



**Jefferson Parish Government**

**SOQ Number 22-044**

**Evidence-Based Treatment Services to At-Risk Youth and – or Their Families**

**Submitted by Boys Town Louisiana, Inc.**

**September 2022**

## Statement of Qualifications

**1. Demonstrated ability to provide evidence-based programs, which includes completion of training, certification, and adherence to program fidelity for evidence-based programs targeted to the specific needs of at-risk youth and/or their families.**

**Demonstrated ability to provide evidence-based programs.** Father Flanagan's Boys' Home (dba Boys Town) was founded in 1917 by Father Edward Flanagan as a boarding home for needy, homeless boys in Omaha, Nebraska. His interventions with the boys in his care were delivered with compassion and he accepted all boys, regardless of their race, creed, or cultural background. Father Flanagan died in 1948, but his successors faithfully carried on his legacy. Boys Town's services have transformed over the last century from specializing in quality residential services for boys, to serving girls, and offering community-based family services and healthcare programs that continue to grow today.

Carrying on Father Flanagan's work, Boys Town's mission is *to change the way America cares for children and families*. The plan to carry out our mission has evolved over the last century. Through a large initiative that partnered with the University of Kansas Teaching Family Project and the National Institute of Mental Health's Center for Crime and Delinquency in the 1960s, Boys Town added more science-based methods to our services. This resulted in Boys Town's implementation of a unique, well-researched, and specified methodology known as the Teaching-Family Model (TFM).

The partnership with the University of Kansas set the stage for Boys Town to expand programs and services across the nation in the 1980s. An emphasis on the rigorous evaluation of interventions for children and their families allowed our Boys Town Model of Care and evidence-based practices to be disseminated to Boys Town Louisiana and the other affiliate sites across the nation. Our organization currently has a distinct geographic footprint with Boys Town programs and services available at affiliate sites in seven states and the District of Columbia. Boys Town's applied research has contributed to the scientific knowledge base for our practitioners and has played a significant role in the development and refinement of Boys Town's programs and services that lead to successful youth, family, and community outcomes.

Boys Town uses the evidence-based Teaching-Family Model as the foundation for all programming including our proposed service array, In-Home Family Services (IHFS) and Care Coordination Services (CCS). The well-researched and specified methodology of the Teaching-Family Model is characterized by clearly defined goals, improved outcomes related to mental health, family preservation or reunification with family when a child has been removed, integrated support systems, and a set of essential elements. Teaching-Family Model is listed with Promising Research Evidence rating on the California Evidence-Based Clearinghouse for Child Welfare ([www.cebc4cw.org](http://www.cebc4cw.org)) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Programs Guide ([www.ojjdp.gov/mpg](http://www.ojjdp.gov/mpg)). Teaching-Family Model is applied in residential group homes, home-based services, foster care and treatment foster care, schools, and psychiatric settings.

Our proposed CCS is a research-driven program with a design that incorporates components of Intensive Case Management and Wraparound program models. CCS promotes self-sufficiency and stability through a strengths-based, solutions-focused approach to service coordination and empowerment. Our proposed IHFS is an evidence-informed program that also incorporates components from community-based models such as Multi-Systemic Therapy, Wraparound Approach, and Homebuilders. IHFS promotes safety, permanency, and well-being through a

strengths-based, solutions-focused approach to skill development that strengthens protective factors.

**Proposed evidence-based program targeted to the specific needs of at-risk youth and/or their families.** To support Jefferson Parish Department of Juvenile Services (DJS) in providing evidence-based programming that promotes safety and improves well-being, Boys Town Louisiana seeks to offer family support services, Care Coordination Services (CCS) and In-Home Family Services (IHFS), with DJS referred youth. Our proposed programs offer a moderate or intensive intervention that incorporates the Boys Town Model and is tailored to fit each youth and their family's unique needs.

*Intake.* Upon receipt of a DJS referral, Boys Town Louisiana's Supervisor will determine which program is most appropriate for the youth and their family according to referral needs and assessment results. Youth and families with more intensive needs will receive IHFS while CCS will be offered to those in need of a moderate, less intensive intervention. Upon accepting the referral, Boys Town's assigned program staff member (i.e., Care Coordination Services Consultant "CCS Consultant" or In-Home Family Services Consultant "IHFS Consultant") will conduct a first visit with the youth and family to help orient and familiarize the youth and their parents/caregivers with our program design and expectations for program participation. This initial meeting with the family will also include, at a minimum: completion of safety assessments; overview of services and program expectations; development of an initial Service Plan; explanation of assessment process; and informing of family rights. The youth and family voluntarily consent to participate in their referred service (i.e., CCS or IHFS).

*Youth and Family Engagement.* CCS and IHFS program staff successfully incorporate best practice engagement strategies into the skill-based service philosophy to reach families that may be hesitant to participate in our services. Our CCS and IHFS models are delivered in the family's home and community. This is crucial to successfully engaging families, especially those with transportation, childcare, or employment barriers. Interventions are respectful and complement a family's cultural background, promoting more effective services. Because the Consultant provides services while the family is in their home, he/she learns how behaviors fit within a family's social and environmental contexts. Our understanding of the family's natural world allows the Consultant to incorporate cultural understanding into service planning and case closure.

The quality of the relationship between the staff member and the family (therapeutic alliance) is critical to help families participate in and benefit from services. Families are provided opportunities to make decisions in the program, solve problems, and take a positive leadership role in their services. Parents/caregivers learn how to advocate for themselves in a positive and appropriate way. Families are asked for their input and priorities and take an active role in the services being provided. Efforts are made to support cultural, religious, and day-to-day family traditions. Staff are taught the importance of using the Boys Town technology (teaching model) and the importance of balancing that teaching with building strong and healthy relationships with the youth and families receiving services. The balance of these two components is what makes the Boys Town Model effective.

If youth and families are engaged, they are more likely to be receptive to intervention strategies, complete services, and have positive outcomes.<sup>1</sup> Both the CCS and IHFS models begin the

<sup>1</sup> Dawson K, & Berry M., (2002). Engaging Families in Child welfare services: an evidence-based approach to best practice. *Child Welfare*, 81 (2), 293-317

engagement and relationship-building process by asking the miracle question: “If things could be different now, how would they be?”<sup>2</sup> The CCS or IHFS Consultant then tries to find a solution to a problem that can be quickly achieved through a “Quick Engagement Intervention.”<sup>3</sup> We use this “quick engagement intervention” to engage families in service right away; the quick engagement intervention establishes a positive bond, reduces potential barriers, and oftentimes results in concrete services.<sup>4</sup> For example, if a member of the family indicates the need for counseling as an immediate issue, the CCS or IHFS Consultant assists the family in locating a mental health provider in their community.

Drawing on promising practices of effective interventions for juvenile justice youth, Boys Town has also incorporated Motivational Interviewing techniques in our service delivery.<sup>2</sup> The CCS and IHFS Consultant incorporate the following core principles when utilizing Motivational Interviewing with youth and families:<sup>3</sup>

- *Expressing empathy.* When the CCS and IHFS Consultants express empathy, it strengthens the therapeutic alliance by demonstrating that they hear and understand youth and families.
- *Supporting self-efficacy.* Self-efficacy is supported through empowering youth and families by identifying strengths, providing needed resources, and recognizing progress.
- *Rolling with resistance.* The CCS and IHFS Consultants engage in Motivational Interviewing techniques (e.g., open-ended questions, reflective listening, etc.) to explore why a youth or family wants to change. This approach, used in combination with engagement techniques, minimizes resistance.
- *Developing discrepancies.* The CCS and IHFS Consultants assist youth and families in identifying goals. Once goals have been identified, the CCS and IHFS Consultant helps the youth and family evaluate whether their current behavior is supporting goal attainment. This helps the youth and family develop self-awareness regarding how their current behavior is impacting progress towards identified goals.

Additional service components of our proposed CCS and IHFS are described in further detail below.

**Care Coordination Services (CCS).** Boys Town Louisiana’s CCS is a moderate intervention consisting of case management services that target DJS families who need multiple coordinated services. If granted this award, Boys Town anticipates providing CCS to eight families annually. The goal of CCS is to offer vulnerable youth and their family a “bridge back” to improved functioning and well-being.

CCS interventions are delivered via a CCS Consultant that works with the youth/family in their home and community. The CCS service delivery model is flexible and individualized; average duration is six months with one face-to-face contact per week. (Intensity of services is not static.) The CCS Consultant is available 24/7 for crisis support. For this funding request, the CCS

<sup>2</sup> Berg, I.K. (1994). *Family-based services: A solution-focused approach*. New York, NY: W.W. Norton & Company, Inc.

<sup>3</sup> Ingram, S., Cash, S., Oats, R., Simpson, A. & Thompson, R. (2015). Development of an evidence-informed in-home family services model for families and children at risk of abuse and neglect. *Child and Family Social Work*, 20, 139-148.

<sup>4</sup> Cash, S.J., & Berry, M. (2003). Measuring service delivery in a placement prevention program: An application to an ecological model. *Administration in Social Work*, 27, 65-85.

Consultant will carry an average caseload of four JCS families at any given time during the project period. CCS interventions are delivered through engagement, assessment and service planning, service coordination, and empowerment. These specific components are described below.

Assessment and Service Planning. Engagement continues through a multiphase and ongoing assessment process completed by the CCS Consultant and overseen by the Supervisor. CCS assessment and screening tools are completed in partnership with the youth and family using a conversation style interview approach. Specific tools used are described below.

- *Family Risk and Self-Harm Screening:* The CCS Consultant conducts this assessment on the initial visit. The tool is a series of questions assessing self-harm risk, domestic violence, substance use, and other risk factors for individual family members. We use this assessment during services to ensure individual safety of any family member. The CCS Consultant discusses any significant concerns and develops a Safety Plan<sup>5</sup> with the family if needed.
- *Children's Functional Assessment Rating Scale (CFARS):* The CCS Consultant conducts this assessment at initiation of services, throughout services as needed, and at discharge. This rating scale assesses the child/youth's current functioning by rating behavior severity in 16 domains (e.g., depression, anxiety, traumatic stress, substance use, behavior in home setting, medical/physical, family relationships, etc.). The CCS Consultant uses this information to develop the Service Plan and to assess the impact of services on the youth's level of functioning.
- *Social Network Map:* The CCS Consultant conducts the Social Network Map to identify formal and informal supports or the lack of supports at initiation of services. The CCS Consultant helps the family to develop and strengthen connections to supports in needed areas.

Assessment drives the service planning process. Our Service Plans have components consistent with best practices (e.g., wraparound approach) to meet the youth's needs: the youth and family are team members who develop and accomplish goals; plans are strengths-focused and individualized; progress is regularly reviewed and evaluated; and relationship-building and coaching empowers the youth/family to use new skills. During each visit, the CCS Consultant asks about the youth/family's progress in achieving their Service Plan goals and objectives. A full review of the Service Plan is completed at a minimum of every three months with goals and objectives updated, as needed.

Service Coordination (Navigate and Link). Navigation involves the identification of options available to meet the needs of the youth/family. The CCS Consultant guides the youth/family in accessing needed services and helps problem solve barriers as they occur. This includes exploration of possible formal supports (e.g., therapy, substance use treatment, housing). We also help the youth/family in identifying, developing, and maintaining informal supports (e.g., extended family, friends, neighbors) that can assist with additional needs such as provide emotional support and motivation, transportation, childcare, or assistance and support in developing a safety plan.

Service Coordination (Monitor). Working with youth and their families requires monitoring of multiple overlapping systems and services which may include adult or juvenile courts, substance use education/treatment, mental and physical health services, educational/developmental supports,

<sup>5</sup>Safety Plans include individualized strategies for youth or family members in response to a specific safety concern such as self-harm, domestic violence, etc.

and child welfare involvement. We consult with the family's engagement in these systems and services and consider the provider and youth/family's perspective as transitions and warm handoffs occur. When the CCS Consultant refers the youth/family to other supports, we provide information regarding the need for the referral and the role the CCS Consultant has in helping the youth/family work with the provider (with the family's consent). As necessary, we facilitate Multi-disciplinary Team Meetings to address youth/family voice and needs, establish common goals for services between providers, and avoid service duplication.

Service Coordination (Advocate). Service coordination and delivery are implemented through two types of advocacy efforts: 1.) service and 2.) system. Service advocacy is directed toward the service provider or a higher-level decision maker to pursue quality and effective services. System advocacy pertains to the equity and rights of a youth and family within different systems, such as attending court hearings and meetings with the youth and family to help the family advocate for their needs and supports. The CCS Consultant works with the family throughout the process to provide the youth and parent the opportunity to become their own advocate, to gain confidence in identifying services desired, and to use new skill sets.

Empowerment (Teaching and Fostering Independence). The CCS Consultant is trained in behavioral principles and uses a variety of strategies when consulting to youth and families (e.g., teaching by suggestion, modeling new behaviors, role-playing new skills). These techniques help the youth/family learn skills to access community resources, navigate a complex system of care, monitor safety, reduce problem behaviors, and advocate for themselves.

**In-Home Family Services (IHFS).** Boys Town Louisiana's IHFS is an intensive family support service that targets DJS families that are in crisis. If granted this award, Boys Town anticipates providing this family support service with up to 34 families involved with Jefferson Parish DJS annually. The goal of IHFS is to build protective factors that will reduce juvenile justice involvement, improve self-sufficiency, and build family stability.

IHFS is delivered by an In-Home Family Services Consultant (IHFS Consultant) in the youth and family's home and community. The IHFS service delivery model is flexible and individualized; average service duration is 12-14 weeks with two to six hours of contact per week. The intensity and frequency of family visits commonly decreases as the youth/family progresses towards their Service Plan goals and case closure. The IHFS Consultant is available 24/7 to provide support and advice when needed.

The IHFS Consultant carries an average caseload of eight families at any given time and work is logically delivered through a series of three stages. These stages are designed to help the IHFS Consultant remain focused on specific interventions to progress towards goal completion. The Model stages are Assessment/Exploration and Service Planning (Stage One), Teaching and Skill Development (Stage Two), and Demonstration and Generalization of Skills (Stage Three). Specific IHFS components and stages are described below.

Assessment/Exploration and Service Planning (Stage One) – The IHFS Consultant, with oversight from the Supervisor, conducts assessments through a multiphase and ongoing process. Assessments incorporate family perspective. The IHFS Consultant screens for risk factors in the initial visit and throughout services as needed. Our assessments highlight the family's strengths, supports, and needs to eliminate critical crisis issues.

- *Family Risk and Self-Harm Screening*: Similar to CCS, the IHFS Consultant uses this screening tool to assesses risk factors such as self-harm risk, domestic violence, substance use, etc. for family members during the initial visit and throughout services as needed.
- *Strengths and Stressors Assessment*: The IHFS Consultant conducts the Strengths and Stressors Assessment with the youth/family at admission and at departure to assess family outcomes. This tool presents a comprehensive view of the youth/family’s strengths and stressors within critical domains: Environment; Social Support; Parental Capabilities; Family Interactions; Child Well-Being; and Family Safety.
- *Social Network Map*: Similar to CCS, the IHFS Consultant uses a Social Network Map to identify formal and informal family supports at the initiation of services and assess the function of a family’s social network. The IHFS Consultant works with the youth/family to develop or strengthen ties to new or existing supports prior to service completion.
- *Parenting Child and Adolescents Scale (PARCA)*: The parent/caregiver completes the PARCA during the initial visit and at discharge. This self-report measurement tool examines the occurrence of parenting practices (e.g., discipline, nurturing) within the last month. The IHFS Consultant uses this tool to identify needed parenting and life skills which are included in the Service Plan.

The IHFS Consultant and the youth/family creates an individualized Service Plan. Service Plan goals are formulated based on the results of assessments, family input, and referral information. The plan is realistic and measurable through a combination of activities, resources, skills, and supports to aid the family’s goal achievements. The IHFS Consultant and youth/family review Service Plan progress and outcomes and adjust as necessary.

Teaching and Skill Development (Stage Two) – The IHFS Consultant partners with parents/caregivers to teach new skills and techniques or strengthen existing skills to manage youth behaviors. Using abbreviated modules of Boys Town’s evidence-based Common Sense Parenting® (CSP) curriculum, the IHFS Consultant teaches the following parenting skills: 1.) Effective Praise (i.e., praising through describing, giving reasons, and positive consequences), 2.) Preventive Teaching (i.e., teaching what the child needs to say or do in the future and practicing it in advance), 3.) Corrective Teaching (i.e., addressing negative behaviors instead of using warnings or threats), 4.) Problem Solving (i.e., identifying and describing the problem, determining a viable solution), 5.) Self-Control (i.e., maintaining emotional control and redirecting the child’s response in tense situations), and 6.) Individualized topics specific to the family needs (i.e., tolerances, using consequences, social skills). Parenting skills taught during visits with the family are reflective of current situations occurring in the home.

The IHFS Consultant teaches and coaches parents and youth to achieve specific pro-social or parenting skills to attain protective factors that improve functioning and reduce behavior problems associated with delinquency, recidivism, and out-of-home placements. Examples of parent and youth skills that the IHFS Consultant teaches families include:

Protective Factor Area	Parent Skill	Youth Skill
Social and Emotional Competency,	Parent skill sets in this area include monitoring and supervision of youth while	Youth skill sets in improved communication include reporting whereabouts, honesty, planning,

Protective Factor Area	Parent Skill	Youth Skill
Nurturing and Attachment	identifying problem areas and concerns; Using consistent discipline and reinforcement and applying fair and consistent rules and consequences; Implementing consequences that are contingent on school behavior; how to reinforce study habits and how to monitor homework.	and communication with adults; Accepting consequences, accepting compliments, negotiation, appropriately disagreeing, and compromising.
Social Connections	Parent skill sets in this area include relationship development and helping youth choose appropriate friends, supporting activities that involve good peer choices.	Youth skill sets include communicating, sharing information, initiating conversation, expressing interest in others, and honesty with adults, authority figures, and peers; and accepting “no” answers, resisting peer pressure, solving problems, making good choices, and positive peer choices.
Knowledge of Parent and Child and Youth Development, Concrete Support in Times of Need	Parent skill sets in this area include how to be involved in youth’s school and to communicate and support the school and developing support systems that support or reinforce the family success factors.	Youth skill sets include task and time management, adult compliance skills, reporting whereabouts, and skills to promote behavioral compliance in school; and respond and abide by structures and guidelines developed within the context of family support systems.

As a strong correlation exists between delinquent behavior and poor social and life skills<sup>6</sup>, the IHFS Consultant uses the Boys Town curricula “Teaching Social Skills to Youth” and “Teaching Social Skills to Youth with Mental Disorders”<sup>7</sup>. These are supported in research as effective with at-risk youth.<sup>8</sup> As appropriate, the IHFS Consultant uses these curricula to teach youth skills to promote social and emotional adjustment and to reduce risky behavioral patterns. Emphasis includes targeting criminogenic factors that are highly correlated with criminal conduct such as anti-social peer associations, lack of problem-solving skills, and self-regulation skills (e.g.,

<sup>6</sup> Case Management with At-Risk Youth retrieved from <https://studylib.net/doc/18471891/case-management-with-at-risk-youth>

<sup>7</sup> Bruns, E.J., Walker, J.S., & The National Wraparound Initiative Advisory Group. (2008). Ten principles of the wraparound process. In E.J. Bruns & J.S. Walker (Eds.), The resource guide to wraparound. Portland, OR: National Wraparound Initiative, Research and Training Center for Family Support and Children’s Mental Health.

<sup>8</sup> Teaching Social Skills to Youth with Mental Health Disorders. Incorporating Social Skills into Service planning for 109 Disorders. 2009. Boys Town Press.

resisting distractions, delaying gratification, and pre-planning). Research studies suggest youth who have good problem-solving and decision-making skills have higher levels of school retention, economic self-sufficiency, and are involved in less risky behaviors.<sup>9</sup>

The “Social Skills” curricula incorporates situational variables that young people encounter as they grow as young adults and develop greater independence. Skill training is individualized at a level to help the youth make healthy, safe decisions as alternatives to criminal activity. The IHFS Consultant works with the parents/caregivers to positively reinforce the youth’s use of positive social skills throughout services. Using the acquired social skills as a foundation, the IHFS Consultant and youth explore organized recreational or educational activities that promote positive youth development and social interactions with peers. This may include joining a team sport, club, or group through school or a community organization (e.g., Boys & Girls Club or YMCA) based on the youth’s desires. The IHFS Consultant monitors the youth’s social skills application and role-plays various problem-solving situations following peer interactions.

Working with the family, the IHFS Consultant provides case management activities such as assessment of youth and family needs, service delivery coordination (e.g., linking youth/family to appropriate support services to address areas of need), and further development of the Service Plan. If a family needs additional support, the IHFS Consultant helps explore resources and services that can meet their needs. Examples of community supports that the IHFS Consultant may suggest to families include housing programs and shelters, financial assistance programs, substance abuse treatment, healthcare services (medical, dental, mental/behavioral), childcare programs, basic needs (clothing and food), transportation services, educational supports, job training, and legal assistance.

*Demonstration and Generalization of Skills (Stage Three)* – The IHFS Consultant continues to teach parenting and life skills and links the family to resources and supports, as needed. As the family reaches this stage, the IHFS Consultant observes the family using parenting and life skills with little prompting and is applying them to other situations. For example, the parent/caregiver may have been taught a skill related to age-appropriate supervision with homework and now may be applying that same skill to curfew. The youth and family have the skills to identify community services that meet their needs without guidance from the IHFS Consultant. The IHFS Consultant reinforces the application of the skills and resources gained and celebrates with the family their successes as they occur, further empowering them to be self-sufficient.

*Discharge planning (CCS and IHFS program models)*. Discharge planning is the same for CCS and IHFS families and begins at intake. Throughout services, the CCS or IHFS Consultant works with the family to internalize and generalize skill development and connect them to formal and informal community supports. The CCS or IHFS Consultant, in collaboration with the family, reviews the Service Plan prior to discharge and completes a discharge plan. This plan includes a summary of progress, assessment of needs, and referrals/linkages to services and additional supports. Additional Boys Town supports may include:

- *Boys Town National Hotline* – The Boys Town National Hotline is open 24 hours a day, seven days a week, 365 days a year, and is staffed by specially trained Boys Town Crisis Counselors that can assess family’s needs and offer linkages to additional services and supports in the family’s local community. For example, hotline staff have access to a

<sup>9</sup> Evans, W., Brown, R. & Killian, E. (2002). Decision Making and Perceived Post detention Success among Incarcerated Youth. *Crime & Delinquency*, 48 (4).

database with over 20,000 resources across the nation for youth and families. The Hotline is accredited by the American Association of Suicidology (AAS)<sup>10</sup> and the Council on Accreditation. Spanish-speaking Crisis Counselors and translation services representing more than 140 languages are available, along with a TDD line (1-800-448-1833), that allows counselors to communicate with speech-impaired and deaf callers.

- *Your Life Your Voice* – This Boys Town-operated webpage connects youth of all ages to judgment-free support and crisis assistance. Accessed through <https://www.yourlifeyourvoice.org>, youth can call, text, chat (instant message, IM), e-mail, participate in questions and answers, track their moods using our Mobile App, and read tips and tools to get help with a variety of youth topics (e.g., self-injury, suicidal thoughts, anger, dating, bullying, break ups, self-esteem, grief, identity). This feature can further assist youth with improving their well-being, implementing self-care and appropriate coping strategies, and connecting with professional counselors in youth-friendly formats.
- *Boys Town Family Support Line* – At discharge each family receives the number to the Boys Town Family Support Line, developed specifically for Boys Town’s service families. The 24/7 hotline is staffed by professional counselors who address youth and parent issues ranging from relationship problems and parenting questions to depression and suicide. Counselors assist callers in crisis and provide connections to community resources and emergency interventions.
- *Parenting.org* – Families can gain additional parenting supports through Boys Town’s Parenting.org website (<https://www.boystown.org/parenting>). Website content is supported by experts in various child-focused fields and includes easy-to-use resources such as parenting guides, articles, videos, tools, and tips on a variety of topics (e.g., behavioral disorders, discipline, anxiety). Parenting tools such as family media plans, family values tool, calm-down tool, and dinner table activities are also available and can be modified to apply to the specific goals of the family.

**Completion of training.** As Boys Town prides itself on being a “learning organization,” high value is placed on continuous learning and performance improvement at every level of the organization. Each program staff member is encouraged and expected to pursue new knowledge that will improve his or her skills in working with youth and families. Staff orientation and Pre-Service training play an important role in this initial staff development.

Boys Town provides a comprehensive staff orientation and competency-based training with all newly hired staff. This 80-hour Pre-Service training is based on an employee’s job requirements, with training tracks specific to each Boys Town program. Pre-Service training consists of lectures, role-plays, and tests, which must be successfully completed prior to working directly with youth and families. Special emphasis is placed on how to engage, successfully communicate with, and understand at-risk youth and families.

Shared Pre-Service Training Topics (IHFS and CCS staff)	IHFS Specific Pre-Service Training Topics	CCS Specific Pre-Service Training Topics
- Trauma-Informed Care	- Reporting Guidelines	- Assessments CCS

<sup>10</sup> List of American Association of Suicidology accredited organizations available at <https://suicidology.org/resources/crisis-centers/>.

<b>Shared Pre-Service Training Topics (IHFS and CCS staff)</b>	<b>IHFS Specific Pre-Service Training Topics</b>	<b>CCS Specific Pre-Service Training Topics</b>
<ul style="list-style-type: none"> <li>- Youth Safety Audit</li> <li>- Driver Safety</li> <li>- Safety Systems Online</li> <li>- Safety Systems Discussion</li> <li>- Suicide Identification and Prevention</li> <li>- Safety Plans</li> <li>- Family Risk Screen</li> <li>- Family Consultant Safety</li> <li>- Crisis Prevention and Intervention</li> <li>- Cultural and Family Differences</li> <li>- Development and Learning</li> <li>- Principles of Behavior</li> <li>- Problem Solving for Parent and Young Children</li> <li>- Observing and Describing Behaviors</li> <li>- Engagement Strategies</li> <li>- Quick Engagement Intervention</li> <li>- Preventive Teaching</li> <li>- Effective Praise</li> <li>- Rationales/Reasons</li> <li>- Tolerances</li> <li>- Staying Calm</li> <li>- Social Skills Curriculum</li> <li>- Using Effective Consequences</li> </ul>	<ul style="list-style-type: none"> <li>- Safety of children and youth rights</li> <li>- Signs of Abuse</li> <li>- Assessments IHFS</li> <li>- Corrective Teaching</li> <li>- Formal and Informal Supports</li> <li>- Introduction to IHFS</li> <li>- Life Skills</li> <li>- Religion at Boys Town</li> <li>- Service Planning IHFS</li> <li>- Teaching IHFS</li> <li>- Teaching Self-Control IHFS</li> <li>- Writing Case Notes IHFS</li> <li>- Assessments Overview IHFS</li> <li>- Case Closure IHFS</li> <li>- Child Passenger Safety</li> <li>- IHFS Families We Serve</li> <li>- NDB Tutorial IHFS</li> <li>- Role of the Consultant IHFS</li> </ul>	<ul style="list-style-type: none"> <li>- Care Coordination Service Staffing</li> <li>- Case Management</li> <li>- Educational Support CCS</li> <li>- Service Planning CCS</li> <li>- Writing Case Notes CCS</li> <li>- Case Closure CCS</li> <li>- Education System Overview</li> <li>- Introduction to CCS</li> <li>- Navigating the Court System</li> <li>- NDB Tutorial CCS</li> <li>- Standardized Evaluations and Assessments</li> </ul>

In addition, each employee is required to complete additional ongoing training annually, either through in-service training, external local and statewide training, and workshops, or online. Further training can include the following topics: motivational interviewing, cultural competency, assessments, engagement strategies, recognizing and reporting signs of child abuse, and trauma-informed care.

All staff have access to *Boys Town University*, a Boys Town internal online training clearinghouse, that provides employees with opportunities to learn and master skills and abilities that enable them

to serve children and families more effectively. Topics include all Pre-Service courses, behavior management training, trauma-informed care, life skills, home assessments, child development milestones, and agency and program-specific policies and procedures. The Supervisor can also access the system to assign specific trainings to their staff. Staff further develop their skills and knowledge by participating in staff, supervision, and program operations meetings related to issues specific to the population and area that we serve.

Boys Town Louisiana is committed to fostering an environment of equity, diversity, and inclusion when providing care for children and families as well as when working with individuals within and outside of our organization. Our efforts to accomplish this include mandatory Diversity and Unconscious Bias Training for all Boys Town staff and optional participation in Boys Town Employee Resources Group (ERG) speaker series that aid in initiating conversations on topics related to race and creating an inclusive culture (e.g., recognizing privilege, racial tension, allyship, etc.). Boys Town also conducts “Can we Talk”, candid group discussions facilitated by a DEI trainer on multiple topics such as unconscious bias, the cost of racism, and strategies for creating a more inclusive workplace.

Boys Town has other ERGs that are open to all direct care and leadership staff at Boys Town Louisiana including: Boys Town Emerging Leaders (BTEL); BOLD, Black Organization for Leadership Development; Parents and Caregivers Together (PACT); WIN, Women Inclusion Network; PRISM (LGBTQ+); Asian Pacific American Connection (APAC); Boys Town Employees Living Intentionally Enlivened Faith (BELIEF); and LOUD, Latinx Organization Understanding Diversity. The ERGs are employee-led, voluntary groups whose aim is to foster a diverse, inclusive workplace through employee professional development activities. In addition, all Boys Town staff complete the *Civil Treatment for Employees*<sup>11</sup> training. This four-hour training provides individuals with skills and insights required to enhance engagement, inclusion, productivity, and professionalism. Leaders complete *Civil Treatment for Leaders* to support their role as supervisors.

**Completion of certification.** Because the Model is research-based, a trained observer (i.e., Supervisor) uses a Model fidelity observation instrument to evaluate the CCS and IHFS Consultant’s success with delivering programming. This instrument assesses the CCS and IHFS Consultant’s intervention and implementation skills by using a performance-based, five-point rating scale (1= absent and/or incorrect implementation, 2= lacks consistency and/or effectiveness, 3= effective implementation, 4= consistent and effective, 5= natural, consistent and spontaneous implementation) that evaluates the degree to which staff implements core elements of Boys Town’s Model (e.g., relationship building and engagement, teaching components, safety, teaching and fostering independence, service coordination, delivery, and service planning). The instrument and ratings provide the CCS and IHFS Consultant with direct feedback of their Model implementation and provides the Supervisor with a clear understanding of staff strengths and weaknesses that can be developed through ongoing training and supervision.

A Program Quality Manager from Boys Town’s National Headquarters provides ongoing Model fidelity consultation to program Supervisors. This consultation consists of new or updated program content and data, and ratings of independent fidelity observations of direct care staff members (i.e., CCS and IHFS Consultant). Model fidelity data provides Boys Town with a wealth of information

<sup>11</sup>Civil Treatment® for Employees (2014) Employment Learning Innovations, Inc. Atlanta Georgia.

for various stakeholders and ultimately helps improve service delivery and outcomes for the target population.

Unique to Boys Town is our Staff Certification process, a comprehensive assessment of each staff member's application of the Model, supporting the expectation that each staff member delivers our Model effectively. Boys Town conducts Staff Certification with the CCS and IHFS Consultant annually. This process involves conducting an observation of staff's application of the Model using the Model fidelity instrument (described above) along with evaluating service outcomes, consumer surveys from families served and referral agencies, and completing a randomized documentation review. The Supervisor also participates in a certification process which involves observation of a supervisory meeting between the Supervisor and a member of their staff. This certification process also includes a review of consumer and administrative surveys and a documentation review.

To further support our consultation and professional services, supervisory staff members attend a Consultation Workshop where they learn basic supervision and staff development skills that support the Boys Town Model. Coursework is provided in a four-day format, allowing participants a unique opportunity to engage with other new managers in hands-on activities to support learning. Supervisors also complete a Supervisor Essentials course over two years to better equip them to manage and develop their direct reports. Trainings include *Successful Interviewing, Difficult Conversations, Coaching and Motivating, Managing across Generations, and Youth Care Business Acumen*.

**Adherence to program fidelity.** Boys Town uses the evidence-based TFM as a foundation for all programming, resulting in consistent and effective treatment. With the national movement to identify and implement best practice program and research-based treatments, model fidelity has emerged as a central issue. Boys Town Louisiana has the capacity and experience to implement and maintain evidence-based and promising practice models. Our staff members have demonstrated their ability to replicate models with fidelity. Boys Town employs *implementation science* to ensure CCS, IHFS, and other Boys Town programs are of high quality and have successful program and client outcomes. Built into our supervision, evaluation, training, and administrative systems are best practice components cited in current literature as essential to implementation quality and fidelity.<sup>12</sup> These components are both integrated and compensatory and include:

- *Staff Recruitment and Selection.* We recruit and select high-performing practitioners that meet the required staff qualifications and are discriminated by social skills, behavior competency, and communication skills.
- *Pre-Service Training.* Staff are provided a rigorous Pre-Service training that builds knowledge through lectures, demonstrations, and practice to fulfil the scope of work for Advocacy Services. Boys Town's staff trainings prepare our organization and its staff to deliver services as well as to address the unique needs and characteristics of families with risk factors for mental or behavioral health issues.
- *Supervision and Coaching.* Our supervisors aim to extend each employee's knowledge into the appropriate application of the model. Our supervisors are trained to teach, supervise,

<sup>12</sup> Fixsen D.L., Naoom S.F., Blase K.A., & Friedman R.M., (2005). Implementation Research: A Synthesis of the Literature. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

assess, and provide feedback and emotional support. We promote faithful model application and assess core components in our staff performance process. Our supervision and consultation practices include continual development of knowledge, skills, competencies, and decision-making capacity to deliver the model; an integration of observation, modeling, coaching, experiential training, practice, data analysis, and professional alliances; a performance management direction to measure, monitor, and improve staff performance in the implementation of the Model; and coordination with our Training and Program Quality Departments.

- Decision-Supported Data Systems. Boys Town’s data systems endorse adherence to the processes that promote positive outcomes. Data relates to the core implementation processes and is used for continuous process improvement.
- Administrative Supports. We arrange organizational supports to promote accurate implementation of the model, remove implementation barriers, and provide/increase resources for leadership and direct service staff. Examples of this include staff training, legal counsel, youth and family research, and program quality support departments.
- Advocacy. We proactively collaborate with political, statutory, economic, and regulatory agencies to support the youth and families served. Boys Town has a dedicated department within our Legal Department to assist leadership and direct service staff in understanding new youth and family legislation (e.g., Family First Prevention Services Act) that impacts service delivery, consumer access, and funding availability in the communities served.

Boys Town uses performance management and quality assurance systems that include the following essential tools: balanced scorecards, implementation dashboards, and the Program Assessment Tool. The balanced scorecard uses key Boys Town Louisiana metrics to compare planned versus actual strategic results. The implementation dashboard ensures staff implements our evidence-based and promising practices with fidelity. Developed by a Boys Town National team of practitioners, the dashboard provides data to the Supervisor, management team, and direct care staff. The Program Assessment Tool provides year-to-date model fidelity scores for each direct service and supervisory staff person in aggregate and individual average scores (see *training and certification* section above for more information regarding staff model fidelity evaluations). At the practitioner level, the data helps staff understand the impact of their work with children and families and builds an evidence base that guides decision making.

Boys Town Louisiana holds weekly leadership meetings at all management levels where managers review and scrutinize several key performance indicators (e.g., quality management activities; training/staff development; and clinical aspects of the program and fidelity). Boys Town monitors tracked data and assessed outcomes to serve as a performance assurance and performance improvement system. Our data provides the necessary information to assess the services provided to identify the overall quality of care and treatment. We use outcome evaluation systems to help identify patterns, successes and needs, and to assess client and stakeholder satisfaction. For example, specific staff members may participate in additional training regarding engagement if data indicates a trend with their assigned families terminating services prior to program completion.

Boys Town’s implementation of fidelity practices is reflected in successful program outcomes with youth and families. Below are six-month follow-up outcomes<sup>13</sup> that Boys Town Louisiana has achieved.

Boys Town Louisiana Six-Month Follow-Up Outcomes		
Jefferson Parish Department of Juvenile Services Outcome Areas	Care Coordination Services (CCS)	In-Home Family Services (IHFS)
<i>Recidivism</i>	88% of families reported youth were not in trouble with police or law enforcement after program services	100% of families reported youth were not in trouble with police or law enforcement after program services
<i>School Performance</i>	100% of families reported youth were in school or had graduated after program services	100% of families reported youth were in school or had graduated after program services
<i>Family Functioning</i>	100% of families reported that family members were getting along after program services	100% of families reported that family members were getting along after program services
<i>Other Measures of Functioning:</i> <i>Self-sufficiency</i> <i>Safety</i> <i>Positive impact of services</i>	100% of families reported that their basic needs like food, clothing, and shelter are being met after program services 100% of families reported that they know how to find support, services, or resources after program services 100% of youth were living with family after program services 100% of families reported Boys Town’s CCS had a positive impact on their family	100% of youth were free from physical and sexual abuse after program services 100% of youth were free from drug (alcohol, marijuana, or other drugs) use after program services 100% of youth were living with family after program services 100% of families reported Boys Town’s IHFS had a positive impact on their family

**2. Rationale for using evidence-based practice(s) and target population. Individuals shall be evaluated on ability to identify target population(s) for proposed program(s), ability to identify and address criminogenic risk/protective factors in proposed program(s), programs/modalities to be used (including certifications achieved and training completed), ability to identify and provide standardized, validated, and reliable screening tools and plans to maintain program fidelity.**

<sup>13</sup> This six- month follow-up outcome data reflects responses gained from qualifying families that responded to the survey from October 23, 2019, to September 9, 2022.

**Rationale for using evidence-based practice.** Research indicates programs with a more therapeutic philosophy (including skill building, counseling, and case management services) have a more positive effect on juvenile offenders and the re-offender rate than programs aimed at discipline, deterrence, or surveillance.<sup>14</sup> Boys Town’s Model, based on the Teaching-Family Model, was developed utilizing best practice methods of human services and evidence-based technologies (social learning theory, cognitive-behavioral theory, strength-based, solution-focused, culturally competent, and family-centered approaches). Teaching-Family Model is identified as a promising practice and is appropriate for application with youth who are at risk of court involvement, juvenile offenders, in foster care, mentally handicapped/developmentally disabled, or severely emotionally disturbed, and/or with families at risk of having children removed.

The structural methodology of the Teaching-Family Model is based on practices that have been demonstrated as effective in the research literature. Structural components include:

- Delivering services in the home and community of each family we serve;
- 24/7 staff availability for crisis calls;
- Concrete services are provided according to youth/family needs;
- Flexible service hours accommodate school and work schedules and are provided in a manner least disruptive to daily life activities;
- Service planning is driven by youth/family identified needs;
- Engagement of the youth/family occurs throughout services;
- Individualized skill development based on assessed deficits; and
- Development and linkages to formal and informal supports and resources.

Boys Town’s CCS Model also incorporates components of other successful evidence-based intervention models:

- *Intensive Case Management*<sup>15</sup> - a client-centered, goal-oriented service approach that incorporates assessing the needs of individual, service planning, linking individuals to services, and coordinating the client’s care to achieve positive outcomes. This approach is ideal for at-risk youth and families with complex needs.
- *Wraparound approach*<sup>16</sup> - calls for “wrapping” services around the individual needs of families and their children to prevent youth from being removed from the home; uses services that currently exist in the community and links families to services, creating collaboration between agencies. The Wraparound approach was developed to focus on families with children with severe emotional and behavioral problems.

Our other proposed service, IHFS, includes components from the following research-driven Models:

<sup>14</sup> *Improving the Effectiveness of Juvenile Justice Programs: A New Perspective on Evidence-Based Practice.* (2010). Center for Juvenile Justice Reform.

<sup>15</sup>Evidence-Based Care Sheet, Case Management: the Client with Mental Illness retrieved from [https://www.ebscohost.com/assets-samplecontent/SWRC\\_Case\\_Managment\\_the\\_Client\\_with\\_Mental\\_Illness\\_EBCS.pdf](https://www.ebscohost.com/assets-samplecontent/SWRC_Case_Managment_the_Client_with_Mental_Illness_EBCS.pdf)

<sup>16</sup>Bruns, E.J., Walker, J.S., & The National Wraparound Initiative Advisory Group. (2008). Ten principles of the wraparound process. *The resource guide to wraparound.* Portland, OR: National Wraparound Initiative, Research and Training Center for Family Support and Children’s Mental Health.

- *Homebuilders Model*<sup>17</sup>: follows the premise that families in crisis are most motivated to change; approach is time-limited, assists clients in regaining a pre-crisis level of functioning and moving beyond it, favors functional and behaviorally specific assessments, recognizes the need for observable and measurable outcomes, and makes use of concrete services, and encourages assessment and intervention at multiple levels. IHFS offers small caseload sizes and 24/7 availability to help families manage crisis.
- *Wraparound approach*<sup>18</sup>: calls for “wrapping” services around the individual needs of families and their children to prevent children from being removed from the home; uses services that currently exist in the community and links families to services, creating collaboration between agencies. We incorporate family voice and choice through a family centered assessment/service planning process and assist families in increasing supports.
- *Multi-Systemic Therapy*<sup>19</sup>: takes psychotherapy approaches directly into the context of the family; difficulties are best addressed by understanding how those behaviors fit within a family’s social and environmental contexts; and assumes that each problem a family faces has a root cause brought about by factors in the family’s natural world. We use a strengths-based approach in our service delivery by building on parent/child competencies.
- *Common Sense Parenting*<sup>®</sup> (CSP): is an evidence-based parent education and training program for parents/caregivers developed by Boys Town. Classes focus on skills for families with school-age/adolescent children as well as those with toddlers and preschoolers. CSP is listed on the following evidence-based registries: OJJDP Model Programs Guide and California Evidence-Based Clearinghouse for Child Welfare. CSP modules are used in IHFS to teach, practice, and model various parenting skills (e.g., improving communication; utilizing effective discipline and appropriate child monitoring strategies; and approaches to increase school success).

Research conducted by Boys Town’s Child and Family Translational Research Center<sup>20</sup> demonstrates that the methodology used in CCS and IHFS has resulted in successful youth and family outcomes with high-risk populations. For example, one Boys Town study evaluated the implementation of CCS with 898 diverse youth from Boys Town Affiliate Corporations.<sup>21</sup> Youth served during the evaluation period were involved in one or more system (e.g., school, juvenile justice, mental health, etc.) and were primarily referred to CCS for poor anger control (56%) or school behavior problems (49%). This evaluation found positive youth and family outcomes that include 82% of youth met their Service Plan goals at case closure and 85% of youth improved in at least one domain of functioning with the greatest improvements in

<sup>17</sup>Nelson, K., Walters, B., Schweitzer, D., Blythe, B.J., Pecora, P.J. (2009). Executive summary- A ten year review of family preservation research: building the evidence-base. Casey Family Programs.

<sup>18</sup>Bruns, E.J., Walker, J.S., & The National Wraparound Initiative Advisory Group. (2008). Ten principles of the wraparound process. In E.J. Bruns & J.S. Walker (Eds.), *The resource guide to wraparound*. Portland, OR: National Wraparound Initiative, Research and Training Center for Family Support and Children’s Mental Health.

<sup>19</sup> Littell, J.H., Popa, M., and Forsythe, B. (2005). Multisystemic Therapy for Social, Emotional, and Behavioral Problems in Youth Aged 10-17 (Cochrane Review). Cochrane Database of Systemic Reviews, Issue 4, retrieved from <http://bit.ly/1SfqOXT>

<sup>20</sup> The Center employs research scientists, analysts, and data support staff and conducts and disseminates applied research and provides clinical data support to advance knowledge and practice in child and family science.

<sup>21</sup> Anderson, L., Ringle, J., Ingram, S., Ross, J. & Thompson, R. (2017). Care Coordination Services: A Description of an Alternative Service Model for At-Risk Families, *Journal of Evidence-Informed Social Work*, 14:4, 217-228, DOI: 10.1080/23761407.2017.1306731.

relationships, emotionality, and safety domains. Another Boys Town study on families with children at-risk of out-of-home care that participated in IHFS found that 94% of families who completed IHFS remained intact at discharge. This study also found families showed significant improvements in proximal outcomes including improved parenting skills, confidence in parental role, and decreased stress and intermediate outcomes including improved child behaviors at home and school and improved family functioning.<sup>22</sup> Boys Town's applied research bibliography consists of over 531 citations and is available at <https://www.boystownhospital.org/research/translationalresearch/publications>.

**Target population.** Boys Town Louisiana will provide CCS and IHFS to youth, both male and female, ages 11 to 17 and their families in need of case management and family stabilization. Jefferson Parish families that are appropriate for our services are those who would benefit from increasing protective factors and reducing risk factors related to juvenile justice involvement. Youth and family referrals will be generated by the Jefferson Parish Department of Juvenile Services' Evaluation/Treatment Supervisor. Based on demographic data, it is anticipated that the race and ethnicity of youth and families served will be predominantly African American but will also include Hispanic, Latino/a, Caucasian, Native American, and others in need of services.

**Ability to identify and address criminogenic risk/protective factors in proposed program.**

Studies of juvenile crime provide individual characteristics and a range of risk factors that increase the probability of offending, committing status offenses, having school difficulties, and exhibiting other risky behaviors. Risk factors include poverty, ill health, child abuse/neglect, and traumatic situations such as domestic violence. CCS and IHFS provides multi-faceted service delivery for at-risk youth and their families to mitigate risk factors associated with delinquency. Through this project, CCS will provide a case management intervention with youth and their family to help them connect and navigate complex systems of care while enhancing their self-sufficiency and advocacy skills. IHFS will provide a family support intervention to help strengthen protective factors such as self-regulation skills, relational skills, problem-solving skills, and positive peer relationships through skill building, education, peer-to-peer support, and resource linkages.

Our assessment tools identify youth and family strengths and risk factors. For example, in CCS the Children's Functional Assessment Rating Scale (CFARS) assesses functioning in domains such as relationships, safety, emotionality, etc. The Strengths and Stressors tool assesses domains critical to healthy and safe families. This assessment information helps to identify the needs of the youth and family and provides opportunity for the youth/family to learn to independently find solutions, cope with stressors, identify positive peer influences, and set goals such as academic success.

The Social Network Map used for both CCS and IHFS assesses protective and risk factors in the youth's and family's ecology. Identifying and strengthening protective factors such as social support along with school and community connections mitigates risk factors associated with delinquency. Youth and family skill-building may include positive peer development, positive school environment, and parenting competencies (e.g., discipline, monitoring). The CCS and IHFS Consultant may help the family identify and become involved in social networks that offer support, school connectedness, and involvement in positive activities.

<sup>22</sup> Duppong Hurley, K., Griffith, A., Ingram, S., Bolivar, C., Mason, W., & Trout, A. (2012). An Approach to examining the proximal and intermediate outcomes of an intensive family preservation program. *Journal of Child and Family Studies*, 21.

**Programs/modalities to be used (including certifications achieved and training completed).**

Boys Town Louisiana will use the evidence-based Teaching-Family Model as the foundation for our CCS and IHFS program models. Staff receive initial and ongoing model training and annual certifications on our model. Our model of care uses a cognitive-behavioral, strengths-based, family-focused approach via a CCS or IHFS Consultant that emphasizes working as a team to build strengths and reduce risk factors to juvenile delinquency and system involvement. Our programs' success is built on individualizing our services and recognizing the parent/caregiver(s) as the primary change agents for their children. Service durations and frequency for each program is individualized to meet youth and family needs. The CCS and IHFS Consultant provides services in the family's home and community. Delivering services in the family's home and community removes barriers to engagement such as transportation and childcare while also providing the CCS and IHFS Consultant with opportunity to view interactions naturally between family members. (See question #1 for more information.)

**Ability to identify and provide standardized, validated and reliable screening/assessment tools.**

Boys Town Louisiana uses standardized assessment tools described in question #1. Trained and experienced staff members (i.e., CCS and IHFS Consultants) administer assessments with oversight from the Supervisor. The Pre-Service workshop contains specific sections to develop the CCS and IHFS Consultant's skills in administering and scoring the tools and using results with youth and families in service planning. The CCS and IHFS Consultant is also trained on database entry of pre- and post-service assessment scores. Researchers with Boys Town's Child and Family Translational Research Center along with program clinicians review relevant standardized, validated, and reliable screening assessment tools for possible program inclusion. Boys Town also utilizes its Scientific Advisory Panel<sup>23</sup> to provide strategic counsel on program development and research (including assessment).

**Plans to maintain program fidelity.** Boys Town National Headquarters' staff monitor Boys Town Louisiana's staff model implementation and fidelity. A Fidelity Manager from the National Headquarters makes quarterly visits to train and provide oversight of model fidelity. Monthly Program Implementation Team Meetings and an annual evaluation and certification process is also used to provide direct feedback to staff and managers on established hallmarks and elements of the evidence-based and promising practice Models.

A staff certification process ensures Boys Town Louisiana implement best practice programs and research-based treatments through assessing each staff person's adherence to model fidelity. Boys Town certification is required for each staff person to attain annually to work directly with families (see question #1 for more information on staff certifications).

Regular supervision is another way Boys Town Louisiana helps to maintain program fidelity. Pre-certification, the CCS and IHFS Consultant meet with the Supervisor at least once a week with supervision meetings occurring at least biweekly and as needed post-certification. During supervision meetings, the Supervisor reviews youth/family needs, safety concerns, progress towards service plan goals, outcome data, administrative tasks, and model fidelity feedback/data.

**3. Demonstrated ability to collect, measure, and provide outcomes on a quarterly basis. Programs will be evaluated on their ability to measure the desired outputs and outcomes.**

<sup>23</sup>The panel includes nationally prominent researchers in the fields of child welfare, mental health, juvenile justice and education.

Boys Town Louisiana implements a quality assurance system that incorporates data collection tools and reports available to leadership and program staff. These tools provide a comprehensive look at our program and staff's performance to evaluate and improve the effectiveness of our services.

- *Balanced Scorecard* – a quarterly evaluation of our agency's performance related to strategic priorities and critical management areas such as Program (e.g., certification rates), Human Resources (e.g., turnover), Finance (e.g., cost recovery), Development (e.g., major gifts), and Marketing (e.g., amount of content shared), this tool provides a comparison of planned and actual performance;
- *Program Assessment Tool (PAT)* – a quarterly evaluation of each Boys Town program's performance, this tool provides a comparison of performance with national implementation in categories like certification rates, consumerism, outcomes, and length of stay;
- *Program Implementation Tool (PIT)* – a monthly evaluation of staff's implementation of key program elements (e.g., engagement, service planning, assessment, etc.) that helps ensure fidelity to our Model; and
- *Critical Success Measures* – a monthly evaluation of performance measures related to client behaviors, program outcomes, and case closures that are used to identify staff training needs and areas of programmatic concern, this tool provides a comparison of performance from the previous year and a year-to-date analysis.

Boys Town Louisiana staff hold weekly leadership meetings where managers review and scrutinize key program performance indicators (e.g., quality management activities; training/staff development, and clinical aspects of the program and fidelity). Staff monitor tracked data and assess outcomes as a part of our performance assurance and performance improvement system. Our data provides necessary information to assess the overall quality of care and treatment. We use outcome evaluation systems to identify patterns, successes, and needs, and to assess client and stakeholder satisfaction.

We are committed to providing exemplary performance and successful outcomes under this contract. Our Senior Director Program Operations, Program Support Services Coordinator, and Supervisor coordinates and operates quality assurance systems which contributes to Boys Town Louisiana's ability to collect, measure, and provide outcomes quarterly. Quality assurance activities include:

- Facilitating Quality Management Committees to improve program outcomes through assessing services and activities to decrease risks, increase safety, and improve the quality of services (e.g., Administration, Infection Control/Health, Records, Safety, Staff/Program Development, Treatment Assessment, and Utilization Review/Youth Outcomes);
- Establishing a Boys Town Louisiana Alignment Plan with Boys Town's National Strategic Plan (encompassing five-year strategic plan initiatives) and Quality Management Council goals and priorities that will guide youth and family programming and continuously improve services and outcomes;
- Conducting, at a minimum, annual contract reviews to ensure model fit and fidelity to the model is being achieved;

- Coordinating and monitoring procedures to ensure compliance and continuous quality improvement with COA accreditation standards, licensing regulations, fidelity, and certification and contractual standards (all contracts are available instantly for program review in a contract database) including random clinical record (UR) and training documentation review;
- Conducting supervisory meetings where staff contribute strategies (e.g., behavioral interventions); staff and the Supervisor reviews recent observations, progress on staff development goals, and specific performance measurement goals (e.g., youth goal attainment);
- Reviewing all Safety and Ethics Line (i.e., phone line dedicated to making reports of alleged youth or family rights violations or unethical behavior by Boys Town or its staff) reports and taking appropriate action to modify systems, develop staff, and protect the safety and well-being of consumers;
- Staff participation in an annual Employee Viewpoint Survey to anonymously provide views about management functions, work environment, and to recommend quality improvement activities. Survey responses are reviewed by leadership who implement changes as appropriate; and
- Conducting consumer questionnaires to assess youth and family participation, satisfaction with provided services, and communication and cooperation of staff. This survey data is reviewed for individual staff members and aggregated to inform programming.

Creating an accurate and objective recording of services is another way data is collected and measured. Boys Town Louisiana documents and records all services provided to youth receiving IHFS or CCS. An individual case record for each youth served is maintained by Boys Town staff electronically, via our National Database (NDB). The NDB is a Boys Town operated computer-based information system for tracking and storing program and participant information, including demographics, referral behaviors, progress shown through the program duration and goals for each youth, pre- and post- assessment data, and incident reports. Individual and aggregate data helps Boys Town Louisiana provide comparisons on program performance and progress over time and to facilitate program modification if necessary. This data is managed in real-time as a confidential client record available only to authorized staff.

Treatment progress is recorded in the NDB beginning with service initiation until program discharge. Boys Town Louisiana will adhere to any data collection standards and will submit required reports in an agency approved format that reflects the efficiency, effectiveness, and outcomes of the services provided by the program.

#### **4. Professional experience with management staff and agency in providing similar services.**

Boys Town is one of the nation's largest privately funded organizations dedicated to serving vulnerable children and their families. Founded in 1917, the nonprofit, nonsectarian organization assists nearly 1.5 million vulnerable children and families each year through its youth, family, and healthcare programs. In the 1980s Boys Town expanded its program from quality residential services to community-based services. Currently, nearly 95% of our work takes place in community and home settings. Our residential and community-based services are provided through an evidence-based model of care and best practice methods.

Boys Town Louisiana, an affiliate organization of Boys Town, has been serving youth and families across the New Orleans metropolitan area and state for the last 32 years. Our programming aligns with industry best practices and exemplifies a high level of performance, organizational, ethical, and evaluative standards of excellence through accreditation by the international Council on Accreditation (COA).<sup>24</sup> We offer an array of youth, family, and community services that ensures youth and families receive the right care, at the right time, and in the right way.

Boys Town Louisiana has organizational and staff experience that well equips us to provide Evidence-Based Treatment Services to at-risk youth and/or their families involved in the juvenile justice system. We have been awarded funding from Jefferson Parish to implement community-based services to at-risk youth, including those involved in the juvenile justice system, since 2014. We also work with the juvenile justice population through a four-year Care Coordination Services contract with Jefferson Parish, Department of Juvenile Services (contract term: 05/26/2016 to 05/25/2022). In this contract, we partnered with status youth offenders and their families to divert non-delinquent, vulnerable youth from court processing by diminishing risk factors to delinquency and addressing individual needs. Outcomes achieved through services provided to at-risk youth in 2021 include:

- 80% of families were engaged in services;
- 68% of youth/families met all Service Plan goals by discharge;
- 48% of youth/families demonstrated significant improvement in pre-and-post Family Advocacy Support Tool (FAST) scores; and
- Consumer survey ratings indicate that Boys Town’s community-based services (CCS and IHFS) are favorable with an average score of 4.95 from families and 5 from youth on a 5.0 scale<sup>25</sup>.

Our services are best described when looking at the stories of those we serve. Here is a recent success story: At intake, youth and parent were referred to services for inadequate supervision of youth, out of control parental instruction, substance use, and behavioral problems at school. Youth was under active supervision of his probation officer and was failing his drug screenings. Youth was not attending school, was expelled, and refused to follow rules of authority. Our Consultant supported the guardian by teaching how to set clear expectations for youth and by implementing systems to support changes in youth’s behaviors. Our Consultant taught the guardian how to monitor behaviors and implement age-appropriate consequences to discourage youth from engaging in unacceptable behaviors. Youth successfully completed IHFS meeting all his goals. Truant behaviors decreased as the youth attended school daily. Youth successfully completed all conditions of his probation and was released from supervision. Youth had decreased substance use, as evidenced by passing his drug screenings. Youth made remarkable progress noted by his probation officer and Judge presiding over his case.

Boys Town Louisiana has additional experience providing support services with families that do not have current system involvement. For example, Boys Town Louisiana is a recipient of two grants through the Department of Health and Human Services, Office of Head Start, Early Head

<sup>24</sup> Information regarding our accreditation is available at [https://www.social-current.org/engage/how-to-engage/accreditation\\_trashed/accreditation-search/?org=481](https://www.social-current.org/engage/how-to-engage/accreditation_trashed/accreditation-search/?org=481)

<sup>25</sup> This outcome was obtained from Boys Town’s Program Assessment Tool for Quarters 1-4 in 2021 and Quarters 1-2 in 2022. Consumer survey ratings provided are an average from families and youth served via Boys Town Louisiana’s community-based services (CCS and IHFS) across all our contracts for this service.

Start-Child Care Partnership (current funding periods 09/01/2019 to 08/31/2024, 09/01/2021 to 08/31/2026). Through a partnership with four Early Head Start childcare centers, children receive high-quality early childhood education services via the Early Head Start curriculum and family supports, case management, family preservation, and parent training provided by Boys Town Louisiana’s staff. This contract offers the opportunity to address child and family risk factors that are correlated to later youth delinquency and family dysfunction.

Additional contracts and grants held by Boys Town Louisiana that further demonstrate our experience working on projects similar in size, scope, and function to those proposed in this submission are listed below.

<b>Funding Organization</b>	<b>Program/Service(s)</b>	<b>Term(s)</b>	
Jefferson Parish	In-Home Family Services Common Sense Parenting®	12/03/2014 1/01/2017 1/01/2019 <b>1/01/2021</b>	12/31/2016 12/31/2018 12/31/2020 <b>12/31/2022</b>
	Care Coordination Services	5/26/2016 5/26/2022	5/25/2022 5/25/2023
Department of Public Safety and Corrections/ Youth Services, Office of Juvenile Justice	Family Home Program	12/01/2015 <b>12/01/2018</b> 12/01/2021 6/01/2022 8/01/2022	11/30/2018 <b>6/30/2022</b> 7/31/2022 7/31/2022 7/31/2025
	Intervention and Assessment	12/01/2015 <b>12/01/2018</b> 12/01/2021 6/01/2022 8/01/2022	11/30/2018 <b>6/30/2022</b> 7/31/2022 7/31/2022 7/31/2025
	Care Coordination Services	2/02/2016 2/01/2018 11/01/2019 2/01/2021 11/01/2021 <b>7/01/2022</b>	1/31/2018 8/31/2021 10/31/2020 8/31/2021 10/31/2022 <b>6/30/2025</b>
Department of Health and Human Services, Family and Youth Services Bureau	Intervention and Assessment In-Home Family Services (Basic Center, Runaway/Homeless Youth)	9/30/2013 9/30/2016 <b>9/30/2019</b>	9/29/2016 9/29/2019 <b>9/29/2022</b>
LA Department of Children and Family Services	Family Home Program Intervention and Assessment	<b>12/01/2015</b> 7/01/2022	<b>6/30/2022</b> 6/30/2025
Greater New Orleans Foundation	Family Home Program Intervention and Assessment	<b>1/01/2021</b>	<b>12/31/2021</b>

Boys Town Louisiana has a workforce of 61 highly skilled and experienced full and part-time staff. The site’s operations have been led by Executive Director, Rashain Carriere, MSW, MPH, since 2019. Mrs. Carriere has a strong commitment to Boys Town’s mission as she has been an employee with the organization since 2004. She comes to her position with extensive experience with Boys Town’s Model and services through various roles within our organization. As the Executive Director, Mrs. Carriere is active in promoting Boys Town’s capacity to be a prominent

force in Southern Louisiana's youth and family services. Mrs. Carriere serves on the New Orleans Child and Youth Planning Board, which is currently focusing on implementing the city's first Youth Master Plan. This initiative involves a youth-led process and an evolving documented plan that establishes a common, shared vision for children and youth of Orleans Parish.

Mrs. Carriere was announced as an honoree for the 2021 City Business Women of the Year<sup>26</sup> and Boys Town Louisiana was one of five nonprofit organizations recognized as a 2020 Nonprofit Organization of the Year by this same organization<sup>27</sup>. This recognition derives from Mrs. Carriere and Boys Town Louisiana's work going above and beyond in meeting the needs of local women and children.

Boys Town Louisiana has the capacity through our skilled, professionally trained, and experienced management staff to fulfill the required deliverables for this Evidence-Based Treatment Services contract. Our project management team includes the Senior Director Program Operations, Program Support Services Coordinator, and Supervisor. These positions ensure quality assurance oversight and implementation.

Demetria Bouton, MSW, was promoted to Senior Director Program Operations in 2019. She has 21 years of Boys Town experience including roles as Care Coordination Services Program Director, In-Home Family Services Program Director, and Intervention and Assessment Program Director. In Demetria's role as Senior Director of Program Operations, she is responsible for oversight, program fidelity, and staff development of Boys Town Louisiana's integrated service array. Demetria is on call to provide support and consultation 24 hours a day, seven days a week to her direct reports including the Supervisor. She holds a master's degree in Social Work.

Colleen Hurst, LMSW, has been with Boys Town since 2005. As the Program Support Services Coordinator, she coordinates and monitors procedures to ensure compliance and continuous quality improvement with accreditation, licensing, fidelity, certification, and contractual standards including random clinical record and training documentation reviews. Prior to Boys Town, Colleen was responsible for the overall operations of the therapeutic foster care program as Program Director and provided support to the Program Director as the Therapeutic Foster Care Coordinator for Gulf Coast Teaching Family Services, Inc. Ms. Hurst holds a master's degree in Social Work.

Nakia Hamilton began her role as Supervisor in 2018. In this position, she is responsible for the overall management of the IHFS and CCS programs. Nakia is directly involved in the hiring and training of staff along with the direct supervision of staff associated with this contract including regular staff meetings and the observation of program staff. She has prior experience as a Mental Health Professional where she conducted individual counseling and group psychosocial skills training. Other experience includes Nakia's role as a Licensed Mental Health Professional Compliance Officer where she provided quality assurance oversight. Nakia has a master's degree in Mental Health Counseling and is a Licensed Professional Counselor.

<sup>26</sup>Announcing the 2021 Women of the Year & Nonprofit Organizations, New Orleans City Business, retrieved from <https://neworleanscitybusiness.com/blog/2021/09/07/announcing-the-2021-women-of-the-year-nonprofit-organizations/>

<sup>27</sup>Announcing the 2020 Women of the Year & Nonprofit Organizations, New Orleans City Business, retrieved from <https://neworleanscitybusiness.com/blog/2020/08/20/announcing-the-2020-women-of-the-year-nonprofit-organizations/>



**SOQ 22-044 Evidence-Based Treatment Services to At-Risk Youth and-or  
their Families**

Jefferson Parish Government

Project documents obtained from [www.CentralBidding.com](http://www.CentralBidding.com)

24-Aug-2022 12:42:03 PM

## **General Professional Services Questionnaire Instructions**

- The General Professional Services Questionnaire shall be used for all professional services except outside legal services and architecture, engineering, or survey projects.
- **The General Professional Services Questionnaire should be completely filled out. Complete and attach ALL sections. Insert “N/A” or “None” if a section does not apply or if there is no information to provide.**
- Questionnaire must be signed by an authorized representative of the Firm. Failure to sign the questionnaire shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- All subcontractors must be listed in the appropriate section of the Questionnaire. Each subcontractor must provide a complete copy of the General Professional Services Questionnaire, applicable licenses, and any other information required by the advertisement. Failure to provide the subcontractors' complete questionnaire(s), applicable licenses, and any other information required by the advertisement shall result in disqualification of proposer pursuant to J.P. Code of Ordinances Sec. 2-928.
- If additional pages are needed, attach them to the questionnaire and include all applicable information that is required by the questionnaire.

## General Professional Services Questionnaire

**A. Project Name and Advertisement Resolution Number:**

Project Name:

Advertisement Resolution Number: 140115

**B. Firm Name & Address:**

Boys Town Louisiana, Inc.

300 North Broad Street, Suite 106

New Orleans, LA 70119

**C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:**

Rashain Carriere, Executive Director

Boys Town Louisiana, Inc.

300 North Broad Street, Suite 106

New Orleans, LA 70119

504-293-7903

rashain.carriere@boystown.org

**D. Address of principal office where Project work will be performed:**

Boys Town Louisiana, Inc.

300 North Broad Street, Suite 106

**E. Is this submittal by a JOINT-VENTURE? Please check:**

YES \_\_\_\_\_ NO  X

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

**F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.**

1. Not Applicable

2. Not Applicable

## General Professional Services Questionnaire

<b>G. Has this JOINT-VENTURE previously worked together? Please check: YES _____ NO _____</b> <div style="text-align: right; margin-right: 50px;">Not Applicable</div>		
<b>H. List all subcontractors anticipated for this Project. Please note that <u>all subcontractors must submit a fully completed copy of this questionnaire</u>, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.</b>		
Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. Not Applicable; no subcontractors will be used for this project.	Not Applicable	Not Applicable
2. Not Applicable	Not Applicable	Not Applicable
3. Not Applicable	Not Applicable	Not Applicable
4. Not Applicable	Not Applicable	Not Applicable
5. Not Applicable	Not Applicable	Not Applicable

## General Professional Services Questionnaire

<b>I. Please specify the total number of support personnel that may assist in the completion of this Project:</b> Four
<b>J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.</b>
<b>PROFESSIONAL NO. 1</b>
<b>Name &amp; Title:</b> Nakia Hamilton, LPC In-Home Family Services Supervisor
<b>Name of Firm with which associated:</b> Boys Town Louisiana, Inc.
<b>Description of job responsibilities:</b> The Supervisor of In-Home Family Services provides in-home intervention to children and families utilizing a skills based, solution focused model to help families adopt positive solutions to problems through the teaching of skills and behavioral techniques accessing community resources and support. This position supervises Consultants, providing assessment of staff and acts as an advocate for children and families.
<b>Years' experience with this Firm:</b> Ms. Hamilton has been employed with Boys Town Louisiana, Inc. since 2018.
<b>Education: Degree(s)/Year/Specialization:</b> Ms. Hamilton earned a MA in Mental Health Counseling in 2007 from Xavier University of Louisiana. She holds a BS in Criminal Justice from The University of Louisiana at Lafayette, graduating in 2000. Ms. Hamilton is also a Licensed Professional Counselor, License No. 4656. See State of Louisiana License included in this proposal.
<b>Other experience and qualifications relevant to the proposed Project:</b> 2012 to Present: Grace Behavioral Health, LLC, Licensed Mental Health Professional/Mental Health Professional Corporate Compliance Officer 2011: Grace Behavioral Health, LLC: Mental Health Professional 2011: Fidelity Behavioral Health, Mental Health Professional/Health and Safety Officer 2009: Enhanced Destiny Services, Mental Health Professional  Relevant Skills: Louisiana Counseling Association

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 2</b>
<b>Name &amp; Title:</b>
Rainna Richard, RSW Care Coordination Consultant
<b>Name of Firm with which associated:</b>
Boys Town Louisiana, Inc.
<b>Description of job responsibilities:</b>
Care Coordination Consultants provide intensive and professional case management services to youth utilizing a strength based and comprehensive model. This position links children and families to resources and supports, monitors the services, actively advocates for children and families, and assists them in navigating through various systems of care.
<b>Years' experience with this Firm:</b>
Ms. Richard has been employed with Boys Town Louisiana, Inc. since 2019.
<b>Education: Degree(s)/Year/Specialization:</b>
Ms. Richard earned a Bachelor's Degree in Social Work and a Master's Degree in Social Work from Southern University of New Orleans, graduating in May 2019 and May 2021. In 2015, Ms. Richard earned an Associates Degree in General Studies from Delgado Community College.
<b>Other experience and qualifications relevant to the proposed Project:</b>
2019 to 2021: Boys Town Louisiana, Inc., Youth Care Worker 2018 to 2019: Booker T High School, Social Work Intern 2007 to 2009: Orleans Parish Sheriff's Office, Deputy Sheriff  Relevant Skills: Daily incident reporting, safety and security regulations, interventions with children, counseling with children, truancy reports, and attendance auditing in a High School setting.

## General Professional Services Questionnaire

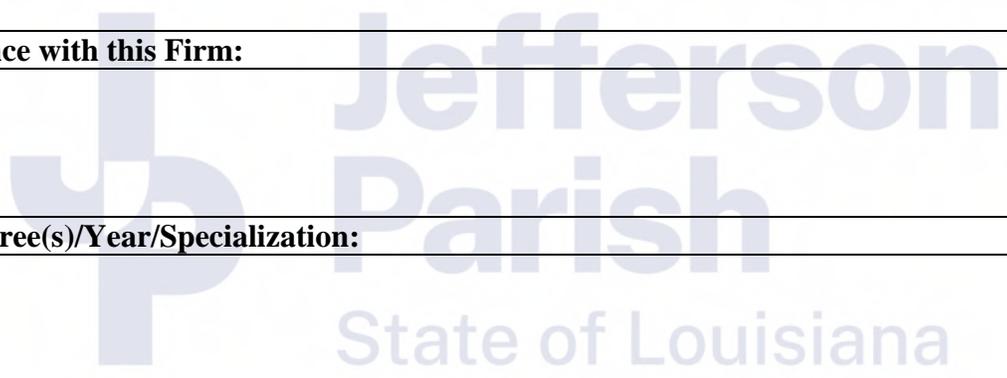
<b>PROFESSIONAL NO. 3</b>
<b>Name &amp; Title:</b>
Kyree Neal IHFS Consultant
<b>Name of Firm with which associated:</b>
Boys Town Louisiana, Inc.
<b>Description of job responsibilities:</b>
The In-Home Family Services Consultant provides in-home intervention to children and their families utilizing a skill based, solution focused model to help families adopt positive solutions to problems through the teaching of skills and behavioral techniques accessing community resources and support.
<b>Years' experience with this Firm:</b>
Mr. Neal has been employed with Boys Town Louisiana, Inc since 2017.
<b>Education: Degree(s)/Year/Specialization:</b>
Mr. Neal holds a Bachelor of Arts, Sociology with a minor in Communication Studies. He earned this degree in 2016 from the State University of New York at Oswego in Oswego, New York.
<b>Other experience and qualifications relevant to the proposed Project:</b>
2017 to 2019: Boys Town Louisiana, Inc., Youth Care Worker Intervention and Assessment Home 2016: Good Shepard at Brooklyn Scholars Program, Middle School Group Leader  Relevant Skills/Relevant Coursework: Social research, sociological theory, sociology of the modern family, and sociology of gender.

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 4</b>
<b>Name &amp; Title:</b> Jenny Peña Administrative Assistant
<b>Name of Firm with which associated:</b> Boys Town Louisiana, Inc.
<b>Description of job responsibilities:</b> The Administrative Assistant performs a wide variety of clerical, administrative, and receptionist duties. This position also provides assistance to other departmental staff, volunteers, and visitors.
<b>Years' experience with this Firm:</b> Ms. Peña has been employed with Boys Town Louisiana, Inc. since 2001.
<b>Education: Degree(s)/Year/Specialization:</b> Ms. Peña earned her Bachelor's Degree with a minor in Foreign Languages and Secretarial Science from the University of Pontificia Universidad Catolica Madre y Maestra in 1991. Ms. Peña also attended and completed some coursework towards an Associates in Computer Networking at Delgado Community College.
<b>Other experience and qualifications relevant to the proposed Project:</b> 2001 to 2022: New Settlement Apartment, Director's Assistant Director  Relevant Skills: Bilingual Spanish and English, knowledge of computer systems, highly effective communication skills, accounting experience, highly organized, budget implementation, and teamwork, interdependence, and ethical behaviors.

**General Professional Services Questionnaire**

<b>PROFESSIONAL NO. 5</b>
<b>Name &amp; Title:</b>
Not Applicable
<b>Name of Firm with which associated:</b>
Not Applicable
<b>Description of job responsibilities:</b>
Not Applicable
<b>Years' experience with this Firm:</b>
Not Applicable
<b>Education: Degree(s)/Year/Specialization:</b>
Not Applicable
<b>Other experience and qualifications relevant to the proposed Project:</b>
Not Applicable



## General Professional Services Questionnaire

**K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.**

### PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>The State of Louisiana, Department of Public Safety and Corrections, Youth Services, Office of Juvenile Justice</p> <p>Intervention and Assessment Program</p> <p>Joseph Powe 504-361-6378</p>	<p>This program promotes social and emotional adjustment, enhances life and independent living skills, and aims to eliminate destructive behavior patterns. Services are provided to males, ages 12 to 18 who have been adjudicated or those placed in the custody of Youth Services.</p>
Length of Services Provided:	Cost of Services Provided:
<p>Boys Town Louisiana, Inc. has provided services for the Office of Juvenile Justice since 2010. The current contract term is 8.1.2022 to 7.31.2025.</p>	<p>The current contract amount is \$1,293,367.68</p>

### PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>The State of Louisiana, Department of Public Safety and Corrections, Youth Services, Office of Juvenile Justice</p> <p>Family Home Program</p> <p>Joseph Powe 504-361-6378</p>	<p>This program promotes social and emotional adjustment, enhances life and independent living skills, and aims to eliminate destructive behavior patterns. Services are provided to youth ages 12 to 18 who have been adjudicated or those placed in the custody of Youth Services. Services are provided in a family home setting led by professionally trained Family-Teachers utilizing the Teaching Family Model. As appropriate, services include the youth's family or guardian, facilitating successful reintegration of the youth into their community.</p>
Length of Services Provided:	Cost of Services Provided:
<p>The current contract term is 8.1.2022 to 7.31.2025</p>	<p>The current contract amount is \$1,940,051.52</p>

## General Professional Services Questionnaire

<b>PROJECT NO. 3</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<p>The State of Louisiana, Department of Public Safety and Corrections, Youth Services, Office of Juvenile Justice</p> <p>Care Coordination Services</p> <p>Joseph Powe 504-361-6378</p>	<p>Care Coordination Services are designed to provide families and system-involved youth with resources that assist in re-entry, permanency, and stability. Staff help youth and families connect to community resources, build sustainable skills, and identify formal and informal supports to assist in education, employment, and overall independence.</p>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
<p>The current contract term is 7.1.2022 to 6.30.2025.</p>	<p>The current contract amount is \$730,155.20</p>

<b>PROJECT NO. 4</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<p>Louisiana Department of Children and Family Services</p> <p>Family Home Program Qualified Residential Treatment Program</p> <p>Cindy Guitrau 225-342-4429</p>	<p>Qualified Residential Treatment Programs (QRTP) are Residential Child Care Facilities serving youth with serious emotional disturbances and behavioral problems whose needs cannot be met in a family setting. Services are provided in a family home setting led by professionally trained Family-Teachers utilizing the Teaching Family Model. As appropriate, services include the youth's family or guardian, facilitating successful reintegration of the youth into their community.</p>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
<p>The current contract term is 7.1.2022 to 6.30.2025.</p>	<p>The rate for this contract is \$330.00 per day.</p>

**General Professional Services Questionnaire**

<b>PROJECT NO. 5</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Louisiana Department of Children and Family Services  Family Home Program Intervention and Assessment  Cindy Guitrau 225-342-4429	Family Home Program: Services are provided in a family home setting led by professionally trained Family-Teachers utilizing the Teaching Family Model. As appropriate, services include the youth's family or guardian, facilitating successful reintegration of the youth into their community. Intervention and Assessment: This program promotes social and emotional adjustment, enhances life and independent living skills, and aims to eliminate destructive behavior patterns. Services are provided to males, ages 12 to 18 who have been adjudicated or those placed in the custody of Youth Services.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
The current contract term is 12.1.2015 to 6.30.2022	The rate for services are \$148.44 per day for Level I services and \$196.68 per day for Level II services.

<b>PROJECT NO. 6</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Administration for Children and Families Basic Center Program  Intervention and Assessment In--Home Family Services  Katrina Morgan 202-401-5127	The Basic Center Program provides youth a short-term residential respite while working to reunite the family. Services are provided in the family's home for a period time following the youth's return to the home to ensure stabilization. The youth and family are connected to community services as needed.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
The current contract period is 9.30.2019 to 9.29.2022.	The current contract amount is \$662,820.00.

## General Professional Services Questionnaire

<b>PROJECT NO. 7</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Office of Juvenile Justice - Youth Diversion Program  Care Coordination Services  Kari Pullard 225-287-7928	This program offers community-based diversion services where assigned professionals teach youth to overcome challenges that contributed to his or her arrest. The program is successful in reducing the number of youth who are formally processed in juvenile court.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
The current contract period is 11.1.2020 to 10.31.2022.	The current contract amount is \$319,188.00

<b>PROJECT NO. 8</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Jefferson Parish  In-Home Family Services Common Sense Parenting  Cynthia Lee-Sheng 504-364-2624	These programs provide individualized services to juvenile offenders and their families. Programs aim to reduce the risk of further involvement in the juvenile justice system, improve family communication, and increase family cohesion. Through In-Home Family Services, consultants work with families in their homes for an average of three months. Common Sense Parenting classes are offered to parents of youth involved in the Jefferson Parish Juvenile Court. Services consist of six consecutive two-hour sessions.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
Boys Town Louisiana, Inc. has provided services for Jefferson Parish since 2011. This current contract period is 11.1.2019 to 12.31.2022.	The Common Sense Parenting rate for services is \$73.00 per person, per session. The In-Home Family Services rate is \$36.00 per day.

## General Professional Services Questionnaire

<b>PROJECT NO. 9</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Department of Health and Human Services - Office of Early Head Start  In-Home Family Services Common Sense Parenting Care Coordination Services  Kenneth Gilbert 214-767-8844	In partnership with private childcare facilities, Boys Town provides services that include educational training and support, coordination of services of infants and toddlers with special needs, support with health and nutrition, and family supportive services that include Boys Town integrated continuum of services - In-Home Family Services, Care Coordination Services ( case management), and Common Sense Parenting.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
Boys Town Louisiana, Inc. has provided Early Head Start services through DHHS since 2015. The current contract term is 9.1.2021 to 8.31.2026.	The current contract amount is \$10,019,232.00

<b>PROJECT NO. 10</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Office of Juvenile Justice - Family Support and Youth Transition  Care Coordination Services  Geary Williams 225-287-7300	This program provides family support and transitional placement to youth involved in the juvenile justice system. Care Coordination Services are designed to provide families and system-involved youth with resources that assist in re-entry, permanency, and stability. Staff help youth and families connect to community resources, build sustainable skills, and identify formal and informal supports to assist in education, employment, and overall independence.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
The current contract period is 2.1.2018 to 6.30.2022.	The current contract amount is \$1,383,284.00

## General Professional Services Questionnaire

**L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.**

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. Not Applicable	Not Applicable	Not Applicable
2. Not Applicable	Not Applicable	Not Applicable
3. Not Applicable	Not Applicable	Not Applicable
4. Not Applicable	Not Applicable	Not Applicable

**M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.**

Father Flanagan's Boys' Home (dba Boys Town) was founded in 1917 by Father Edward Flanagan in Omaha, Nebraska. Today, Boys Town is one of the largest child-caring agencies in the nation, with a mission to change the way America cares for children and families.

Boys Town Louisiana, Inc. an affiliate site of Boys Town, opened in 1989 and offers a continuum of services to children and families. In 2021, our programs and services impacted 664 children through local, state, and federal contracts and grants. Boys Town's programs and services offer families varying levels of intervention and provide several community support services accessible for both Boys Town service families and the general public. Our programs and services demonstrate best practice standards as reflected in our accreditation by the Council of Accreditation (COA). Boys Town in currently in it's 31st year of COA accreditation.

**N. To the best of my knowledge, the foregoing is an accurate statement of facts.**

Signature: Rashain Carriere Print Name: Rashain Carriere  
 Title: Executive Director Date: 8-9-22

**BOYS TOWN LOUISIANA, INC.**  
**JEFFERSON PARISH DEPARTMENT OF JUVENILE SERVICES**  
**IN-HOME FAMILY SERVICES & CARE COORDINATION SERVICES**  
**ANNUAL BUDGET**

	In-Home Family Services		Care Coordination Services	
<b>PERSONNEL</b>				
Salaries	<u>FTE's</u>	<u>Total Salaries</u>	<u>FTE's</u>	<u>Total Salaries</u>
In-Home Family Service Supervisor	0.30	16,329	0.10	5,443
In-Home Family Service Consultant	1.00	45,675	-	
Care Coordination Services Consultant			0.50	22,031
Administrative Assistant	0.15	7,911		
<b>Total Salaries</b>	<b>1.45</b>	<b>69,915</b>	<b>0.60</b>	<b>27,474</b>
Fringe Benefits		23,257		9,533
Payroll Taxes	8.3%	5,803	8.3%	2,280
<b>Total Personnel</b>		<b>\$ 98,975</b>		<b>\$ 39,288</b>
<b>Non Personnel</b>				
<b>Assistance to Youth</b>		1,600		400
<b>Occupancy</b>		7,782		3,220
<b>Contract Services</b>		-		
<b>Supplies</b>		600		300
<b>Printing &amp; Publication</b>		-		
<b>Postage</b>		-		
<b>Equipment Rental &amp; Maintenance</b>		-		
<b>Travel</b>		6,000		2,625
<b>Telephone</b>		702		390
<b>Total Non Personnel</b>		<b>\$ 16,684</b>		<b>\$ 6,935</b>
<b>TOTAL PROGRAM EXPENSES</b>		<b>\$ 115,659</b>		<b>\$ 46,222</b>
<b>ADMINISTRATION ALLOCATION</b>		-		-
<b>TOTAL PROGRAM COSTS</b>		<b>\$ 115,659</b>		<b>\$ 46,222</b>
<b>Number of Families/Clients to Serve - 1 Year</b>	<b>32-34</b>		<b>8</b>	
Length of Services (days)	84		182.5	
Total # of Care Days	2,856		1,460	
<b>Cost per Day</b>		<b>\$ 40.50</b>		<b>\$ 31.66</b>
<b>TOTAL FUNDING REQUESTED</b>		<b>\$ 115,659</b>		<b>\$ 46,222</b>

NO Jefferson Parish IHFS CCS 2022 Proposal

**Nakia Hamilton, LPC**  
**5917 Amhurst Street • Metairie, LA 70003 • 504-251-5368 • [nlhamilt@yahoo.com](mailto:nlhamilt@yahoo.com)**

### **Education**

Xavier University of Louisiana • MA in Mental Health Counseling • Chi Sigma Iota Honor Society • 2007

The University of Louisiana at Lafayette • BS in Criminal Justice • Minor: English • 2000

### **Professional Experience**

2/2018 – Current • In-Home Family Services Supervisor • Boys Town Louisiana, Inc.

- Provide in-home intervention to children and their families utilizing a skill-based, solution-focused model to help families adopt positive solutions to problems through the teaching of skills and behavioral techniques assessing community resources and support.
- Contributes to ongoing program development and assumes responsibility for delivery of services to children and families within the Basic Center Program for runaway and homeless youth.
- Assumes supervisory and administrative responsibility for In-Home Family Services.
- Provides and documents ongoing and regular supervision to consultants.
- Serves as a role model in carrying out the mission of Father Flanagan's Boys' Home.

11/2017 – 3/2018 • Intake Specialist • Affiliated Computer Services

- Conduct home visits to inform recipients of services, applications, and eligible processes.
- Initiate and complete needs assessment documentation for validation using Minimum Data Set-Home Care (MDS-HC) assessment or other assessment tools designed by the Department of Health and Human Services.
- Obtain and review medical information and evaluations performed by various agencies and groups.
- Gather existing evaluative and eligibility materials from various sources to verify the level of care needed and severity of medical conditions; verify consumer's disability/diagnosis.
- Prepare required eligibility materials, including obtaining necessary signatures, and forward to the Bureau of Community Supports and Services (BCSS) and designee.

2012 - Present • Licensed Mental Health Professional/Mental Health Professional/Corporate Compliance Officer • Grace Behavioral Health, LLC

- Provides lead responsibility on MHR assessment team for each assigned consumer in which services are rendered.
- Administer and score LOCUS/CANS.
- Act as a team leader of the service planning team, sign and date the Treatment Plans and Quarterly Report.
- Provide crisis intervention services for community support staff, as needed.
- Provides all core services except medical management, when needed to fulfill the approved service agreement.
- Assures that all activity plans are developed and implemented.

- Coordinates all services for the MHR recipient, agency, and access and coordinates services provided through non-MHR agencies.
- Completes initial screening of all prospective recipients.

2011 • Mental Health Professional/Health • Grace Behavioral Health, LLC

- Provides community support work, group psychosocial skills training, and individual and/or group counseling to recipients, as assigned.
- Participates in all staff training assessments.
- Assess, review, or monitor a recipient's status in relation to rehabilitation.
- Identify, report, and maintain weekly appointments for community resources.
- Submit accurate, legible, and complete weekly counseling notes and progress notes.
- Arrange appointments and transportation for recipient's psychiatric visits. Participate in the agency's Performance Improvement Initiative; attend and conduct staff meetings.

2011 • Mental Health Professional/Health and Safety Officer • Fidelity Behavioral Health

- Provides community support work, psychosocial skills training, and individual and/or group counseling to recipients, as assigned.
- Participates in staff training assignments.
- Assess, review, or monitor a recipient's status in relation to rehabilitation.
- Identify, report, and maintain weekly appointments for community resources.
- Submit accurate, legible, and complete weekly counseling notes and progress notes.
- Arrange appointments and transportation for recipient's psychiatric visits.
- Participate in the agency's Performance Improvement Initiative.
- Attend and conduct staff meetings.
- Duties as Health and Safety Office: Inspections, drills, emergency plan, and procedures, developing and implementing policies.

2009 • Mental Health Professional • Enhanced Destiny Services

- Provides community support work, psychosocial skills training, and individual and/or group counseling to recipients, as assigned.
- Assess, review, or monitor a recipient's status in relation to rehabilitation.
- Identify, report, and maintain weekly appointments for community resources.
- Submit accurate, legible, and complete weekly counseling notes and progress notes.
- Arrange appointments and transportation for recipient's psychiatric visits.
- Participate in the agency's Performance Improvement Initiative.
- Submit re-authorization to the officer within five days of notification.
- Attend and conduct staff meetings.

### **Memberships**

Delta Sigma Theta Sorority, Inc. • Louisiana Counseling Association

### **References**

Nedra V. Scott • Professional Reference • 504-390-0078

Nhung Pham • Professional Reference • 337-504-1400

Nathaniel D. Collins • Personal Reference • 504-296-9238

**Rainna Richard, RSW**

**10950 Jefferson Hwy. Apt. G23 • River Ridge, LA 70123 • [richardrainna927@gmail.com](mailto:richardrainna927@gmail.com)**

**Education**

May 2021 • Southern University of New Orleans • Master's Degree in Social Work

May 2019 • Southern University of New Orleans • Bachelor's Degree in Social Work

2015 • Delgado Community College • Associates of Art in General Studies

**Professional Experience**

5/2021 – Present • Boys Town Louisiana • Care Coordination Consultant

- Provide intensive and professional case management services to youth utilizing a strength-based and comprehensive model.
- Link children and families to resources and support.
- Monitor the services, actively advocate for children and families, and assist them in navigating through various systems of care.
- Assist foster youth in Boys Town Family Home Programs with making connections to supportive and transitional services as well as familial resources once they have been identified.

5/2009 – 4/2021 • Harrah's Hotel New Orleans • Marketing Supervisor

- Drafted marketing operating procedures and training materials for the human resources department
- Monitored and evaluated unit performance on key valet issues, recommending corrective action programs where appropriate
- Processed both internal and external case sheets
- Recorded incident reports with detailed account of occurrences
- Screened vendors and contractors before granting access to restricted areas within the mall
- Assessed ongoing risk factors and suggested improvements to senior management
- Oversee staff timekeeping entries and reports through time works payroll management program
- Oversaw a team of up to 10 marketing team members and managed administrative duties, including scheduling and performance evaluation

9/2019 – 4/2021 • Boys Town Louisiana • Youth Care Worker

- Intervention and Assessment homes for young boys 13 -17
- Family teaching style behaviors
- Teaching life skills
- Working with OJJ kids and DCFS kids
- Prepping meals, scheduling doctor appointments, taking to and from school, assisting with virtual meetings with parole officers or case workers

Fall 2018 – Spring 2019 • Booker T High School • Social Work Intern • 225 hours earned

- Counseling kids, communication, setting boundaries, critical thinking, active listening
- Truancy reports, attendance auditing

4/2007 – 3/2009 • Orleans Parish Sherriff's Office • Deputy Sherriff

- Observed jail and inmate activity to maintain order and safety of inmates and guards
- Drafted reports detailing incidents and safety violations
- Responded to calls in both routine and emergency situations
- Maintained accurate and detailed logs of all events that occurred during each shift

### **Skills**

Marketing personal development • Marketing program auditing • Service-oriented • Daily incident reporting • Safety and security regulations • Marketing team management • Time management in time works • Interventions with children • Counseling with children • Truancy reports • Attendance auditing, High School setting

**Kyree Neal**  
7733 Spruce Street • New Orleans, LA 70118 • 347-551-1760 • [kyreeneal@gmail.com](mailto:kyreeneal@gmail.com)

### **Education**

State University of New York at Oswego • Oswego, NY • Bachelor of Arts, Sociology • Minor, Communication Studies • Graduation: August 2016 • Major GPA: 3.0

### **Professional Experience**

Boys Town Louisiana, Inc. • IHFS Consultant • 4.2019 – Present

- Work with families using the Boys Town Model to engage the family and teach new skills.
- Assist families with creating structure and stability in the family household.
- Develop service plans with the family involvement to set goals.
- Link families to resources.
- Complete progress reports and documentation.

Boys Town Louisiana, Inc. • Youth Care Worker • 8.2017 – 4.2019

- Teach youth important life and social skills
- Create a safe environment for youth
- Engage youth in constructive extracurricular activities
- Transport youth

Good Shepard at Brooklyn Scholars Program • Middle School Group Leader • 9.2016 – 8.2017

- Trained in lesson planning and facilitating classrooms
- Required to engage the participants in educational/recreational activities
- Created a comfortable environment for participants
- One-on-one attention, if needed

Dove Pediatrics • Office Aid/Receptionist • 2.2012 – 2.2016

- Worked with others to sign in and accommodate patients
- Required to take and record vitals (height, weight, hearing, vision) of minors
- Organized and labeled blood samples
- Electrocardiogram (EKG) testing

SUNY Oswego • Mentor Oswego • 2.2016 – 5.2016

- After school programs, helping elementary school children with homework
- Gave tours of the campus to local High School students
- Provided some assistance to teachers in the classroom

### **Relevant Coursework**

Interpersonal Communication • Communication Theory • Public Speaking • Statistics • Social Research • Quantitative Research • Sociological Theory • Sociology of the Modern Family • Sociology of Gender • Survey Research

### **Qualifications and Skills**

Experience in working with young children and those with special needs • Through understanding of human social and physical needs • Exceptional observation and listening skills used to help those who need rehabilitating • Knowledgeable of sociological and communicative theories that generalize human behavior • Experience in maintaining and creating quantitative and qualitative reports, and observations • Proficient in Microsoft Office • Accurate data entry and record keeping

**Jenny M Peña**  
(504)250-4256 • [Jenny.Pena@boystown.org](mailto:Jenny.Pena@boystown.org) • 2144 Daniels Rd. Gretna, Louisiana

### **Education**

Delgado Community College • Associates in Computer Networking • Did not complete coursework

University of Pontificia Universidad Catholica Madre y Maestra (PUCMM) • 7/1991 • Santiago, Dominican Republic • Bachelor's Degree • Minor: Foreign Languages and Secretarial Science.  
*Academic credentials were evaluated and validated through a New York Agency, World Education Service.*

### **Professional Experience**

Boys Town Louisiana, Inc. • Administrative Assistant • 12.1.2001 – Present

- Administrative Assistant for the In Home Family Services and Care Coordination Programs.
- Tracks, research, and/or collects informational data to create reports.
- Organizes work lead and priorities to meet deadlines/goals.
- Maintain applications, rating sheets, questionnaires, and outcomes of the interview process for Program Directors.
- Keep highly sensitive information confidential; performs data entry.
- Greets internal staff/external customers in person or via telephone, obtains agency information for individuals whenever possible, and/or directs them to appropriate person/resource for assistance.
- Works as part of a team to assist, fill in, or take responsibility for additional duties.
- Types, edits, and corrects memos, letters, agendas, meeting minutes, and other correspondence.
- Accepts and delivers mail and maintains petty cash account, monitors, and orders standard office supplies as necessary.
- Take messages and deliver them to the appropriate recipient; support departmental staff.
- Performs standard administrative tasks, organizes, and processed forms, photocopies, collates and assembles documents; processes and/or maintains departmental records and files including human resources, payroll, purchasing, and work orders.
- Maintain the National Data Base system by performing time-sensitive entries, incident reports, admissions, and departures of clients.
- Generate statistic reports to assist my supervisor in monitoring clients' progress while enrolled.
- Ensure licensing requirements are up to date by monitoring the implementation of policies and creating forms as a follow-up aid of the supervisor's implementation of norms and regulations of the Office of Community Services.
- Generate annual statistic report of services provided and goals obtained for my department.
- Generate data for the Critical Success Factors report to show department improvement.

New Settlement Apartment • Director's Assistant Director • June 2002 – April 2001

- Assisted in ensuring the provision of quality services for tenants.
- Responsible for work orders, handyman schedule, and emergency repair calls.
- Scheduling service appointments and assisting with filing and front desk duties.
- Data entry of current/pending work orders and progress repair reports for General Manager.  
*\* Other Administrative support jobs performed overseas for eight years (Bell South Branch, Dominican Republic). Available to provide information if needed.*

### **Skills & Accomplishments**

Bilingual Spanish (read, write, and speak the fluently-native language) and English • Microsoft Word, Excel, PowerPoint • Data-Entry • Communicate directly with internal and/or external customers to assure proper resolution of concerns and satisfaction of inquiries. • Accomplished creation of

monitoring/tracking system to ensure proper follow-up of client referrals ensuring facility census is kept at capacity. • Good communication skills and abilities to maintain an appropriate level of confidentiality. • Ensures and maintains an environment that encourages teamwork, interdependence, and ethical behavior. • Ability to apply knowledge of computer systems and easily adaptable to work with any computer system the organization may have in place; utilize highly effective communication skills through both languages, English and Spanish, for better customer service and any organization needs. • Accomplished minimal error performance status, for five consecutive years of agency's National Database. • Experienced in basic accounting procedures, application of highly organized skills and wide knowledge on the customer services field. • Monitor facility's budget implementation of facility's budget for four consecutive years, by monitoring expenses and ensuring monetary resources were used properly.

**STATE OF LOUISIANA  
LICENSED PROFESSIONAL COUNSELORS  
BOARD OF EXAMINERS**

This is to certify that the person named below has complied with the requirements of the laws of the State of Louisiana and is entitled to practice mental health counseling as a

**LICENSED PROFESSIONAL COUNSELOR**

RENEWAL DATE: 06/30/2023 License No. 4656

*Nakia Hamilton*

Cardholder Signature

*By A. Laguerre*

Board Chair