend reunification of the perpetrator and the family, the perpetrator and must exhibit the following and the family must have participated in treatment and can acknowledge the perpetrator's past behaviors and be willing to participate in continuing reunification counseling:

1. Progress in treatment in all areas
2. No type of denial
3. Awareness of deviant cycle
4. Intervenes in deviant cycle
5. Recognizes and counters thinking errors
6. Reduced deviant arousal
7. No longer masturbates to deviant fantasies
8. Has awareness of impact of abuse and victim empathy
9. Willing to put child's needs first
10. Generally responsible behavior

SAFY's program also has the capability to provide specialized services in situations where a sexual offender is returning to a home in which his or her victim is residing. In these situations, SAFY is prepared to arrange for specialized individual counseling for the victim of the perpetrator. This counseling will be provided by a separate counselor and this counselor will

work closely with the counselor providing family counseling to the family and the perpetrator to ensure that all parties are ready for the transition process to begin. The reunification process shall only begin once the victim, the family, and the offender are all ready.

**Discharge/Program Completion:** Successful completion of the Adolescent Sex Offender

Treatment Service will be based upon the following criteria:

- Youth has successfully completed goals regarding his/her sexual offending behavior(s) as determined by the treatment team, staff, and Treatment Director;
- Youth has demonstrated an understanding of sexual offending, has created and is utilizing a personal relapse prevention program;
- Youth's treatment plan no longer focuses on offending behavior(s) due to above reasons.

**Aftercare:** Aftercare follow-up with youth who have been discharged from SAFY's Sex Offender Treatment Program will be recommended for up to 6 months following discharge, subject to the youth's/family's request for aftercare services. Aftercare services will consist of a monthly parent and youth counseling group and individual counseling may be provided as requested by the youth/family.

**Specialized Foster Parent and Professional Staff Qualifications & Training**

All SAFY staff providing direct services to youth and families are required to have, at a minimum, an undergraduate degree from an accredited college or university in the field of

behavioral science. Additionally, professional staff are required to possess a valid license in social work issued by the appropriate licensing authority.

SAFY staff and foster parents working with this population are required to attend and successfully complete a sex offender specific internal certification. Sex Offender training consists of 40 hours of training for professional staff and 20 hours of training for foster parents. All staff and foster parents who complete the internal certification training and demonstrate a clear understanding of this population (through the pre & post test) will be certified to work with these youth. The following are the required modules for the staff portion of the Sex Offender Treatment Service Internal Certification:

1. Assessment Process
  - a. Understanding the content of a psychosexual assessment (Types of assessments, areas to assess, interviewing of offender's parents, guardian, and/or significant other)
  - b. Interviewing techniques (have PowerPoint presentation)
  - c. Learning risk assessment instruments (ERASOR-II, J-SOAP-II)
  - d. Use of psychometric instruments
  - e. Role play of assessment
2. Group Treatment
  - a. Thinking dynamics of sex offenders (also addressed in assessment section)
    1. Types of thinking errors/cognitive distortions
    2. Use of specific verbiage
    3. Group Norms

b. Group Education

1. Sex offender offense strategy
2. Offense cycle dynamics
3. Relapse Prevention Planning
4. Sex education

SAFY's Foster Parent Training program is designed to assist the parent(s) in the understanding, support, and treatment of the adolescent sex offender. It is also a positive means to allow each parent to gain and build support in order to understand that they are not alone in dealing with the fallout of such behaviors. The ultimate goal of this program is to help the parent(s) of the adolescent offender to develop a higher level of insight, support, and understanding of why an offender engages in such behaviors and what is needed to stop the offending from continuing.

The following are the topics included in the required foster parent training:

1. Behaviors, Types & Characteristics of Sexually Aggressive Youth
2. Psychology of Personal responsibility & Causality
3. Risk and Protective Factors
4. Thinking Patterns of Sexually Aggressive Youth
5. Identifying High Risk Factors and Preventing Relapse
6. Management and Supervision Techniques
7. Recognition of Grooming Behavior
8. Worldviews and Perceptions of Sexually Aggressive Youth
9. Predicting Sexually High Risk Factors

## 10. Mood Management and Aggression Control

Further training in this area is offered yearly thereafter to continue servicing the adolescent sex offenders. Consultation, linkage, training, etc. is available through the Training Department and Specialty Department on an as needed basis by request.

**Foster Parent/Home Criteria for Sex Offenders:** A critical factor in the implementation of SAFY's therapeutic foster home program for sexual offenders is ensuring the safety of the community at large. For this reason, SAFY has established strict guidelines as to the criteria upon which a foster home can accept a sexual offender. These include:

1. Home may not have any children younger than, or close in age to the offender.
2. Youth offender must have own bedroom.
3. Home must offer 24/7 supervision (24 hours a day, 7 days per week). In other words, this child may never be left unsupervised; there must be an approved adult in the home at all times.
4. Planned respite care available and accessible for emergencies.
5. Developed in-home daily routine for youth.
6. Foster parents must complete the sex offender-specific training (demonstrate an understanding by passing post test)
7. Foster parents must participate in the identified offender treatment program according to treatment plan (family sessions and or individual as recommended).
8. Foster parents or staff will have weekly contacts with all service providers (school, therapist, FYS, bus driver, etc.)

9. Foster parents may attend monthly foster parent support meeting with other sex offender-specific foster parents if available in the division or through parent groups in community offender treatment program.
10. Foster parents will keep simple daily logs that address youth routine and treatment goals.
11. Reliable transportation must be available as required for youth's therapy, group counseling, etc
12. Electronic monitoring equipment should be available in the therapeutic foster homes to ensure the safety of any other youth in the homes.

In certifying foster homes to care for sexual offenders, SAFY will closely review:

- foster parent employment responsibilities outside the home;
- physical environment in home as it affects child's physical safety and that of the family;
- number of other children in the home, including special needs children;
- personal qualifications of applicants and the ability to meet the child's ongoing requirements for therapy and/or special needs; openness to working with sexual offenders, including personal comfort with sexually oriented discussions and terminology.

**Anticipated Program Outcomes:** SAFY Sex Offender programming is designed to accomplish the following goals:

**1. Reduce general criminal activities of youth in the program.**

SAFY anticipates that its therapeutic programming will result in reducing the number of youth that are involved in all general criminal activities during the course of treatment. This will be a

result of the intensive counseling and close supervision being provided by SAFY professional staff.

**2. Reduce rates of sexual recidivism of youth in the program.**

National statistics show that on average the sexual recidivism rate for sexual offenders is somewhere around 9%. The program that SAFY is proposing to implement has produced sexual recidivism rates of around 4% when implemented by other counseling agencies in Ohio.

Reducing the recidivism rate will potentially save the Texas Youth Commission and the State of Texas significant dollars that would otherwise be directed to placing the youth in the juvenile corrections program.

**3. Ensure the safety of the community at large.**

SAFY's therapeutic foster care and family reunification services both entail the placement of the sexually offending youth in a community-based setting. It is SAFY's intention to take all necessary precautions to ensure that family members, neighbors, classmates, and the community at large is provided sufficient protection against a relapse of the offending behavior by the perpetrator. To this end, SAFY is committed to providing successful therapeutic interventions, close supervision and monitoring, and physical deterrents (alarms, etc.) needed to ensure the community's safety and security.

## ***N. Handling Youth Rights, Youth Complaint & Resolution System, & Personal Funds***

SAFY of Texas both understands and supports the basic rights afforded to each TYC youth in our care. SAFY of Texas Client's Rights Summary #P-062TX outlines these rights and is attached as Attachment 8N.

Supervision of a youth is determined by the treatment team and what is in the youth's best interest. The youth's level may fluctuate dependent upon the youth's behavior. The sole determinant of the youth's level of supervision is their own behavior and decision-making. The treatment team will assign levels based upon that. If the youth's behavior necessitates a move to a more restrictive level, the youth may not necessarily be required to complete 30-day time limit originally assigned to that level, i.e., their behavior could show their readiness to return to their previous level after 7 days. Their behavior may also indicate they are not ready to return to the previous level after the minimum 30-day limit. It is always contingent upon the exhibition of positive, pro-social behavior. The Levels of Youth Supervision are defined below:

- **Orientation Level** – This is the level of supervision new or returning youth will be assigned. This plan of supervision will require the youth to be supervised at all reasonable/awake times, i.e., when not in school or at work. School, employment, and community service are considered supervised by those respective adult; however, the foster parent should ensure that the adults at those locations understand the necessity of reporting any absences, AWOLs, other unusual occurrences, etc. Likewise, the youth's attendance at support groups, counseling, or other approved situations, i.e., training, classes, school functions during regular school hours, etc., is considered supervised. Allowing youth to attend an after school function, walk or bicycle "around the block"

without the foster parent does not meet the intent of this level. The minimum amount of time a youth will remain on the Orientation level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity and, the youth must be actively working towards completing their treatment plan goals.

- **Confidence Level** – The youth may achieve this level of supervision after successfully completing the requirements and time frames of the Orientation level. On the Confidence level, each requirement of the previous level is maintained, however, the youth may have designated, pre-approved time/outings away from the direct supervision of the foster parent, i.e., go to mall, movie, restaurant, park, bicycle riding, etc. The length of these outings may not exceed 2 – 4 hours at any one time. The minimum amount of time a youth will spend on this level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity, and, the youth must be actively working toward completing their treatment plan goals.
- **Trust Level** – This is the highest level with the least amount of supervision. Youth on this level of supervision may utilize up to two, 4 – 8 hour pre-approved outings per week. Youth on the Trust Level will complete all requirements of previous levels and maintain exemplary behavior and attitude. They are expected to teach and “peer mentor” other, newer youth. This level will most closely resemble “life after SAFY” and should be utilized for the youth to practice sound decision-making skills in real-life situations.

### **Process for Handling Youth Complaints**

The aggrieved party (client, primary family, guardian, member of the public, etc.) must submit all grievances in writing using carbon pre-numbered forms obtained from the SAFY Grievance Coordinator. Clients of SAFY or others are afforded the opportunity to file a grievance within a reasonable period of time from the date the grievance occurred. The grievance form will be turned into the SAFY Grievance Coordinator who will document receipt of the grievance in the TYC Grievance Log. Youth or parents shall be provided assistance when necessary in writing a complaint and in seeing to it that the complaint is filed correctly. Youth with limited English proficiency are allowed to file and make complaints in languages other than English. Within 24 hours, the SAFY Grievance Coordinator will submit a written Grievance Form to the Client Rights Officer who will document receipt of the grievance in the Grievance Log. Within 5 working days of receipt of the grievance, the Treatment Director will contact the aggrieved party in person or by telephone to attempt resolution of the grievance through the following actions:

1. Provide the aggrieved party a full and complete opportunity to be heard
2. Represent the person grieving at an agency hearing, if desired by the aggrieved party
3. Conduct a factual inquiry into the circumstances giving rise to the grievance
4. Inform the aggrieved party of the resolution within 15 working days from the date the grievance was first filed
5. Document the resolution on the Grievance Form
6. Inform the aggrieved party of the right to an internal review or appeal to outside entities.

If resolution is reached in person, obtain the aggrieved party's signature and date on the Grievance Form and give a copy of the completed form to the aggrieved party

7. If resolution is reached by telephone, document the date of resolution and write “resolved by telephone” in the grievant signature section and mail a copy of the completed form to the grievant within 5 working days.

Written resolution will be obtained within 15 working days of receipt of the grievance. If the aggrieved party is dissatisfied with the resolution, they may request that their grievance and the resolution be reviewed by the State Director of SAFY or designee. The State Director or designee will provide a written response within 5 working days. Initial appeals will go directly to the QA Administrator for resolution after all preliminary levels of appeal have been exhausted with SAFY, concerning any decision made by SAFY staff regarding a complaint. Second appeals will be sent directly to the Executive Director of Texas Youth Commission. The aggrieved party must file an appeal within 15 working days of receiving the resolution. If the aggrieved party does not file the appeal within 15 working days it will be considered a lack of response. If there is no response from the Treatment Director within 15 working days of filing of a grievance, the aggrieved party has the right to appeal directly to the State Director of SAFY.

Within 24 hours after completion of the grievance process, the worker or supervisor forwards the Grievance Form and any attachments to the Grievance Coordinator and Client Rights Officer for review or appeal purposes. Within 24 hours of receipt of the grievance and resolution, the Grievance Coordinator and Client Rights Officer will review the resolution to ensure that it meets all resolution standards.

A grievance against any supervisory or administrative staff is automatically referred to the next higher step in the procedure with a copy to the involved staff. Should a youth abuse the grievance/complaint system, he or she must go directly to the Treatment Director for any future grievances. The Treatment Director will accompany the youth to the Grievance Coordinator to obtain a form. The youth will not be allowed to give a grievance over the phone and will have to be present to receive the form.

SAFY will provide written notification and explanation of the resolution to the client, or grievant if other than the client, with the client's permission. For youth with limited English proficiency, resolution of complaint will be written and the response shall be translated into the youth's native language, with the help of the complaint's coordinator.

**A client will be able to voice a complaint or to bring forth a complaint or grievance without fear of retaliation.**

Note: If the Client Rights Officer is not available, or a client wants to file a grievance against the Client Rights Officer, they will be referred to SAFY's State Director:

Ann Hull

201 Billings, Ste. 510

Arlington, Texas 76010

817-640-4650

In addition, SAFY of Texas agrees to actively participate in TYC's Youth Complaint automated system.

### **Procedures for Handing Youth Funds**

Foster parents will provide each client the opportunity to earn money or receive an allowance appropriate to age and comparable to reasonable peer-group standards. The client will be given guidance in the saving and spending of income. Any money a client earns or is given as a gift or allowance must be his/her personal property and must be accounted for separately from the agency's funds or funds of the facility or family with whom he/she is placed.

Any allowances given to the youth must be accounted for through either an allowance payment, a savings account deposit, or an alternate plan approved by your SAFY worker. Any alternative must be documented on the allowance log for accountability purposes. If a savings account or alternate plan is being used, the SAFY worker must verify the deposits into the savings account by reviewing bank statements or verify that the alternate plan is being followed and document this in the client's file. If the allowance money is to be used to reimburse for damages caused by the client, the plan which includes the amount of weekly allowance to be paid to the foster parent for damages must be developed and approved by the SAFY worker. If a client refuses to complete their assigned chores, the money tied to chores must be put in a savings account for the client.

The client's allowance money may not be used by the foster parent to pay for diapers, gifts (such as birthday or Christmas gifts), personal care items (such as toothpaste, shampoo, deodorant,

etc.) or other toiletries. Personal care items are covered by the per diem that the foster parent is paid.

The SAFY worker should be included when setting chores/duties and allowances. The allowance system should be explained to the client and incorporated into the treatment plan. An allowance can be a great motivator and the incentive can also help the client practice appropriate independent living skills.

Upon leaving SAFY, each client is entitled to the money in his/her savings account. Any money given to a client upon discharge will be paid in some manner other than cash (i.e., money order, cashier's check or purchased items agreed upon by client and the treatment team). The allocation of the client's allowance (i.e., to the client, in a savings account or other approved plan) will be documented on the allowance log. The SAFY worker will review the allowance log and any account statements on a monthly basis. The allowance logs will be filed in the client file.

## ***O. Behavioral Management/Modification System***

SAFY's behavior management procedures establish a system of rewards and positive reinforcement to bring out the best in youth, offering them strong incentives to behave in ways that contribute to a safe, therapeutic culture. SAFY shall have a program that addresses incentives for youth adhering to rules and negative consequences for breaking them. The program shall foster accountability for behavior and compliance with rules and expectations. The program shall be designed to:

1. maintain order and security;

2. promote safety, respect for self and others, fairness, and protection of rights within the residential community;
3. provide constructive discipline and a system of positive and negative consequences to encourage youth to meet expectations for behavior;
4. provide opportunities for positive reinforcement and recognition for accomplishments and positive behaviors;
5. promote alternative pro-social means for youth to meet their needs;
6. promote constructive dialogue and peaceful conflict resolution;
7. minimize separation of youth from the general population; and
8. limit the need to use force when responding to youth behavior.

### **Rules and Privileges**

1. Purposeful rules are less likely to be broken; therefore, behavioral expectations and rules of conduct will be developed in a manner that youth, foster parents and staff will clearly understand each expectation or rule and its intended purpose.
2. Youth conduct will be evaluated on a basic set of expectations. Youth will earn or lose privileges based on following the basic expectations.
3. Youth who violate specific major or minor rules of conduct will be subject to disciplinary consequences.

### **Intervention Strategies**

1. Foster parents and staff members will address misconduct by progressively applying the most appropriate behavioral intervention strategies. Behavioral interventions will address

the youth's misconduct, encourage the youth to recognize negative thoughts and feelings, and promote thinking skills that reduce risk of misconduct and contribute to positive decisions.

2. Foster parents and staff members will determine which interventions are employed based on their knowledge of the current situation and the youth involved. Behavioral interventions include, but are not limited to, the following:
  - a. verbal prompts;
  - b. time-out;
  - c. cooling off period;
  - d. completion of Thinking Report;
  - e. discussions with SAFY FYS or Treatment Director.
3. In cases where a youth is displaying an ongoing behavioral problem, an individualized plan with alternative interventions may be created by the caseworker in consultation with the MDT. The youth will complete a Thinking Report and present it to the SAFY worker as a way of describing the situation, identifying thoughts, feelings, and beliefs related to the situation. The youth and SAFY worker will also discuss how his/her risk factors are potentially impacting their ability to progress through the levels, and develop a plan of action to reduce the identified risk factors.

### **Disciplinary Consequences**

1. Discipline will be administered with the goal of imposing only the least restrictive consequences which are effective in correcting the misbehavior and ensuring safety and order. Where feasible and appropriate, the consequences will be directly related to the

nature and seriousness of the violation. Extenuating circumstances of the violation will be considered.

2. Youth are made aware of rules and disciplinary consequences through verbal instruction and written documents.
3. No disciplinary consequences shall be imposed except in accordance with this policy.
4. The following are prohibited:
  - a. corporal or unusual punishment;
  - b. subjecting youth to humiliation, harassment, or physical or mental abuse;
  - c. personal injury;
  - d. subjecting youth to property damage or disease;
  - e. punitive interference with the daily functions of living, such as eating or sleeping;
  - f. purposeless or degrading work, including group exercise as a sanction.
5. Youth shall not be permitted to impose disciplinary consequences against other youth. Youth or groups of youth are not given control or authority over other youth.
6. Consequences shall be applied on an individual basis and only for a youth's own actions or failure to act when responsible for doing so. Group discipline is prohibited. Actions taken for the purpose of maintaining safety and security (e.g. temporary lockdown to locate a missing tool) are not considered group discipline.
7. Disciplinary consequences shall not deny youth the following:
  - a. regular meals (from the established menu) or snacks;
  - b. sufficient sleep;
  - c. physical exercise;
  - d. mail;

- e. contact through visitation or telephone with parents, attorneys, or personal ministers, pastors, or religious counselors;
  - f. legal assistance; or
  - g. medical attention.
8. More than one disciplinary consequence may be imposed for the same offense if:
- a. the criteria and conditions for the imposition of each disciplinary consequence are met;
  - b. the appropriate level of due process is dictated by the most severe of the disciplinary consequences imposed.

SAFY's behavior management system is designed so that the least severe interventions are used when possible to manage youth behavior before it escalates to the point when force is necessary. While the development and modeling of pro-social and interpersonal skills is the basis of this policy, the agency permits use of short personal restraint only.

Violations of the rules may result in disciplinary consequences that are proportional to the severity and extent of the violation. Appropriate due process must be followed before imposing consequences.

### **General Provisions**

1. Rules may be restated or otherwise adapted to accommodate a particular program to help clarify expected behavior in that program. All adapted or restated rules shall remain consistent with the general rules of conduct.
2. The conditions of parole and foster home rules are given to the client upon placement into the foster home.

3. Repeated violations of any rule of conduct may result in more serious disciplinary consequences.
4. Youth may be issued more than one disciplinary consequence for a rule violation proven in a Level II or III due process hearing held in accordance with TYC
5. Major rule violations require the completion of a formal incident report.
6. A minor rule violation that escalates to the point that the current program/activity cannot continue due to the disruption, or that poses a substantial risk to personal safety or facility security, must be documented on a formal incident report.
7. Any time a formal incident report is prepared for an alleged rule violation, an informal Level III hearing must be completed by the staff and the youth must be informed of the consequence.
8. Although certain rule violations may not result in immediate disciplinary consequences, a rule violation proven through a Level II due process hearing may be considered upon expiration of the youth's minimum length of stay in determining whether a youth is in need of additional rehabilitation.
9. Each multi-disciplinary team will review all privilege suspensions for youth on its caseload at least once every 30 days. The multi-disciplinary team may:
  - a. lessen the duration of the suspension or allow the youth to accrue certain privileges for use after the period of suspension is complete as an incentive to display positive behavior; or
  - b. extend (one time only) or modify an on-site privilege suspension issued by direct care staff if warranted by the youth's behavior.

## **P. Privilege System**

SAFY of Texas has established client rights policies and client rights summaries to clarify, protect, and enhance the rights of the individuals SAFY serves. All clients, legal guardian, and custodial agency personnel are required to read and sign off, acknowledging receipt and understanding of both policies. Youth privileges, on the other hand, are earned based on behavior and earned trust.

### **Client Right Summary:**

THE RIGHT to be treated with consideration and respect for personal dignity, autonomy, and privacy;

THE RIGHT to service in a humane setting which is the least restrictive feasible as defined in the treatment plan;

THE RIGHT to be informed of one's own condition, of proposed or current services, treatment or therapies and of the alternatives to these;

THE RIGHT to consent to or refuse any service, treatment, or therapy upon full explanation of the expected consequences of such consent or refusal;

THE RIGHT to a current, written, individualized service plan;

THE RIGHT to active and informed participation in the establishment, periodic review, and reassessment of the service plan;

THE RIGHT to freedom from unnecessary or excessive medication;

THE RIGHT to freedom from unnecessary restraint or seclusion;

- THE RIGHT to participate in any appropriate and available service, regardless of refusal of one or more other services, treatments, therapies, or regardless of relapse from earlier treatment in that or another service unless there is a valid and specific necessity which precludes and/or requires participation in other services;
- THE RIGHT to be informed of and refuse any unusual or hazardous treatment procedures;
- THE RIGHT to be advised of and refuse observation by techniques such as one-way vision mirrors, tape recorders, televisions, movies, or photographs;
- THE RIGHT to have the opportunity to consult with independent treatment specialists or legal counsel in private, at one's own expense, with appropriate restrictions on time and meeting place;
- THE RIGHT to confidentiality in accordance with state law;
- THE RIGHT to have access to one's own psychiatric, medical or other treatment records, unless access to particular identified items of information is specifically restricted for that individual client for clear treatment reasons;
- THE RIGHT to be informed in advance of the reason(s) for discontinuance of service provision, and to be involved in planning for consequences of that event;
- THE RIGHT to receive an explanation of the reasons for denial of service;
- THE RIGHT not to be discriminated against in the provision of service on the basis of religion, race, color, creed, sex, national origin, age, lifestyle, physical or mental handicap, developmental disability or inability to pay;

- THE RIGHT to know the cost of service;
- THE RIGHT to be fully informed of all rights and services;
- THE RIGHT to exercise any and all rights without reprisal in any form including continued uncompromised access to service;
- THE RIGHT to file a grievance;
- THE RIGHT to have oral and written instructions for filing a grievance;
- THE RIGHT to food, housing, clothing, medical care, habilitative and/or rehabilitative services;
- THE RIGHT of access to work, education, social development, and recreation;
- THE RIGHT to freedom from corporal punishment and freedom from the use of meals as a form of punishment;
- THE RIGHT to religious freedom;
- THE RIGHT to have visitors and to refuse visitors. SAFY may place reasonable restrictions on the number of visitors and time and place of visits as necessary to ensure the safe and orderly operation of the program. Limitations on the right to receive visits from family members shall not be imposed for disciplinary reasons. Any visitor may be searched for contraband only where probable cause exists to suspect the presence of contraband and only to the extent necessary to assure that no contraband is present. Visitors, including family members, who are disorderly, intoxicated, or create disturbances may be prohibited from visiting or asked to leave the premises. SAFY will ensure visiting areas permit informal conversation and an opportunity for physical contact.

- THE RIGHT to receive appropriate and reasonable adult guidance, support and supervision;
- THE RIGHT to personal property and to maintain their own money. SAFY may limit the amount of money in a youth's possession, but may not withdraw money from any source without the youth's consent.
- THE RIGHT to express themselves freely, so long as their expressions do not interfere with the safe and orderly operation of the foster home.
- THE RIGHT to speak their own language at any occasion where English is allowed, except during organized activities or if a staff member or foster parent has reasonable cause to believe, based on reliable evidence, that shows that the non-English communication poses a direct threat to the safety of others, or to the order of the foster home.
- THE RIGHT to symbolic, nonverbal expression (posters, wearing slogans, mottoes, or emblems on clothing) so long as they are not obscene and do not advocate illegal or immoral conduct, imply ridicule against an individual or group, or reinforce delinquent subculture values.
- THE RIGHT to engage in responsible criticism of SAFY's policies or practices.
- THE RIGHT to freely correspond through mail.
- THE RIGHT to access to a telephone.
- THE RIGHT to accuracy and fairness in all decisions made concerning them.

## **Levels of Youth Supervision/Privileges:**

It is the intent of SAFY of Texas to provide each youth entering into care the proper level of supervision that balances trust, responsibility, and safety. Youth safety is always paramount in decisions regarding supervision. The treatment team reserves the right to modify, adjust, or otherwise change a youth's level of supervision any time it is determined to be in that youth's best interest. A youth's level may be modified at any time by a staff member, or a foster parent after consultation with a staff member, in the event of an emergency or in response to an incident. The youth's level privileges may be suspended until a decision is made. There is no minimum amount of time required for a youth to be in SAFY prior to them obtaining employment. This time frame will be determined by that youth's treatment team and can be modified whenever it is deemed necessary. At no time may a foster youth ride in a vehicle driven by anyone other than the foster parent without prior treatment team approval. This includes friends, bosses, supervisors, etc. A youth may be able to visit a friend's house when the youth is eligible per his level of supervision and the youth's treatment team has approved his friend's house and occupants.

Levels of supervision/privileges will be defined differently for youth on institutional and parole status as described:

### Institutional Status Levels of Supervision and Privileges

*Orientation Level* – No unsupervised time for the initial 30 days of placement. The youth will have 0 Category I violations and 7 or fewer Category II violations. This is the level of

supervision new or returning youth will be assigned. This plan of supervision will require the youth to be supervised at all reasonable/awake times, i.e., when not in school or at work. School, employment, and community service are considered supervised by those respective adult; however, the foster parent should ensure that the adults at those locations understand the necessity of reporting any absences, AWOLs, other unusual occurrences, etc. Likewise, the youth's attendance at support groups, counseling, or other approved situations, i.e., training, classes, school functions during regular school hours, etc., is considered supervised. The minimum amount of time a youth will remain on the Orientation level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity and, the youth must be actively working towards completing their treatment plan goals.

*Transition Level* – Up to one hour of unsupervised time per week. The youth will have 0 Category I violations and 5 or fewer Category II violations. The youth may achieve this level of supervision after successfully completing the requirements and time frames of the Orientation level. On the Transition level, each requirement of the previous level is maintained, however, the youth may have short designated, pre-approved time/outings away from the direct supervision of the foster parent, i.e., park, bicycle riding, etc. The length of these outings may not exceed one hour at any time. The minimum amount of time a youth will spend on this level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity, and, the youth must be actively working toward completing their treatment plan goals.

*Confidence Level* – Up to two hours of unsupervised time per week. The youth will have 0 Category I violations and 3 or fewer Category II violations. The youth may achieve this level of supervision after successfully completing the requirements and time frames of the Transition level. On the Confidence level, each requirement of the previous level is maintained, however, the youth may have designated, pre-approved time/outings away from the direct supervision of the foster parent, i.e., go to mall, movie, restaurant, park, bicycle riding, etc. The length of these outings may not exceed 2 hours at any one time. The minimum amount of time a youth will spend on this level is 30 days. For a youth to advance to the next level of supervision, there can be no unauthorized departures, critical incidents, non-compliance with rules or requests, or criminal activity, and, the youth must be actively working toward completing their treatment plan goals.

*Trust Level* – Up to three hours of unsupervised time per week. The youth will have 0 Category I violations and one or fewer Category II violations. This is the highest level with the least amount of supervision. Youth on this level of supervision may utilize pre-approved outings per week away from the direct supervision of the foster parents not to exceed three hours. Youth on the Trust Level will complete all requirements of previous levels and maintain exemplary behavior and attitude. They are expected to teach and “peer mentor” other, newer youth. This level will most closely resemble “life after SAFY” and should be utilized for the youth to practice sound decision-making skills in real-life situations.

## Parole Status Levels of Supervision and Privileges

*Orientation Level* – No unsupervised time for hours the initial 30 days of placement for a TYC General Offender and 60 days for a TYC Violent Offender. The youth will need this amount of time to become adjusted to the foster home, community, school and SAFY’s program rules.

*Transitional Level* - Up to two hours of pre-approved unsupervised time each week.

*Confidence Level* – Up to four hours of pre-approved unsupervised time each week.

*Trust Level* – Up to six hours of pre-approved unsupervised time each week.

In order to be promoted to the next level the youth on parole status must have no major incidents during the review period; remains compliant with his/her conditions of parole; maintains their designated area; follows direction; accepts consequences for their behaviors; and is respectful of others.

The youth’s levels may fluctuate dependent upon the youth’s behavior. The sole determinant of the youth’s level of supervision is their behavior and decision-making. The treatment team will assign levels based upon this. If the youth’s behavior necessitates a move to a more restrictive level, the youth may not necessarily be required to complete the time limit originally assigned to that level, i.e., their behavior could show their readiness to return sooner to their previous level. Their behavior may also indicate they are not ready to return to the previous level after the minimum time limit. It is always contingent upon the exhibition of positive, pro-social behavior.

If the youth (on either institutional or parole status) exceeds the number of rule violations allowed in order to be promoted to the next level, SAFY will implement the following strategies in order to assist the youth to successfully achieve the next level:

- The youth will complete a *Thinking Report* and present it to the SAFY worker as a way of describing the situation and identifying thoughts, feelings and beliefs related to the situation.
- The youth and SAFY worker will also discuss how his/her risk factors are potentially impacting their ability to progress through the levels, and develop a plan of action to reduce the identified risk factors.

All youth have access to religious activities of their choice. SAFY of Texas prohibits compulsory or coercive participation in the foster parents' religious beliefs or practices.

**Q. Sample of case plan utilized by program**

See attached sample case plan in Attachment 8Q.

**R. Literature review to support and validate programming offered.**

SAFY utilizes best practice standards in the development and improvements of programming offered to youth. SAFY utilizes a strengths-based, individualized approach to treatment planning which is a best practice described in numerous sources including:

Buckley, J., Epstein, M. (2004). The Behavioral and Emotional Rating Scale—2 (BERS—2):

Providing a comprehensive approach to strength-based assessment. *The California School Psychologist*, 9, 2 1-27.

- Clark, H., Lee, B., Prange, M., & McDonald, B. (1996). Children lost within the foster care system: Can wraparound services strategies improve placement outcomes? *Journal of Child and Family Studies*, 5 (1), 39-54.
- Clark, M. (1997, June) Interviewing for Solutions: A Strength-based method for Juvenile Justice. *Corrections Today*, 98-102.
- Laursen, E. (2000). Strength based practice with children in trouble. *Reclaiming Children and Youth*, 9 (2).
- Lerner, R., Almerigi, J., Theokas, C., & Lerner, J. (2005, February). Positive view of youth development: A view of the issues. *Journal of Early Adolescence*, 25 (1), 10-16.
- Mackinnon-Lewis, C., Kaufman, M., & Frabutt, J. (2002). Juvenile justice and mental health: Youth and families in the middle. *Aggression and Violent Behavior*, 7, 353-363.
- McDonald, B., Boyd, A., Clark, D., & Stewart, E. (1995, Fall). Recommended individualized wraparound strategies for foster children with emotional/behavioral disturbances and their families. *Community Alternatives: International Journal of Family Care*, 7 (2).
- Ray, J., Stromwall, L., Nuemiller, S., & Roloff, M. (1996, February). A community response to tragedy: Individualized services for families. *Child and Adolescent Social Work Journal*, 15 (1).
- Walsh, F. (2002). A family resilience framework: Innovative practice applications. *Family Relations*, 51, pp. 130-137.

**S. Understanding and Acceptance of TYC Contract Provisions, Certifications and Representations**

SAFY of Texas, Inc. understands and accepts the TYC contract provisions, certifications and representations as written into the Request for Proposal #694-0-0852 and its amendments.

**T. Agreement to execute Contract at time of award**

SAFY of Texas, Inc. agrees to execute the contract at the time of award on September 1, 2010 or as otherwise awarded.

## Attachment 8 F: Job Descriptions

### SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH POSITION DESCRIPTION (Revised 07/09)

**Job Title:** Treatment Director

**Job Office & Location:** \_\_\_\_\_

**Cost Center:** \_\_\_\_\_ **PCN #:** \_\_\_\_\_

**Position is:** Exempt  Non-exempt  Normal Work Schedule: Days M - F Hours: Varies

**Pay Grade Level:** 3

**Full Time**  **Part Time**

**Name and Title of Immediate Supervisor:** Regional/State Director

**Position Titles Supervised by this position:** FYS; FDS; DOM; Office Aide; Therapist; DJJ Worker

### MINIMUM ACCEPTABLE QUALIFICATION AND CHARACTERISTICS OF POSITION

Master degree from an accredited college or university in the behavioral science field is required. Minimum of two years supervised experience providing counseling required. Minimum of three years experience in the field of social work in a child welfare environment preferred, with one of those years in an administrative or supervisory capacity. Must possess and maintain the appropriate highest level of licensure required by state where the position is located (ACSW/LISW/LPCC/LCSW/LPC or other designation acceptable to the particular state's credentialing authority). This is a management level position that requires the ability to prioritize work and that of those supervised, to manage staff and resolve problems through effective decision making. The ability to communicate effectively in writing and orally with members of the public and co-workers. The utilization of a computer and other office equipment is a requirement. Requires the ability to work flexible hours daily and weekly to fulfill position duties. Reliable transportation with an acceptable driving record is necessary in order to meet the travel requirements of this position.

### JOB DUTIES IN ORDER OF IMPORTANCE

- 65%** This position is responsible for the treatment and quality of care for all youth in place for a designated division. This is accomplished by the following: Supervision of a team of Family and Youth Specialists, Division Office Manager, and when indicated, Behavioral Aid and Office Assistant. Assigns performance goals to staff under supervision. Assigns work load to staff. Establishes or complies with established monitoring and evaluation criteria for staff performance that focuses upon the delivery of quality services to all youth in place. Supervise treatment plan development and reviews. Conducts regularly scheduled treatment team meetings. Performs utilization review function no less than quarterly at IAP review. Responsible for the training of

staff under supervision, which includes thorough and complete training for new employees and assuring that current staff receive appropriate continuing education. Review and approve all treatment foster home certifications and recertification's. Approves and provides all child placement management authorization required by the state licensing authority. May carry a youth caseload when necessitated by emergency circumstances or staffing requirements. Responsible for the quality of all youth files and establishes a routine schedule for performing routine file audits with the appropriate FYS. Assigns the pager in a rotation among self and staff to assure twenty-four (24) hour, seven (7) day a week coverage of the division. Is directly involved in crisis intervention and is available twenty-four (24) hours each day for the needs of treatment foster parents and staff. Maintains daily phone contact with staff if away from the office. Responsible to assure that all incoming youth complete required pre- and post-assessments. Visit all foster homes once per year.

**20%** Maintains a positive working relationship with the supervisors of the Family Development Specialist by participating in joint meetings, problem identification and resolution. Works with the FDSs using them in a consultative role to expedite placement of youth referred by intake department or other sources. Consults with supervisor of the FDS and the FDSs to assure that foster parent training is occurring as required and necessary. May assist in providing training to foster

parents as requested by supervisor of the FDS. Participate in all rule violation investigations in the division. Approves and signs when indicated reports from staff, including: special incidents, monthly/quarterly reports, IAP's, incident reports and other as needed. Interview staff applying for clinical and secretarial position in the division. Responsible for assisting the State Director with the financial performance of the division by monitoring and approving expenditures, company expenditures to budget allocation. Work with Regional/State Director and finance department to develop annual operating budget appropriation and recommends changes as necessary.**15%** Performs scheduled evaluations for supervised staff. Conducts monthly supervision with staff. Authorizes leave time and overtime use (for hourly staff) and establishes work schedule for staff under supervision. Prepares reports as required or instructed for supervisor, central office, other agencies and on time. Attends division events for foster parents and youth. Establishes contact with outside organizations to participate in meetings and present workshops and training. Attends quarterly meeting. Participates in assigned committees and maintains liaison with state and national organizations. Attend training as required to achieve 40 hours of relevant education each year. Participates in divisional, state or agency fundraising and public relations events as requested by supervisors or CEO. Performs other duties as assigned by supervisor, CEO or COO.

### **SPECIAL CHARACTERISTICS**

Requires instruction in First aid and CPR annually. The essential functions of this position are identified as the primary duties under the major percentage of time required to perform them on a weekly basis. Attendance on the job at all times unless approved by the immediate supervisor is a requirement. Ability requirements include: Communicate effectively in writing and verbally with staff, foster parents, administration and customers; operate a computer in regard to word processing and e-mail; interpret policies, procedures, regulations and laws as applicable to SAFY and this position; prepare comprehensive and/or technical reports; provide leadership for team to accomplish established goals and for direction in handling routine and sensitive matters.

The employer reserves the right to revise or change duties and responsibilities as the need arises. This position description does not constitute a written or implied contract of employment. The position description may be modified, amended or entirely rewritten at any time and only at the discretion of SAFY.

Acknowledge receipt of this position description by your signature below

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Position description approved by:

\_\_\_\_\_  
Druann Whitaker, MS, LSW, LPC CEO

\_\_\_\_\_  
Date

**SPECIALIZED ALTERNATIVES FOR FAMILIES AND YOUTH POSITION  
DESCRIPTION**  
(Revised 12/09)

**Job Title:** TX Family & Youth Specialist (FYS)

**Job Office & Location:**

**Position is:** Exempt  Non-exempt  Normal Work Schedule: Days Varies Hours: Varies

**Pay Grade Level:** 2

**Full Time**  **Part Time**

**Name and Title of Immediate Supervisor:** Treatment Director

**Position Titles Supervised by this position:** None

**MINIMUM ACCEPTABLE QUALIFICATION AND CHARACTERISTICS OF POSITION**

Undergraduate degree from accredited college or university in the field of behavioral science is required. Demonstrated training in the practices of writing and implementing treatment plans and case management. The ability to communicate orally and in writing with a culturally diverse population of youth and foster parents as well as referral sources and co-workers. Requires the ability to work flexible hours daily and weekly to fulfill position duties.

**JOB DUTIES IN ORDER OF IMPORTANCE**

**70 %** This position is responsible for the case management functions of a caseload of foster youth and respective foster homes which includes, but is not limited to the performance of the following duties. Review referrals of youth with co-workers to determine if and where the placement may occur. Communicate with the foster parent/s to discuss the potential placement of the referral, working in conjunction with the intake process used by the state and division. Conduct visits to the home as prescribed by policy and placing agency contract requirements. Discuss all relevant issues pertaining to the youth in care with foster parent/s, youth, school officials, natural parents, placing agency and other appropriate parties involved with the youth according to policy, regulations and best practice standards. Timely document outcome of home visits, interaction with parties involved in the youth's care and incidents as required by policy, regulations and contract requirements. Prepare and submit timely all required company, referral agency. Compile profile using pre and post assessment tools for outcome measures. Prepare Individualized Treatment Plan (IAP, ISP etc.) according to established time frames involving all appropriate parties as required by policy and regulations. Maintain contact with referral agency caseworker using discharge reports, telephone calls, and incident reports in addition to regularly scheduled and required written reports. Attend hearings and semi-annual review for all youth assigned to caseload. Appear and testify in judicial proceedings, depositions and administrative hearings related to clients when requested by the referring agency. Inform foster parents of company policies and procedures. Enforce policies by writing corrective action plans, incident reports, and conducting rules investigations. In a timely manner, obtain from foster parents

documentation of all required updates including training certificates, home inspection reports, medical records and other items as defined by policies and licensing standards. Assist with the process for the recertification of assigned foster home on a timely basis as specified in the applicable licensing requirements. Maintain contact with primary family with a visit within two weeks of youth placement and no less than monthly thereafter. Review according to established schedule all youth and foster home files pertaining to caseload as part of the quality improvement process. Be in compliance with monthly and quarterly requirements as defined annually by QI plan.

- 20 %** Assist with Enrolling youth in school by providing documentation and attend Individualized Education Plan (IEP) meetings. Assure that health care needs of youth are being realized including medical, dental, vision and hearing as well as special needs.

Coordinate home visits for the youth with all appropriate parties. Inform youth on caseload of policies, procedures, rights and responsibilities and distribute Youth Handbook and Life Book. On call rotation as assigned, for 24 hours to address crisis with youth on caseload and will carry the pager as assigned by Treatment Director. Report census information to DOM for billing and foster parent payroll.

- 10 %** Attends required staff meetings within division, region and central office as identified by supervisor. Meets regularly, but no less than monthly with supervisor to discuss caseload issues and performance. Participates in committee meetings. Attends in service training as well as seminars, workshops and other educational programs to achieve 40 hours of relevant education per year. (Note: maintaining ones license to practice is a requirement of this position and the responsibility of the individual) If approved, will present workshops for internal use or for other organizations. Participate in divisional, state or agency fundraising or public relations events as requested by supervisors or CEO. Performs other duties as assigned by supervisors and CEO.

### **SPECIAL CHARACTERISTICS**

Instruction and certification in First Aid, CPR, universal precautions and restraint training is required annually or as specified by the applicable licensing authority. May come in contact with blood and body fluids, but the potential exposure is not a primary function of this position. The essential functions of this position are identified as the primary duties under the major percentage of time to perform them on a weekly basis, including the ability requirement under the Minimum and Special Characteristics. Attendance on the job at all times, unless approved by immediate supervisor is a requirement. Ability requirements include: Strong oral and written communication skills for the purpose of communicating with youth and foster parents effectively. This requires the ability to speak and write intelligibly. Operate a computer in regard to word processing software, e-mail and KelidaCare system for file documentation and monitoring outcomes. Caseload size is determined by the division Treatment Director in conjunction with policy. Reliable transportation with an acceptable driving record and valid driver's license is required to meet the travel requirements of this position. Maintain telephone at personal residence to comply with on call requirement. Ability to interpret policies, procedures, regulations and laws as applicable to SAFY and this positions duty. Prepare comprehensive reports that adequately convey the necessary information to permit interpretation and decision making. Maintaining foster parent and youth files in a current status is an essential requirement of this position.

The employer reserves the right to revise or change duties and responsibilities as the need arises. This position description does not constitute a written or implied contract of employment. The position description may be modified, amended, or entirely rewritten at any time and only at the

discretion of SAFY. It is understood and agreed that this position description applies to all levels of FYS and that while it is intended to be inclusive of the primary duties for this position, some states may have additional requirements not described above. Any and all such requirements shall become a part of this position description as defined by the State Director and Executive Vice President of Treatment Services.

Acknowledge receipt of this position description by your signature below

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Position description approved by:

\_\_\_\_\_  
Druann Whitaker, MS, LSW, LPC CEO

\_\_\_\_\_  
Date



## SAFY of Texas Foster Parent Training Policy #P-023TX

**PURPOSE:** To identify the training requirements for foster parent applicants prior to their licensure/certification as a foster home and annually thereafter to maintain their licensure/certification.

**EFFECTIVE DATE:** 9/15/2004, 04/01/2007, 06/13/2007, 09/24/2008, 09/16/2009, 3/31/2010

**IN ACCORDANCE WITH:** COA S21.9, 21.15.06; FFTA Section II (46-48), DFPS 749.801-989

Foster parent training provides prospective foster parents and licensed foster parents opportunities to practice responding in an appropriate manner to situations they will encounter as part of the foster care team, as well as providing them with educational information to assist them in the proper care of children/adolescents. Training also serves as an assessment period for staff to observe reactions to specific situations and behaviors, enabling staff to determine what type of youth the applicant or foster parent would best be able to serve.

### **Foster parents are trained to:**

- understand their role and that of the agency in providing service to the child;
- provide for the individual needs of children placed in their home;
- understand the impact that race, culture, and ethnic identity has on the caregiver and how they impact services for the foster children placed in their home;
- be sensitive and responsive to the needs of the child's parents, to involve them in decisions about their children's lives, and to encourage visits and the maintenance of the parent-child relationship, unless contraindicated by the case plan; and
- understand the placement in foster care as temporary and short-term, except in those cases where long-term care has been clearly determined to be the appropriate plan for therapeutic reasons, or when adoption by the foster parents has become the plan.

### **POLICY**

The annual training plan (preservice and inservice) for each state must be approved by Treatment and Organizational Support (TOS) work group prior to implementation.

### **PRESERVICE TRAINING**

All applicants must successfully complete the preservice curriculum that has been approved by SAFY prior to being recommended for licensure/certification as a foster parent. Any exceptions must be reviewed and approved by the State/Regional Director, in conjunction with their supervisor. Training in First Aid, CPR, and de-escalation/restraint must be completed by a certified trainer prior to placement of a client in the foster home.

In the event of mergers or acquisitions of foster care agencies, consideration will be given to accepting their preservice training in lieu of SAFY's current approved curriculum. This decision will be made by the Senior VP, Treatment Services in conjunction with other SAFY Administrative staff.

Any person who wishes to become a foster parent with SAFY must complete the current preservice training program. This policy applies to anyone who has never been previously licensed, anyone who has a foster care license but has never worked with SAFY as a licensed foster parent, and/or anyone who has

withdrawn from SAFY for more than six months and wishes to re-apply. **Any exceptions will be reviewed and approved by the State Director.**

The Foster Parent Preservice Curriculum for SAFY of Texas consists of the following curriculum which is 30+ hours of training:

- Orientation & Overview of Foster Care
- The Effects of Abuse, Neglect & Sexual Abuse
- Primary Families & Youth Retention in the Foster Homes
- Effects of Caregiving & Team Work
- Cultural Issues in Placement
- Juvenile Offender
- Suicide Prevention & Crisis Management
- Documentation & State Licensing Policies
- Discipline, Behavior Management & Basic Youth Rights
- Verbal and Physical De-escalation Training
- Psychotropic Medications & Communicable Diseases
- CPR (Infant, child, and adult) & First Aid

All SAFY foster parent applicants will attend all sessions of this preservice training curriculum.

### **INSERVICE TRAINING**

In Texas, married foster parent couples are required to complete 40 hours per parent of inservice training for each year. A single foster parent is required to obtain 50 hours per year. The topics will be determined through methods used to identify training needs for the division/state and individual foster parents (i.e., annual foster parent evaluation process where individual training needs are identified). Required topics include:

- Infant, child, and adult CPR (must be renewed prior to expiration date)
- First Aid (must be renewed prior to expiration date)
- 8 hours of Verbal and Physical De-escalation Training (EBI = emergency behavioral intervention) (must be renewed prior to expiration date)
- Suicide Prevention
- Crisis Intervention
- Psychotropic Medications
- Universal Precautions/Communicable Diseases

Additional topics required by foster parents working with Texas Youth Commission clients include:

- Preventing Sexual Misconduct and Inappropriate Relationships (annually)
- Basic Youth Rights (annually)
- Nutrition and Healthy Eating (required at least one time)

### **Annual Training Hours Carryover**

**A foster parent may carry over to next year a maximum of 10 training hours earned in excess of minimum number training hours required annually.**

SAFY provides inservice training at monthly training/support groups, divisional or regional training, internal certification courses and annual foster parent conferences. Inservice training topics offered will vary in divisions to meet the needs of foster parents and the requirements of state or contracts.

No more than one-third of the required annual training hours may come from self-instruction. The required annual training for foster parents must consist of course work from an accredited educational institution, workshops, and seminars, other direct training provided by qualified agencies, organizations, and individuals, in-service training or self-instruction programs. In-service training and self-instruction programs must include stated learning objectives, curriculum and learning activities, and an evaluation component. Self-instruction does not apply to Emergency Behavior Intervention, First-aid and CPR.

### **Pre-approval for Alternative Training Methods**

Other training provided by other methods (internet, video, book, college course, etc.) may be accepted toward inservice training if the topic is relevant to care of foster youth and/or it meets the growth needs identified in the annual foster parent evaluation. Training other than group training must be pre-approved by the TD or their designee. The pre-approval process will require the foster parent to complete a form (F-192) that identifies the following:

- the training topic,
- learning objectives,
- a curriculum outline/content,
- training method (book, video, Internet, etc.)
- method of documentation of completion of the training (posttest, certificate, etc.)
- and how this topic will address a foster parent's training need as identified on their evaluation.

This form must be completed and submitted for approval from the TD or designee prior to beginning the training. The TD or designee will sign the form and determine the number of hours of credit toward training that the foster parent may receive.

The foster parent is responsible for any fees required for Internet training from sites that require a fee. SAFY will share information regarding training sites with foster parents as they become available.

### **Alternative Training Methods for annual training hours that must be pre-approved by the TD or designee:**

- College courses on topics related to caring for clients in foster care taken during the current year. Documentation includes a copy of the transcript or a course grade report, and a course description. Number of hours will be determined by the TD through the pre-approval process using SAFY Form F-192 as described above.
- Community/school/church presentations related to caring for clients in foster care. Documentation includes a flyer/brochure and a written knowledge assessment.
- Book review on related topics. Documentation includes a written knowledge assessment.
- Conference/workshop. Documentation includes a certificate of attendance.
- Videos will only be counted toward training requirements if transfer of learning components are included prior to or following the video presentation. These components include a pretest, a posttest, or a discussion following the video presentation. Documentation will include a copy of the tests or a written knowledge assessment. Entertainment videos are not considered relevant to training needs.
- Internet Training may be counted with prior approval by the TD or designee after foster parent submits form identifying the requested information about the training.
- Specialized training on specific care needs of clients with special needs or emotional and behavioral problems and client specific medical training from a medical facility or provided by a health care provider (i.e., home health nurse, doctor, therapist, etc.). Documentation includes a written knowledge assessment.

## **POLICY/PROCEDURES FOR INCOMPLETE TRAINING HOURS**

A foster home must meet **all** agency training requirements to maintain their foster home license/certification. SAFY is required by licensing/certification rules and our own standards to adhere to strict enforcement of foster home ongoing training requirements. This includes both number of hours and special topics, as designated in the latest recertification narrative or in a corrective action plan from any rules violation.

### **Procedures for Incomplete Training Hours at the end of the Interim Period**

Six months prior to the end of the interim year period the SAFY worker will send a letter notifying the foster home of the status of their training hours to that date. This will include the number of hours and/or topics still to be completed. A copy of this letter will be placed in the foster home file. If the foster parent does not complete the required annual training hours, the written warning procedure will be utilized. **Staff will make every effort to assist in finding training to prevent lapsed licenses.**

### **Written Warning Procedure**

1. The foster parent(s) may have up to 60 days to complete annual required training hours and annually required topics. Notification occurs through verbal contact by the SAFY worker and a letter (SAFY F-158) sent to the foster parent with a copy placed in the foster home file.
2. A hold is placed on further placements.
3. The Treatment Director or State Director where applicable, will contact the foster parent(s) 30 days after this notification to reiterate the possibility of the youth being removed if the training requirements are not met. This notification will be documented in a case note in the foster home file.
4. If the written warning is ignored and the training is not completed during the 60 days, a rules violation is completed and the clients placed in the home may be removed.

When the foster parent completes the training hours, the topics and hours will be documented on the interim FP Ongoing Training Log/SAFY F-28 for the year in which the required hours were not completed timely. The certificates or other documentation of completion will be placed under the corresponding interim tab. The foster parent will then have to obtain the required annual ongoing training hours for the time period left for the recertification.

### **Procedures for Incomplete Training Hours at Recertification**

Six months prior to the end of the recertification period the SAFY worker will send a letter notifying the foster home of the status of their training hours to that date. This will include the number of hours and/or topics still to be completed prior to recertification date. A copy of this letter will be placed in the foster home file. **Staff will make every effort to assist in finding training to prevent lapsed licenses.**

If the recertification date passes and the training hours are not in compliance, the following procedure will be followed:

1. The certificate/license renewal will not be submitted, thus allowing the certificate/license to lapse.
2. Clients in the home will be moved prior to the license expiration date.
3. A Foster Home Investigation Report will be completed by the SAFY worker.
4. The SAFY worker will review the report and corrective action plan with the foster parent(s) and obtain their signatures acknowledging receipt of the information.
5. If the training is completed, the certificate/license renewal form will be submitted.
6. If the training is not completed by the deadline due to unforeseen circumstances, the foster parent(s) may be given an extension to complete the corrective action plan. If they fail to meet the second deadline, a letter will be sent via registered mail requesting that they sign a form for voluntary

withdrawal of their foster home certificate/license.

7. If the foster home does not sign for the voluntary withdrawal of their foster home certificate/license, the revocation process (process to close the foster home) may be initiated. The State Director will be consulted to begin this process.

When the foster parent completes the training hours the topics and hours will be documented on the recertification FP Ongoing Training Log/SAFY F-28 for the year in which the required hours were not completed timely. The certificates or other documentation of completion will be placed under the corresponding recertification tab. The foster parent will then have to obtain the required annual ongoing training hours for the remaining time period prior to the date for the next interim or recertification period.

## **DOCUMENTATION**

### **Preservice Training**

Forms of documentation of completion of preservice training include the Preservice Training Log/SAFY #F-111 which is signed by the trainer of each session and certificates.

### **Inservice Training**

Forms of documentation of completion of inservice training that will be placed in the foster home file include one of the following according to state requirements: copy of tests, certificates, written knowledge assessments, etc.

### **Documentation on certificates will include the following information:**

- title of the training
- brief content summary
- name of the trainer
- name of the foster parent
- training dates
- number of training hours awarded

**Attachment 8Q: Sample Case Plan**

**INDIVIDUAL CASE PLAN: PAROLE**  
(To be Completed by the Parole Officer)



ICP Date: 6 / 28 / 10

Youth Name: Mario [REDACTED] TYC Number: 1177011 DOB: [REDACTED]

Location: SAFY of Texas - foster home

Home Address: [REDACTED] Phone #: 972-932-8830

Parole Date: 01 / 15 / 10 Projected Discharge Date: 7 / 8 / 10 Classification: Type B-Violent Offender

Parole Officer Name: Cassandra Bering, QAS

Academic Achievement:  Has GED  Has HS  Testing Diploma Location: \_\_\_\_\_

Surveillance Level:  Double Intensive  Intensive  Moderate  Minimum  Inactive

Court Ordered Restitution: N/A

Currently Enrolled in: (select one)

- (PUB) Public School
- (NPV) Non-Public Vocational
- (COL) College
- (VPS) Vocational (post Secondary)

- (NPS) Non-Public Academic
- (N) None
- (NA) Not Applicable

Employed: (Select one)

- (F) Full Time (more than 20 hours)
- (P) Part Time (20 hrs or less)
- (NA) Not Applicable
- (N) Not at all
- (A) Actively pursuing

**A. Academic/Workforce Development**

**Review of progress:**

**Educational Goal:**

**Risk Factors:** poor impulse control

**Protective Factors:** he is highly motivated and likes to do his school work

Mario related to the MDT that his Academic Goal is to graduate from high school. Mario completed the school year at Southwest High School located at 4100 Alta Mesa Boulevard, Fort Worth, TX 76133. The phone number is 817-370-5800. Mario passed all of his classes. SAFY was not able to obtain a copy of Mario's last report card due to the foster parent becoming ill and the school being closed for the summer. He was taking the following classes: Reading 83, US History 89, Biology 87, Communication Application 94, English II 72, IPC 81, Chemistry 73. Mario's report card was mailed to the previous foster home and SAFY will get them when the foster parent returns home. Mario did not pass his task test for Math.

The MDT has determined that Mario met his identified goal of completing the school semester.

He passed all subjects with a 70% or higher

He followed all of the school rules.

He completed all of the required assignments to the best of his ability and has taken assigned tests

He attended all of his classes without unexcused absences and was not tardy

Mario's projected discharge will be July 8, 2010 and will return to his mother's residence in San Marcos. He will be attending San Marcos High School, which is located at 2601 E. McCarty Lane, San Marcus, TX 78666. 512-393-6800. His mother will be assisting him in getting enrolled into San Marcos High School and will contact SAFY if assistance is needed.

Mario is too young to obtain employment and did not pursue any workforce goals while in SAFY. When he returns to his mother's residence in San Marcos, she will assist him in getting connected with the Texas Workforce Commission, which is located at 202 South C.M. Parkway, Ste. 3, San Marcos, TX 78666. 512-392-1291.

Mario has \$0 in savings.

**Objectives:**

Mario must be involved in 40 hours of constructive activity each week for the last 30 days, while in the program on parole status, in order to be discharged from TYC.

- 1.) Due to school being out for the summer, Mario will not be implementing his educational goals for this review period.

**INDIVIDUAL CASE PLAN: PAROLE**  
(To be Completed by the Parole Officer)



When Mario returns to his mother's residence, he will enroll into high school in August when school resumes for the next school year. His mother will assist him in enrollment.

2.) Mario will not implement his workforce goal of obtaining employment this review period due to his age and his return to his mother's residence.

**B. Behavior**

Community Service Hours Assigned: 60      Completed 63

**Review of progress:**

**Risk Factors:** peer pressure, cursing. Mario curses without thinking through what he says

**Protective Factors:** Is very motivated to do well and return home.

Mario was assessed at Minimum Surveillance as a result of the assessment of the MDT conducted on by Linda Pouncy, LMSW, FYS, on 6/24/10. Mario received no incident reports for the review period. Mario continues to get along well with his peers, continues to be respectful to his foster mother, and follows the rules of the house with no problems. Mario has completed his community service hours this review period at Kaufman Christian Help Center, and Chynne Day Care Center in Terrell.

The MDT has determined that Mario successfully met the behavior requirements in order to maintain his current supervision/privilege. He was in his designated area, followed directions, followed conditions of parole, accepted consequences for his behavior, and was respectful of others.

**Objectives:**

Mario must be involved in 40 hours of constructive activity weekly for the last 30 days in the program, and be on a Minimum Surveillance in order to be discharged from TYC.

- Mario will follow his conditions of parole through 7/8/10.
- Mario will maintain his designated area through 7/8/10.
- Mario will accept the consequences for his behavior through 7/8/10.
- Mario will be respectful of others through 7/8/10.

**Supervision Plan:** Mario will remain on the transition Level of SAFY supervision, which provides him with up to 4 hours of unsupervised time a week. All outings must be approved by the foster parent ahead of time. Mario will not be allowed to ride in cars with anyone other than the foster parent, respite provider, TYC and SAFY personnel, and those approved by TYC.

**C. Correctional Therapy**

**Review of Progress:**

**Risk Factors:** He needs to continue to think and evaluate his behavior and processing his thinking before doing it.

**Protective Factors:**

Mario is very motivated to return to his family.

Mario and FYS continue to discuss his Community Reintegration Plan this review period. The MDT agrees that he has successfully completed his final Community Reintegration Plan this review period.

**INDIVIDUAL CASE PLAN: PAROLE**  
(To be Completed by the Parole Officer)



Prior to entering SAFY, Mario completed his Psycho Social Sexual Abuse Group at Crockett State School. He continues to attend sex offender aftercare therapy with PSY on a weekly basis while in SAFY. His parents successfully completed family counseling, which was confirmed in an email from TYC. Mario continues to participate in the necessary activities required of him by his therapist, Sean Braun, LPC. His therapist states that he has improved and is ready for re-integration.

Mario is going to be discharged back to his mother and her partner on 7/8/10.

**Academic Plan:** Mario would like to continue towards his educational goal of a high school diploma once he completes TYC. When Mario returns to his family, he will attend San Marcos High School located at 2601 East McCarty Lane, San Marcos Texas 78666. The phone number is 512-393-6800.

**Employment Plan:** Mario is not pursuing employment at this time; he would like to focus on his High school education. When he is 16 years old, he can be referred to the Texas Workforce Commission, which is located at 202 South C.M. Parkway, Ste. 3, San Marcos, TX 78666. 512-392-1291.

**Family Plan:** The plan for discharge for Mario is to return to his mother, Patsy [REDACTED] SAFY is providing the family with referral information for family counseling through Hill Country Community MHMR, located at 1200 N. Bishop, San Marcos, TX. 512-392-7151. Mario and his family have accessed counseling services through the Shieb Center in the past, which is associated with MHMR.

**Objectives:**  
Mario has successfully completed his objectives in this area.

**D. Special Conditions**

(Including: Medications, Medical Considerations, Emotional Disturbance, Learning Disabilities, Specialized Aftercare, Adaptations/Modifications, etc.)

**Review of progress:**

**Risk Factors:** becoming frustrated because things do not go his way and shutting down when he is confronted

**Protective Factors:** his desire to return to his family

Mario is prescribed the following medications  
Luvox CR 100mg daily for anxiety  
Abilfy 2mg daily for depression  
Equetris 200mg XR daily for bipolar symptoms.

Last Physical was 5/17/10.

His hearing and vision were tested during the physical examination.

Mario had a dental on 6/24/10 at 3006 Sycamore School Rd, Dr. Sheila Birth. Phone 817/370-0268. On 5/6/10, Mario was fitted for braces. He received an adjustment to his braces on 6/24/10 due to the braces being loose.

Mario had a vision appointment on 3/15/10 at Wal-Mart Vision Center.

Mario continues attending sex offender after care therapy with PSY at 159 N. Riverside Drive in Fort Worth, TX. His therapist is Sean Braun. He attends weekly sessions on Monday evenings from 7:00 pm to 8:00 pm. Mario's mother will refer him to counseling through Hill Country Community MHMR, located at 1200 N. Bishop, San Marcos, TX. 512-392-7151.

Mario's last psychiatric evaluation with Dr. Wahby was on 6/12/10. Dr. Wahby also prescribed 2 months of medication in preparation for his discharge. Mario's mother will schedule an intake appointment for Mario to have his medications continued with Hill Country Community MHMR, located at 1200 N. Bishop, San Marcos, TX. 512-392-7151.

According to the Psychological evaluation dated 09-09-08, Mario was diagnosed with the following:

**Axis I:**  
V61.21 Sexual Abuse of a Child/Perpetrator  
995.54 Sexual Abuse of a Child/Victim by self report  
312.9 Disruptive Behavior Disorder NOS

**Axis II:**  
No Diagnosis

**INDIVIDUAL CASE PLAN: PAROLE**  
(To be Completed by the Parole Officer)



**Axis III:**

Deferred to physician

**Axis IV:**

Psychosocial Stressors: Involvement with criminal justice system, arrest, incarceration, separation from family, history of sexual abuse, history of involvement with CPS.

Axis V: GAF=50

Mario is too young to complete the Independent Living Modules.

**Objectives:**

1. Mario will attend sex offenders therapy with PSY through 7/8/10.
2. Mario will continue to Equeteris 200mg 2 tablets at bedtime through 7/8/10
3. Mario will continue to take Lurox CR 100 mg through 7/8/10.
4. Mario will continue to take Abilify 2 mg daily through 7/8/10.

These objectives will be measured by medication logs, medical statements, and therapy notes.

**E. Family Participation**

(Contacts, Referrals, etc.)

**Review of Progress:**

**Risk Factors:** his victims are currently in the home

**Protective Factors:** He has a good relationship with both his parents, they continue to be very supportive, and the family has attended a reintegration program to help transition the family back together

The FYS spoke with Ms. [REDACTED] on 6/23/10 and she is aware of Mario's upcoming discharge from TYC on 7/8/10. SAFY will coordinate with TYC to arrange for a bus ticket for Mario to return to San Marcos since his mother will be unable to pick him up that day from Kaufman. Mario has been in phone contact with his mother on a weekly basis since entering SAFY and reports having a good relationship with his mother and her partner. Patsy [REDACTED] phone number is [REDACTED] Mario reports that his sister, 13 years old, his brother 11 years old, and brother 10 years old reside with his mother in San Marcos. Mrs. [REDACTED] continues to state that she will follow any program suggested of her to maintain the safety of Mario in her home and the children living with her presently. She is very determined to have her son successfully transition back into her home.

**Family Goal:** Mario will maintain a good relationship with his mother.

**Transition Plan:**

The transition plan is for Mario to return to his mother, Patsy [REDACTED] and Mary [REDACTED] home in San Marcos on 7/8/10.

**Referrals:**

Counseling and medications: Hill Country Community MHMR, located at 1200 N. Bishop, San Marcos, TX. 512-392-7151.

Education: San Marcos High School, located at 2601 E. McCarty Lane, San Marcus, TX .78666. 512-393-6800

Employment: Texas Workforce Commission, which is located at 202 South C.M. Parkway, Ste. 3, San Marcos, TX 78666. 512-392-1291.

# INDIVIDUAL CASE PLAN: PAROLE

(To be Completed by the Parole Officer)



I am required to comply with objectives and conditions until the completion of a new ICP.

\* Mario [Redacted] 6/28/10  
Youth Signature Date

Next Review/Assessment Date: 11

Not Present \_\_\_\_\_ Date  
Parent/Guardian Signature  
Not Present \_\_\_\_\_ Date  
Treatment Foster Parent Signature  
Shana Kennedy 6/28/10  
Family Youth Specialist Signature Date  
Public - DDD, LFC, TRK Dir. \_\_\_\_\_ Date  
S.F. Treatment Director Signature  
Christine Berling 6/28/10  
Parole/QA Specialist Signature Date  
\_\_\_\_\_  
Parole/QA Supervisor Signature Date  
(Required for Double Intensive Supervision)

## **Tab 9. Measures of Performance and Quality of Services**

### ***A. Detail of Quality Control Plan***

#### **INTRODUCTION/SCOPE**

Quality Improvement (QI) is a general term used for the process of objective, systematic monitoring and evaluation of health and mental health care services and their delivery to ensure that high quality and appropriate care and customer satisfaction is rendered to clients. The process also provides opportunities for improvement of service delivery and improved methods to resolve identified problems. SAFY has adopted this plan for the purpose of evaluating services and maintaining comprehensive, systematic, and ongoing guidelines and procedures to ensure that client care is appropriate, accessible, available, and acceptable.

The scope of this Quality Improvement plan includes concurrent and retrospective review of client records/services with emphasis on individual client monitoring, evaluation of client care, peer reviews, outcome monitoring, on-site consultations and documentation, emphasizing the continuous need to evaluate and improve service delivery.

#### **GOALS/OBJECTIVES**

The primary goals/objectives of this QI plan are to:

- Maintain a system which will contribute to the quality of services through an ongoing, self-monitoring, and self-correcting process.
- Maintain a system to monitor the utilization of organization resources for patterns or trends regarding improving service delivery, identifying gaps in service delivery, evaluating the appropriateness of services, and resolving identified problems.

- Maintain a system to provide organization wide consistency in auditing and monitoring the completeness of client and foster home records.
- Monitor standards and contract compliance.
- Provide monthly record review of staff whose practice is the center of the QI process.
- Assignment of corrective action plan to correct deficiencies that may be found
- Review all grievances filed on behalf of clients, primary families, foster/adoptive parents, and foster/adoptive applicants to ensure client rights.
- Include stakeholder participation and feedback.

## **ORGANIZATIONAL STRUCTURE**

### **The Continuous Quality Improvement Bimonthly Meetings Work Group**

The Continuous Quality Improvement work group will be responsible for monitoring all QI activities and make recommendation to the Vice President of Quality Improvement and Senior Management for modification to this plan. The mission of the Continuous Quality Improvement work group is to ensure that the QI Plan goals and objectives are accomplished by providing integration of the committee which falls under the QI Plan, as well as reporting results appropriately. The functional work group will provide oversight through continuous monitoring and evaluation of the QI process and activities to ensure that corrective action takes place in a timely manner. These activities will consist of, but are not limited to:

- Monitoring corrective actions from the onsite reviews.
- Reviewing trends from the record review process.
- Reviewing trends from the State directors reports.

- Monitoring contract compliance and corrective actions from state contractual outcomes and contractual compliance reports.
- Reviewing of the outcome reports from the secure database system.
- Reviewing of the outcome reports generated by the QI department from the organization's annual evaluation of programs using satisfaction surveys which include, but may not be limited to:
  - Referring agency case worker satisfaction survey
  - Foster/adoptive parent survey of divisions
  - Referring agency administrator satisfaction survey
  - Foster parent survey of the organization
  - Employee satisfaction survey
  - Satisfaction surveys of services by the client (as appropriate to age and understanding), primary family, adoptive family, birth family.
- Reviewing trends from grievances that have been submitted.
- Reviewing trends from incident reports and rule violations and risk reviews.
- Review of the monitoring and evaluation measurement data to determine degree of compliance, cause or variation from established benchmarks.
- Review maintenance reports for trends and risk reviews.

The Continuous Quality Improvement Bimonthly Meetings will occur every other month with each specific divisional office and or service for the organization. The members of this group are comprised of the VP of Quality Improvement, the Regional/State Director, program directors and or immediate supervisor for the unit. A subsequent report of findings and corrective actions

that result from these meetings will be recorded and a follow up plan will be put into place to correct and noted deficiencies. A summary of the findings will be discussed during the monthly TOS meeting. These reports may be used to develop or revise policies and procedures, and to plan for in-service training or education as appropriate.

### **Program Compliance Committee**

The mission of the Program Compliance Committee is to review all treatment policies, procedures, and forms annually for appropriateness and efficiency according to standards and other state certifying body requirements. This committee meets at a minimum of monthly and is comprised of personnel from the QI Department, select clinical staff (TD and FYS) and Training departments. Minutes with a written summary of all activities will be maintained. The Program Compliance Committee will send out any changes to forms or policies as the changes occur or as they are needed. The Divisional Treatment Director is responsible for monitoring the information and disseminating the acknowledgment of all Program Compliance information to divisional/programmatic staff and foster parents.

### **Divisional Quality Improvement Program**

#### **Clinical Review**

The Treatment Director is required to conduct a clinical review of all client files at a minimum of at least quarterly. This focus should be on issues such as presenting problems and interventions. This review will be documented in the client record as a clinical supervision note. The Treatment Director is required to attend the treatment planning and review meetings of the client in the division or at a minimum review and give input and feedback for the treatment plan. The

clinical signature of the Treatment Director will serve as the approval for all treatment plans and their reviews.

Team meetings held for the purpose of obtaining feedback from other staff members regarding additional interventions will be documented in the client record through Clinical Supervision notes.

#### Psychometric Testing/Assessments

SAFY uses testing and assessment tools such as the SRDI (SAFY Risk of Disruption Inventory), Independent Living Assessments, and others as needed, according to the presenting problems of the client. Some divisions may be required to use other instruments based on contractual requirements.

#### Diagnostic Assessment

All clients entering the SAFY program (s) will be given an Assessment. The complexity of these assessments is determined by the program the client is assigned to. These assessments will range from intake, basic through comprehensive as outline in COA assessment Matrix. This will be administered within the first 30 days. The assessment is a compilation of information gathered to aid in providing appropriate services to the client based on their presenting problems.

Information gathered during this process will be utilized to complete the treatment plan for the client.

### Peer Review

These reviews are conducted by the regional QI specialist in each state. These reviews are done on a monthly basis through the Monitoring and Evaluation process, with exception of those months when SAFY Global outcomes will be tracked. Each youth file is audited using a set criteria and are comprised of elements from both COA standards and State and contractual standards that are specific to each individual state. Each worker is given a CAP to correct any non compliant area of the file. These results are tabulated and reviewed with the divisional treatment director for further monitoring is needed. These reviews will evaluate the extent to which information in the case record is complete, and entered into the record.

### Record Reviews

The Regional QI Assistant is responsible for completing an audit of all foster home and client files for their divisions. The QI Assistant will report findings of the reviews to the Treatment Director of the division. The staff member assigned to the files will be given a copy of the report and will correct any deficiencies that are noted. This review will be conducted on the Monitoring and Evaluation (M & E) Database Monitoring Tool. This report will be forwarded to the Quality Improvement Department. An aggregated report will be generated by the Quality Improvement Department on a monthly basis reporting the compliance rates of the noted benchmarks indicated by these reports. The benchmarks for the individual elements may be adjusted by the Quality Improvement Department as divisional and corporate compliance performance warrants. Other benchmark adjustments may occur as a result from regulatory requirements. A monitoring and evaluation system has been developed and implemented to measure performance in this category.

## ***ORGANIZATIONAL QUALITY IMPROVEMENT FUNCTIONS***

### **Organizational Outcomes**

There are several counties and contracts that require monthly and/or quarterly outcome monitoring. These elements are monitored and aggregated by the Quality Improvement Department and are disseminated to the respective agency as required. The location of these outcomes can be found in the Quality Improvement Department and within the Quality Improvement Annual Report. Variances below acceptable benchmarks are reported to the appropriate level of supervision by the Vice President of Quality Improvement who will require a plan of action to be developed that addresses the cause of the variance.

SAFY has incorporated the need for outcomes based on the Council on Accreditation and the American Safe Families Act.

Outcomes in **Permanency** will include:

- reducing the rates of foster home disruption
- increasing rates of independent living skill development
- reducing length of stay rates

The organization will also consider statistical information to find the trends in discharges of the client.

Outcomes in **Safety** will include:

- reducing the number of neglect/abuse incidents

- lowering caregiver stress/burnout
- monitoring the caregiver home environment

Outcomes in **Well Being** will include:

- adjustment to school
- adjustment to community
- overall self awareness.

Outcomes in **Record Compliance** will include:

- increasing and maintaining compliance rates of foster home files
- increasing and maintaining compliance rates of client files

A monitoring and evaluation system has been created to measure performance.

The outcomes committee of SAFY has agreed upon outcomes that will be monitored two times a year that will give the agency a snapshot of youth in placement for improvement for services for the agency. These outcomes will be gathered by the divisional QI staff and will center on:

- Education
- Community Involvement
- Employment
- Overall Treatment Goal Progress
- % of clients who achieve their permanency goal at discharge

SAFY will compare aggregate data to information reported by the state as they become available.

Information retrieved from this process will be used to further development of treatment plans and to assess further need for staff and foster parent clinical development.

Aggregate data will be collected on individual items on both the Ohio Youth Problem and Functioning Scales. Staff and foster parent training and services will be designed to address those elements that rank the highest.

Similar to the youth scales, aggregate data will be collected and utilized on individual items for the adult scales.

Other defined outcomes that are captured under this plan:

- Foster parent exits
- Intake
  - Deferrals
  - Placements
- Client movement
  - Permanency
  - Disruption
  - Length of stay

- COA
  - Primary family contact
  - Face to face contact

### **Grievances**

The Quality Improvement Department has a system for monitoring grievances. Findings of any grievance review(s) will be presented to the Continuous Quality Improvement Work Group at least quarterly. Recommendations regarding training and compliance aspects from the Continuous Quality Improvement Work Group will be presented to SAFY's governing body as a part of the Annual report. The Continuous Quality Improvement Work Group will review the pattern of client grievances and specific problematic or unresolved issues incurred and will conduct the review in a manner which will protect client confidentiality.

All grievances filed on behalf of clients, primary family members, foster/adoptive parents and applicants will be reviewed by the Vice President of Quality Improvement to ensure compliance with SAFY policy. A grievance review form will be utilized by the Vice President of Quality Improvement for each filed grievance to monitor corrective actions and time lines.

**The Client Rights Officer will ascertain whether rights were violated and further assist clients with resolution.**

A copy of the grievance and any supporting documentation is to be sent to the Quality Improvement Department within 24 hours of each step of the procedure. Once the grievance

process has been completed, all documentation is to be sent to the Vice President of Quality Improvement in order to assure appropriate time lines were followed and aggregate data reports prepared. There should be no documentation regarding the filing of a grievance in any client file.

### **Incidents**

A copy of the incident report for any incident, as identified in the Incident Policy/Procedure, will be sent to the Quality Improvement Department within 24 hours of occurrence. Findings of any incidents will be presented by the Vice President of Quality Improvement to the Treatment Staff monthly and quarterly to the CQI Work Team for identification of patterns and trends and subsequent follow-up.

Incidents involving MRDD or mental health clients will be reported to the appropriate county board within 24 hours by the appropriate staff.

### **Onsite Reviews**

Onsite reviews regarding compliance with standards for each program will occur annually. These onsite reviews encompass critical review of foster home and client files, in-depth interviews with clients, and foster parents. A foster home safety review is conducted that includes physical plant safety, environmental hazards, and compliance with infection control requirements. Divisional offices will be reviewed for physical plant safety and HIPAA compliance. Each divisional office will be given two weeks' notice of when the onsite will be conducted. During this time frame

satisfaction surveys will be sent to all clients in the division, and random selection of all homes to be visited and clients to be interviewed will be conducted.

Procedure for onsite reviews:

- Onsite teams will assess the division or program based on critical review of files and interviews. These reviews will be comprised of visits to the divisional offices and the foster homes.
- Results of the review will be summarized and the rating and corrective action plan will be returned to the division/program within 30 working days of the onsite. They will also be distributed to both the Regional and State directors assigned to those divisional offices.
- All corrective action is to be completed on any findings in the partial compliance or non compliance range. These action plans will be addressed and responded to by the division/program within the allotted time frame set out on the corrective action plan.
- Documentation of completion of corrective actions will be sent to the Quality Improvement Department and will be reviewed during the Continuous Quality Improvement Work Team meeting.
- The Regional QI staff will continue to monitor the divisional deficiencies for improvement.

Additional items and information may otherwise be required and/or requested of the divisions to satisfy this annual office review. This information may consist of: building maintenance records, annual fire inspection, petty cash reconciliation reports, annual occupancy/building permits, credential manual information, inventory listing.

### **Focus Reviews**

A focus review is a review of an identified group of files within a specific program, division, or group (i.e., state audits, contract audits, etc.). Any focus reviews conducted that involve clinical issues, specific groups or problem areas where the organization did not achieve the desired outcome(s) or where special consultation or expertise was needed to improve the effectiveness of service will be reported to the Continuous Quality Improvement work team on at least a quarterly basis.

### **Strategic and Long Term Planning**

SAFY has a strategic planning process for long-term visionary purposes in which longer term goals for overall continual improvement of the organization's operations and service outcomes are established. This process occurs every four years and incorporates input from personnel, clients, foster families, and other consumers. This process will clarify SAFY's mission, values and mandates, assess organizational strengths and weaknesses, assess human resource needs and will identify strategies to meet the goals and objectives identified by this process.

### **Short Term Planning**

Planning for the agency will be conducted on all services provided by SAFY on an annual basis. This planning will be reflective of the long term strategic and visionary planning instituted by the executive governing board of the agency. The short term planning process will include participation from all levels of stakeholders involved within those service arenas. Methods of stakeholder participation may include: feedback through the various agency surveys, information

from the state advisory boards and community participation where available. The goals and objectives of the short term process will drive the divisions/service functioning, growth and development. The goals of these plans shall include at minimum:

- Budgetary objectives
- Methods to assess progress towards the goals and objectives of the plan
- Time limes
- Designated personnel to carry out the identified tasks

### **KEY COMPONENTS**

#### **Authority**

The board of SAFY America maintains the authority to ensure compliance with provisions of the Quality Improvement Plan.

#### **Responsibility**

The Continuous Quality Improvement Work Group has the responsibility to monitor compliance with provisions of the Quality Improvement Plan and to report on a quarterly basis through meeting minutes which may include discussion of overall Quality Improvement issues, compliance with the Quality Improvement Plan and the action steps needed to correct any noncompliance issues. In addition, the organizations governing body will review and approve this Quality Improvement Plan to ensure that an effective Quality Improvement process is established, maintained, and supported within the organization and that it functions in accordance with the provisions of the plan.

## **Confidentiality**

Client information and identity, included in the Quality Improvement data gathering will be protected and maintained to protect SAFY consumers from any breach of confidence. This may include such activities as identifying consumers by SAFY ID numbers or by using initials.

There may be times however, where the use of consumer identifying information may be necessary to process various data, such as grievances and incident reports. In those situations the information will only be utilized by the Quality Improvement Department. All measures of client confidentiality will be abided by as stated in SAFY's release of information policy.

## **Methods of Participation**

Persons served (as appropriate to age and understanding) and their families or significant others, organization's governing body, advisory board members, staff and volunteers will be included in the Quality Improvement process by:

- Completing satisfaction surveys annually and upon discharge from care (client, family, referring agencies)
- Completing the voluntary withdrawal format upon withdrawal from the organization
- Completing annual satisfaction surveys (referring agency administration and case workers)
- Participation in special focused reviews as system related topics are identified by the Quality Improvement Department or SAFY
- Employee surveys (annual)
- On Site Reviews

## **Reporting Mechanisms/Methods of Dissemination**

The Vice President of Quality Improvement will provide a written quarterly report on Quality Improvement reviews and findings to the governing body and to the community mental health

board with which it contracts. SAFY will conduct an annual review of the effectiveness of its Quality Improvement Plan and activities. The annual review will address and document the following:

- Achievement of the plan's overall goals and objectives
- Achievement of accepted professional standards of practice
- Resolution of any identified problems
- Assessment of the efficiency of Quality Improvement activities and the adequacy of corrective action
- Improvement of the service delivery system
- Communication of the findings to organization staff, the organization's governing body, and the local community mental health board with which it contracts

There will be no restrictions on access to the evaluation or the aggregate report which will eliminate any identifying information regarding participants.

***B. Acceptance to Allow TYC to conduct monitoring & full cooperation in the process***

SAFY of Texas has in place a comprehensive written Quality Assurance Plan to monitor the performance of each area of the program including: population and number served, referrals and disposition, services provided, length of stay or length of service, and measurable outcomes as stated in the above section. The QA system for the program shall regularly collect and analyze data and conduct case studies to investigate and evaluate program performance. SAFY of Texas is also a willing participant in the formal contract and performance monitoring systems in place through the Texas Youth Commission program and the Youth for Tomorrow program. SAFY of

Texas agrees to allow the Texas Youth Commission full access to program information and to fully cooperate with any monitoring activities conducted by the Texas Youth Commission.

***C. Understanding of TYC Contract Care Performance & Quality of Services Measures***

SAFY of Texas, Inc. is willing and able to comply with all assigned TYC Rules and all related Standards and any subsequent amendments to these policies and standards, which apply to residential programs. SAFY of Texas, Inc. agrees to the terms and conditions stated in the TYC contract for Residential Services included in Exhibit F.

***D. Take Appropriate Action to Correct Findings and Deficiencies***

In the event that a Texas Youth Commission monitoring visit indicates a finding or deficiency, SAFY of Texas shall make every effort to remedy the finding or deficiency to the satisfaction of the Texas Youth Commission in a timely manner and within the time period specified by the Texas Youth Commission.

***E. Monitor Day-to-Day Operations***

**Record Reviews and Clinical Oversight** – SAFY of Texas’ Quality Improvement Assistant is responsible for completing a monthly audit of all active client files using the Monitoring and Evaluation (M & E) Excel Monitoring Tool. The QI Assistant reports findings of the reviews to the Treatment Director and the staff member assigned to the case to correct any deficiencies that are noted. The report is then forwarded to the Quality Improvement Department at the corporate office. An aggregated report is generated by the Corporate Quality Improvement Department on a monthly basis reporting the compliance rates with the noted bench marks. The benchmarks for

the individual compliance elements may be adjusted by the QI Department as divisional and corporate compliance performance warrants. New monitoring and performance benchmarks will be added as a result of expanding services and new regulatory requirements for this continuum. SAFY will incorporate all TYC tracking requirements into its M&E monitoring process.

**On-site Reviews** – Corporate on-site reviews regarding compliance with standards for each program occur annually. The on-site review encompasses critical reviews of client files and in-depth interviews with clients. Divisional offices are reviewed for physical plant safety and HIPPA compliance. During this time frame satisfaction surveys are sent to all clients. Additionally the on-site evaluates building maintenance records, annual fire inspection, petty cash reconciliation reports, annual occupancy/building permits, staff credential manual information, and inventory listing.

***F. Monitor Activities of Consultants, Subcontractors, Subcontractor’s Employees, and Volunteer Workers.***

SAFY’s Director of Contract Services is responsible for the monitoring of all consultants, subcontractors, subcontractor’s employees, and volunteer workers to ensure compliance with applicable requirements and achievement of performance goals. These individuals work most closely with SAFY’s field staff and therefore, SAFY’s field staff are the first source for performance monitoring. In addition, at least annually, the Director of Contract Services completes a formal evaluation of the individual’s performance prior to the renewal of the individual’s contract agreement. Deficiencies and/or performance-related concerns are addressed during the evaluation process and the individual receives notice of any changes in

performance expectations and is asked to commit to his/her willingness to address the performance concerns in writing.

## **APPENDIX OF REDACTED MATERIAL**

- p. 20**      **SAFY Audited Financial Statements and Balance Sheets removed**
- p. 85**      **Address and Telephone Numbers removed for Board Members**
- p. 122-138**      **Address and Telephone Numbers removed for Staff**