

PROFESSIONAL SERVICES AGREEMENT

For

VIOLENCE PREVENTION, INTERVENTION AND REDUCTION GRANTS

CONTRACT NO. 13-53-0900

BETWEEN



COOK COUNTY GOVERNMENT

COOK COUNTY JUSTICE ADVISORY COUNCIL

AND

YOUTH ADVOCATE PROGRAMS, INC.

**APPROVED BY THE BOARD OF
COOK COUNTY COMMISSIONERS**

JUL 17 2013

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**Toni Preckwinkle
Cook County Board President**

**Shannon E. Andrews
Chief Procurement Officer**

PROFESSIONAL SERVICES AGREEMENT

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- Exhibit 1 Scope of Services
- Exhibit 2 Schedule of Compensation
- Exhibit 3 Evidence of Insurance

AGREEMENT

This Agreement is made and entered into by and between the County of Cook, a public body corporate of the State of Illinois, on behalf of Office of the Chief Procurement Officer hereinafter referred to as "County" and Youth Advocate Programs, Inc., doing business as a Corporation of the State of Illinois, hereinafter referred to as "Contractor."

BACKGROUND

The County of Cook issued a Request for Proposals "RFP" for Violence Prevention, Intervention and Reduction Grants. Proposals were evaluated in accordance with the evaluation criteria published in the RFP. The Contractor was selected based on the proposal submitted and evaluated by the County representatives. Contractor represents that it has the professional experience and expertise to provide the necessary services and further warrants that it is ready, willing and able to perform in accordance with the terms and conditions as set forth in this Agreement.

NOW, THEREFORE, the County and Contractor agree as follows:

TERMS AND CONDITIONS

ARTICLE 1) INCORPORATION OF BACKGROUND

The Background information set forth above is incorporated by reference as if fully set forth here.

ARTICLE 2) DEFINITIONS

a) Definitions

The following words and phrases have the following meanings for purposes of this Agreement:

"**Additional Services**" means those services which are within the general scope of Services of this Agreement, but beyond the description of services required under Article 3, and all services reasonably necessary to complete the Additional Services to the standards of performance required by this Agreement. Any Additional Services requested by the Department require the approval of the Chief Procurement Officer in a written modification to this Agreement before Contractor is obligated to perform those Additional Services and before the County becomes obligated to pay for those Additional Services.

"Agreement" means this Professional Services Agreement, including all exhibits attached to it and incorporated in it by reference, and all amendments, modifications or revisions made in accordance with its terms.

"Chief Procurement Officer" means the Chief Procurement Officer for the County of Cook and any representative duly authorized in writing to act on his behalf.

"Department" means the Cook County Justice Advisory Council.

"Services" means, collectively, the services, duties and responsibilities described in Article 3 of this Agreement and any and all work necessary to complete them or carry them out fully and to the standard of performance required in this Agreement.

"Subcontractor" means any person or entity with whom Contractor contracts to provide any part of the Services, including subcontractors of any tier, suppliers and materials providers, whether or not in privity with Contractor.

b) Interpretation

- i) The term **"include"** (in all its forms) means "include, without limitation" unless the context clearly states otherwise.
- ii) All references in this Agreement to Articles, Sections or Exhibits, unless otherwise expressed or indicated are to the Articles, Sections or Exhibits of this Agreement.
- iii) Words importing persons include firms, associations, partnerships, trusts, corporations and other legal entities, including public bodies, as well as natural persons.
- iv) Any headings preceding the text of the Articles and Sections of this Agreement, and any table of contents or marginal notes appended to it, are solely for convenience or reference and do not constitute a part of this Agreement, nor do they affect the meaning, construction or effect of this Agreement.
- v) Words importing the singular include the plural and vice versa. Words of the masculine gender include the correlative words of the feminine and neuter genders.
- vi) All references to a number of days mean calendar days, unless expressly indicated otherwise.

c) Incorporation of Exhibits

The following attached Exhibits are made a part of this Agreement:

- Exhibit 1 Scope of Services
- Exhibit 2 Schedule of Compensation
- Exhibit 3 Evidence of Insurance

ARTICLE 3) DUTIES AND RESPONSIBILITIES OF CONTRACTOR

a) Scope of Services

This description of Services is intended to be general in nature and is neither a complete description of Contractor's Services nor a limitation on the Services that Contractor is to provide under this Agreement. Contractor must provide the Services in accordance with the standards of performance set forth in Section 3c. The Services that Contractor must provide include, but are not limited to, those described in Exhibit 1, Scope of Services and Time Limits for Performance, which is attached to this Agreement and incorporated by reference as if fully set forth here.

b) Deliverables

In carrying out its Services, Contractor must prepare or provide to the County various Deliverables. "**Deliverables**" include work product, such as written reviews, recommendations, reports and analyses, produced by Contractor for the County.

The County may reject Deliverables that do not include relevant information or data, or do not include all documents or other materials specified in this Agreement or reasonably necessary for the purpose for which the County made this Agreement or for which the County intends to use the Deliverables. If the County determines that Contractor has failed to comply with the foregoing standards, it has 30 days from the discovery to notify Contractor of its failure. If Contractor does not correct the failure, if it is possible to do so, within 30 days after receipt of notice from the County specifying the failure, then the County, by written notice, may treat the failure as a default of this Agreement under Article 9.

Partial or incomplete Deliverables may be accepted for review only when required for a specific and well-defined purpose and when consented to in advance by the County. Such Deliverables will not be considered as satisfying the requirements of this Agreement and partial or incomplete Deliverables in no way relieve Contractor of its commitments under this Agreement.

c) Standard of Performance

Contractor must perform all Services required of it under this Agreement with that degree of skill, care and diligence normally shown by a Contractor performing services of a scope and purpose and magnitude comparable with the nature of the Services to be provided under this Agreement. Contractor acknowledges that it is entrusted with or has access to valuable and confidential information and records of the County and with respect to that information, Contractor agrees to be held to the standard of care of a fiduciary.

Contractor must assure that all Services that require the exercise of professional skills or judgment are accomplished by professionals qualified and competent in the applicable discipline and appropriately licensed, if required by law. Contractor must provide copies of any such licenses. Contractor remains responsible for the professional and technical accuracy of all Services or Deliverables furnished, whether by Contractor or its Subcontractors or others on its behalf. All Deliverables must be prepared in a form and content satisfactory to the Department and delivered in a timely manner consistent with the requirements of this Agreement.

If Contractor fails to comply with the foregoing standards, Contractor must perform again, at its own expense, all Services required to be re-performed as a direct or indirect result of that failure. Any review, approval, acceptance or payment for any of the Services by the County does not relieve Contractor of its responsibility for the professional skill and care and technical accuracy of its Services and Deliverables. This provision in no way limits the County's rights against Contractor either under this Agreement, at law or in equity.

d) Personnel

i) Adequate Staffing

Contractor must, upon receiving a fully executed copy of this Agreement, assign and maintain during the term of this Agreement and any extension of it an adequate staff of competent personnel that is fully equipped, licensed as appropriate, available as needed, qualified and assigned exclusively to perform the Services. Contractor must include among its staff the Key Personnel and positions as identified below. The level of staffing may be revised from time to time by notice in writing from Contractor to the County and with written consent of the County, which consent the County will not withhold unreasonably. If the County fails to object to the revision within 14 days after receiving the notice, then the revision will be considered accepted by the County.

ii) **Key Personnel**

Contractor must not reassign or replace Key Personnel without the written consent of the County, which consent the County will not unreasonably withhold. "Key Personnel" means those job titles and the persons assigned to those positions in accordance with the provisions of this Section 3.d(ii). The Department may at any time in writing notify Contractor that the County will no longer accept performance of Services under this Agreement by one or more Key Personnel listed. Upon that notice Contractor must immediately suspend the services of the key person or persons and must replace him or them in accordance with the terms of this Agreement. A list of Key Personnel is found in Exhibit 1, Scope of Services.

iii) **Salaries and Wages**

Contractor and Subcontractors must pay all salaries and wages due all employees performing Services under this Agreement unconditionally and at least once a month without deduction or rebate on any account, except only for those payroll deductions that are mandatory by law or are permitted under applicable law and regulations. If in the performance of this Agreement Contractor underpays any such salaries or wages, the Comptroller for the County may withhold, out of payments due to Contractor, an amount sufficient to pay to employees underpaid the difference between the salaries or wages required to be paid under this Agreement and the salaries or wages actually paid these employees for the total number of hours worked. The amounts withheld may be disbursed by the Comptroller for and on account of Contractor to the respective employees to whom they are due. The parties acknowledge that this Section 3.4(c) is solely for the benefit of the County and that it does not grant any third party beneficiary rights.

e) **Insurance**

Contractor must provide and maintain at Contractor's own expense, during the term of this Agreement and any time period following expiration if Contractor is required to return and perform any of the Services or Additional Services under this Agreement, the insurance coverages and requirements specified below, insuring all operations related to this Agreement.

i) **Insurance To Be Provided**

(1) Workers Compensation and Employers Liability

Workers Compensation Insurance, as prescribed by applicable law, covering all employees who are to provide a service under this Agreement and Employers Liability coverage with limits of not less than \$500,000 each accident or illness.

(2) Commercial General Liability (Primary and Umbrella)

Commercial General Liability Insurance or equivalent with limits of not less than \$2,000,000 per occurrence for bodily injury, personal injury and property damage liability. Coverages must include the following: All premises and operations, products/completed operations, separation of insureds, defense and contractual liability (with no limitation endorsement). Cook County is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly from the Services.

Subcontractors performing Services for Contractor must maintain limits of not less than \$1,000,000 with the same terms in this Section 3.6(a)(ii).

(3) Automobile Liability (Primary and Umbrella)

When any motor vehicles (owned, non-owned and hired) are used in connection with Services to be performed, Contractor must provide Automobile Liability Insurance with limits of not less than \$1,000,000 per occurrence limit, for bodily injury and property damage. The County is to be named as an additional insured on a primary, non-contributory basis.

(4) Professional Liability

When any professional Contractors perform Services in connection with this Agreement, Professional Liability Insurance covering acts, errors or omissions must be maintained with limits of not less than \$2,000,000. Coverage must include contractual liability. When policies are renewed or replaced, the policy retroactive date must coincide with, or precede, start of Services on this Agreement. A claims-made policy which is not renewed or replaced must have an extended reporting period of 2 years.

Subcontractors performing Services for Contractor must maintain limits of not less than \$1,000,000 with the same terms in this Section 3.6(a)(iv).

(5) Valuable Papers

When any designs, drawings, specifications and documents are produced or used under this Agreement, Valuable Papers Insurance must be maintained in an amount to insure against any loss whatsoever, and must have limits sufficient to pay for the re-creation and reconstruction of such records.

ii) **Additional Requirements**

(1) Contractor must furnish the County of Cook, Cook County, Office of the Chief Procurement Officer, 118 N, Clark St., Room 1018, Chicago, IL 60602, original Certificates of Insurance, or such similar evidence, to be in force on the date of this Agreement, and Renewal Certificates of Insurance, or such similar evidence, if the coverages have an expiration or renewal date occurring during the term of this Agreement. Contractor must submit evidence of insurance on the County Insurance Certificate Form (copy attached as Exhibit 3) or equivalent prior to Agreement award. The receipt of any certificate does not constitute agreement by the County that the insurance requirements in this Agreement have been fully met or that the insurance policies indicated on the certificate are in compliance with all Agreement requirements. The failure of the County to obtain certificates or other insurance evidence from Contractor is not a waiver by the County of any requirements for Contractor to obtain and maintain the specified coverages. Contractor must advise all insurers of the provisions in this Agreement regarding insurance. Non-conforming insurance does not relieve Contractor of the obligation to provide insurance as specified in this Agreement. Nonfulfillment of the insurance conditions may constitute a violation of this Agreement, and the County retains the right to terminate this Agreement or to suspend this Agreement until proper evidence of insurance is provided.

(1) The insurance must provide for 60 days prior written notice to be given to the County in the event coverage is substantially changed, canceled or non-renewed. All deductibles or self-insured retentions on referenced insurance coverages must be borne by Contractor. Contractor agrees that insurers waive their rights of subrogation against the County of Cook, its employees, elected officials, agents or representatives.

(2) The coverages and limits furnished by Contractor in no way limit Contractor's liabilities and responsibilities specified within this Agreement or by law. Any insurance or self-insurance programs maintained by the County of Cook apply in excess of and do not contribute with insurance provided by Contractor under this Agreement.

(3) The required insurance is not limited by any limitations expressed in the indemnification language in this Agreement or any limitation placed on the indemnity in this Agreement given as a matter of law.

(4) Contractor must require all Subcontractors to provide the insurance required in this Agreement, or Contractor may provide the coverages for Subcontractors. All Subcontractors are subject to the same insurance requirements as Contractor unless otherwise specified in this Agreement. If Contractor or Subcontractor desires additional coverages, the party desiring the additional coverages is responsible for its acquisition and cost.

(5) The County's Risk Management Office maintains the right to modify, delete, alter or change these requirements. "Risk Management Office" means the Risk Management Office, which is under the direction of the Director of Risk Management and is charged with reviewing and analyzing insurance and related liability matters for the County.

f) Indemnification

The Contractor covenants and agrees to indemnify and save harmless the County and its commissioners, officials, employees, agents and representatives, and their respective heirs, successors and assigns, from and against any and all costs, expenses, attorney's fees, losses, damages and liabilities incurred or suffered directly or indirectly from or attributable to any claims arising out of or incident to the performance or nonperformance of the Contract by the Contractor, or the acts or omissions of the officers, agents, employees, contractors, subcontractors, licensees or invitees of the Contractor. The Contractor expressly understands and agrees that any Performance Bond or insurance protection required of the Contractor, or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify the County as hereinabove provided.

g) Confidentiality and Ownership of Documents

Contractor acknowledges and agrees that information regarding this Contract is confidential and shall not be disclosed, directly, indirectly or by implication, or be used by Contractor in any way, whether during the term of this Contract or at any time thereafter, except solely as required in the course of Contractor's performance hereunder. Contractor shall comply with the applicable privacy laws and regulations affecting County and will not disclose any of County's records, materials, or other data to any third party. Contractor shall not have the right to compile and distribute statistical analyses and reports utilizing data derived from information or data obtained from County without the prior written approval of County. In the event such approval is given, any such reports published and distributed by Contractor shall be furnished to County without charge.

All documents, data, studies, reports, work product or product created as a result of the performance of the Contract (the "Documents") shall be included in the Deliverables and shall be the property of the County of Cook. It shall be a breach of this Contract for the Contractor to reproduce or use any documents, data, studies, reports, work product or product obtained from the County of Cook or any Documents created hereby, whether such reproduction or use is for Contractor's own purposes or for those of any third party. During the performance of the Contract Contractor shall be responsible of any loss or damage to the Documents while they are in Contractor's possession, and any such loss or damage shall be restored at the expense of the Contractor. The County and its designees shall be afforded full access to the Documents and the work at all times.

h) Patents, Copyrights and Licenses

If applicable, Contractor shall furnish the Chief Procurement Officer with all licenses required for the County to utilize any software, including firmware or middleware, provided by Contractor as part of the Deliverables. Such licenses shall be clearly marked with a reference to the number of this County Contract. Contractor shall also furnish a copy of such licenses to the Chief Procurement Officer. Unless otherwise stated in these Contract documents, such licenses shall be perpetual and shall not limit the number of persons who may utilize the software on behalf of the County.

Contractor agrees to hold harmless and indemnify the County, its officers, agents, employees and affiliates from and defend, at its own expense (including reasonable attorneys', accountants' and Contractors' fees), any suit or proceeding brought against County based upon a claim that the ownership and/or use of equipment, hardware and software or any part thereof provided to the County or utilized in performing Contractor's services constitutes an infringement of any patent, copyright or license or any other property right.

In the event the use of any equipment, hardware or software or any part thereof is enjoined, Contractor with all reasonable speed and due diligence shall provide or otherwise secure for County, at the Contractor's election, one of the following: the right to continue use of the equipment, hardware or software; an equivalent system having the Specifications as provided in this Contract; or Contractor shall modify the system or its component parts so that they become non-infringing while performing in a substantially similar manner to the original system, meeting the requirements of this Contract.

i) Examination of Records and Audits

The Contractor agrees that the Cook County Auditor or any of its duly authorized representatives shall, until expiration of three (3) years after the final payment under the Contract, have access and the right to examine any books, documents, papers, canceled checks, bank statements, purveyor's and other invoices, and records of the Contractor related to the Contract, or to Contractor's compliance with any term, condition or provision thereof. The Contractor shall be responsible for establishing and maintaining records sufficient to document the costs associated with performance under the terms of this Contract.

The Contractor further agrees that it shall include in all of its subcontracts hereunder a provision to the effect that the subcontractor agrees that the Cook County Auditor or any of its duly authorized representatives shall, until expiration of three (3) years after final payment under the subcontract, have access and the right to examine any books, documents, papers, canceled checks, bank statements, purveyor's and other invoices and records of such subcontractor involving transactions relating to the subcontract, or to such subcontractor's compliance with any term, condition or provision thereunder or under the Contract.

In the event the Contractor receives payment under the Contract, reimbursement for which is later disallowed by the County, the Contractor shall promptly refund the disallowed amount to the County on request, or at the County's option, the County may credit the amount disallowed from the next payment due or to become due to the Contractor under any contract with the County.

To the extent this Contract pertains to Deliverables which may be reimbursable under the Medicaid or Medicare Programs, Contractor shall retain and make available upon request, for a period of four (4) years after furnishing services pursuant to this Agreement, the contract, books, documents and records which are necessary to certify the nature and extent of the costs of such services if requested by the Secretary of Health and Human Services or the Comptroller General of the United States or any of their duly authorized representatives. If Contractor carries out any of its duties under the Agreement through a subcontract with a related organization involving a value of cost of \$10,000.00 or more over a 12 month period, Contractor will cause such subcontract to contain a clause to the effect that, until the expiration of four years after the furnishing of any service pursuant to said subcontract, the related organization will make available upon request of the Secretary of Health and Human Services or the Comptroller General of the United States or any of their duly authorized representatives, copies of said subcontract and any books, documents, records and other data of said related organization that are necessary to certify the nature and extent of such costs. This paragraph relating to the retention and production of documents is included because of possible application of Section 1861(v)(1)(I) of the Social Security Act to this Agreement; if this Section should be found to be inapplicable, then this paragraph shall be deemed inoperative and without force and effect.

j) Subcontract Subcontracting or Assignment of Contract or Contract Funds

Once awarded, this Contract shall not be subcontracted or assigned, in whole or in part, without the advance written approval of the Chief Procurement Officer, which approval shall be granted or withheld at the sole discretion of the Chief Procurement Officer. In no case, however, shall such approval relieve the Contractor from its obligations or change the terms of the Contract. The Contractor shall not transfer or assign any Contract funds or any interest therein due or to become due without the advance written approval of the Chief Procurement Officer. The unauthorized subcontracting or assignment of the Contract, in whole or in part, or the unauthorized transfer or assignment of any Contract funds, either in whole or in part, or any interest therein, which shall be due or are to become due the Contractor shall have no effect on the County and are null and void.

Prior to the commencement of the Contract, the Contractor shall identify in writing to the Chief Procurement Officer the names of any and all subcontractors it intends to use in the performance of the Contract. The Chief Procurement Officer shall have the right to disapprove any subcontractor. Identification of subcontractors to the Chief Procurement Officer shall be in addition to any communications with County offices other than the Chief Procurement Officer. All subcontractors shall be subject to the terms of this Contract. Contractor shall incorporate into all subcontracts all of the provisions of the Contract which affect such subcontract. Copies of subcontracts shall be provided to the Chief Procurement Officer upon request.

The Contractor must disclose the name and business address of each subcontractor, attorney, lobbyist, accountant, Contractor and any other person or entity whom the Contractor has retained or expects to retain in connection with the Matter, as well as the nature of the relationship, and the total amount of the fees paid or estimated to be paid. The Contractor is not required to disclose employees who are paid or estimated to be paid. The Contractor is not required to disclose employees who are paid solely through the contractor's regular payroll. "Lobbyist" means any person or entity who undertakes to influence any legislation or administrative action on behalf of any person or entity other than: 1) a not-for-profit entity, on an unpaid basis, or (2), himself. "Lobbyist" also means any person or entity any part of whose duties as an employee of another includes undertaking to influence any legislative or administrative action. If the Contractor is uncertain whether a disclosure is required under this Section, the Contractor must either ask the County, whether disclosure is required or make the disclosure.

The County reserves the right to prohibit any person from entering any County facility for any reason. All contractors and subcontractors of the Contractor shall be accountable to the Chief Procurement Officer or his designee while on any County property and shall abide by all rules and regulations imposed by the County.

ARTICLE 4) TERM OF PERFORMANCE

a) Term of Performance

This Agreement takes effect when approved by the Cook County Board and its term shall begin on August 1, 2013 ("**Effective Date**") and continue until July 31, 2014 or until this Agreement is terminated in accordance with its terms, whichever occurs first.

b) Timeliness of Performance

- i) Contractor must provide the Services and Deliverables within the term and within the time limits required under this Agreement, pursuant to the provisions of Section 4.a and Exhibit 1. Further, Contractor acknowledges that **TIME IS OF THE ESSENCE** and that the failure of Contractor to comply with the time limits described in this Section 4.2 may result in economic or other losses to the County.
- ii) Neither Contractor nor Contractor's agents, employees or Subcontractors are entitled to any damages from the County, nor is any party entitled to be reimbursed by the County, for damages, charges or other losses or expenses incurred by Contractor by reason of delays or hindrances in the performance of the Services, whether or not caused by the County.

ARTICLE 5) COMPENSATION

a) Basis of Payment

The County will pay Contractor \$200,000.00 for the services listed in Exhibit 1, Scope of Services.

b) Method of Payment

Contractor shall submit all invoices to the Justice Advisory Council for payment. The invoices shall contain a detailed description of the Deliverables for which payment is requested. All invoices shall reflect the amounts invoiced by and the amounts paid to the Contractor as of the date of the invoice, and shall be submitted together with a properly completed County Voucher form (29A). Invoices for new charges shall not include "past due" amounts, if any, which amounts must be set forth on a separate invoice. No payments shall be made with respect to invoices which do not include the County Voucher form or which otherwise fail to comply with the requirements of this paragraph. Contractor shall not be entitled to invoice the County for any late fees or other penalties.

c) Funding

Payments under this Agreement must not exceed \$200,000.00 without a written amendment in accordance with Section 10.c.

d) Non-Appropriation

If no funds or insufficient funds are appropriated and budgeted in any fiscal period of the County for payments to be made under this Agreement, then the County will notify Contractor in writing of that occurrence, and this Agreement will terminate on the earlier of the last day of the fiscal period for which sufficient appropriation was made or whenever the funds appropriated for payment under this Agreement are exhausted. Payments for Services completed to the date of notification will be made to Contractor. No payments will be made or due to Contractor and under this Agreement beyond those amounts appropriated and budgeted by the County to fund payments under this Agreement.

e) Taxes

Federal Excise Tax does not apply to materials purchased by the County by virtue of Exemption Certificate No. 36-75-0038K. Illinois Retailers' Occupation Tax, Use Tax and Municipal Retailers' Occupation Tax do not apply to deliverables, materials or services purchased by the County by virtue of statute. The price or prices quoted herein shall include any and all other federal and/or state, direct and/or indirect taxes which apply to this Contract. The County's State of Illinois Sales Tax Exemption Identification No. is E-9998-2013-05.

f) Price Reduction

If at any time after the contract award, Contractor makes a general price reduction in the price of any of the Deliverables, the equivalent price reduction based on similar quantities and/or considerations shall apply to this Contract for the duration of the Contract period. For purposes of this Section 5.f., Price Reduction, a general price reduction shall include reductions in the effective price charged by Contractor by reason of rebates, financial incentives, discounts, value points or other benefits with respect to the purchase of the Deliverables. Such price reductions shall be effective at the same time and in the same manner as the reduction Contractor makes in the price of the Deliverables to its prospective customers generally.

g) Contractor Credits

To the extent the Contractor gives credits toward future purchases of goods or services, financial incentives, discounts, value points or other benefits based on the purchase of the materials or services provided for under this Contract, such credits belong to the County and not any specific using department. Contractor shall reflect any such credits on its invoices and in the amounts it invoices the County.

ARTICLE 6) DISPUTES

Any dispute arising under the Contract between the County and Contractor shall be decided by the Chief Procurement Officer. The complaining party shall submit a written statement detailing the dispute and specifying the specific relevant Contract provision(s) to the Chief Procurement Officer. Upon request of the Chief Procurement Officer, the party complained against shall respond to the complaint in writing within five days of such request. The Chief Procurement Officer will reduce her decision to writing and mail or otherwise furnish a copy thereof to the Contractor. The decision of the Chief Procurement Officer will be final and binding. Dispute resolution as provided herein shall be a condition precedent to any other action at law or in equity. However, unless a notice is issued by the Chief Procurement Officer indicating that additional time is required to review a dispute, the parties may exercise their contractual remedies, if any, if no decision is made within sixty (60) days following notification to the Chief Procurement Officer of a dispute. No inference shall be drawn from the absence of a decision by the Chief Procurement Officer. Notwithstanding a dispute, Contractor shall continue to discharge all its obligations, duties and responsibilities set forth in the Contract during any dispute resolution proceeding unless otherwise agreed to by the County in writing.

ARTICLE 7) COMPLIANCE WITH ALL LAWS

The Contractor shall observe and comply with the laws, ordinances, regulations and codes of the Federal, State, County and other local government agencies which may in any manner affect the performance of the Contract including, but not limited to, those County Ordinances set forth in the Certifications attached hereto and incorporated herein. Assurance of compliance with this requirement by the Contractor's employees, agents or subcontractors shall be the responsibility of the Contractor.

The Contractor shall secure and pay for all federal, state and local licenses, permits and fees required hereunder.

ARTICLE 8) SPECIAL CONDITIONS

a) Warranties and Representations

In connection with signing and carrying out this Agreement, Contractor:

- i) warrants that Contractor is appropriately licensed under Illinois law to perform the Services required under this Agreement and will perform no Services for which a professional license is required by law and for which Contractor is not appropriately licensed;
- ii) warrants it is financially solvent; it and each of its employees, agents and Subcontractors of any tier are competent to perform the Services required under this Agreement; and Contractor is legally authorized to execute and perform or cause to be performed this Agreement under the terms and conditions stated in this Agreement;
- iii) warrants that it will not knowingly use the services of any ineligible Contractor or Subcontractor for any purpose in the performance of its Services under this Agreement;
- iv) warrants that Contractor and its Subcontractors are not in default at the time this Agreement is signed, and have not been considered by the Chief Procurement Officer to have, within 5 years immediately preceding the date of this Agreement, been found to be in default on any contract awarded by the County ;

- v) represents that it has carefully examined and analyzed the provisions and requirements of this Agreement; it understands the nature of the Services required; from its own analysis it has satisfied itself as to the nature of all things needed for the performance of this Agreement; this Agreement is feasible of performance in accordance with all of its provisions and requirements, and Contractor warrants it can and will perform, or cause to be performed, the Services in strict accordance with the provisions and requirements of this Agreement;
- vi) represents that Contractor and, to the best of its knowledge, its Subcontractors are not in violation of the provisions of the Illinois Criminal Code, 720 ILCS 5/33E as amended, and the Illinois Municipal Code, 65 ILCS 5/11-42.1-1; and
- vii) acknowledges that any certification, affidavit or acknowledgment made under oath in connection with this Agreement is made under penalty of perjury and, if false, is also cause for termination under Sections 9.1 and 9.3.

b) Ethics

In addition to the foregoing warranties and representations, Contractor warrants:

- i. no officer, agent or employee of the County is employed by Contractor or has a financial interest directly or indirectly in this Agreement or the compensation to be paid under this Agreement except as may be permitted in writing by the Board of Ethics.
- ii. no payment, gratuity or offer of employment will be made in connection with this Agreement by or on behalf of any Subcontractors to the prime Contractor or higher tier Subcontractors or anyone associated with them, as an inducement for the award of a subcontract or order.

c) Joint and Several Liability

If Contractor, or its successors or assigns, if any, is comprised of more than one individual or other legal entity (or a combination of them), then under this Agreement, each and without limitation every obligation or undertaking in this Agreement to be fulfilled or performed by Contractor is the joint and several obligation or undertaking of each such individual or other legal entity.

d) Business Documents

At the request of the County, Contractor must provide copies of its latest articles of incorporation, by-laws and resolutions, or partnership or joint venture agreement, as applicable.

e) Conflicts of Interest

- i) No member of the governing body of the County or other unit of government and no other officer, employee or agent of the County or other unit of government who exercises any functions or responsibilities in connection with the Services to which this Agreement pertains is permitted to have any personal interest, direct or indirect, in this Agreement. No member of or delegate to the Congress of the United States or the Illinois General Assembly and no Commissioner of the Cook County Board or County employee is allowed to be admitted to any share or part of this Agreement or to any financial benefit to arise from it.
- ii) Contractor covenants that it, and to the best of its knowledge, its Subcontractors if any (collectively, "**Consulting Parties**"), presently have no direct or indirect interest and will not acquire any interest, direct or indirect, in any project or contract that would conflict in any manner or degree with the performance of its Services under this Agreement.
- iii) Upon the request of the County, Contractor must disclose to the County its past client list and the names of any clients with whom it has an ongoing relationship. Contractor is not permitted to perform any Services for the County on applications or other documents submitted to the County by any of Contractor's past or present clients. If Contractor becomes aware of a conflict, it must immediately stop work on the assignment causing the conflict and notify the County.
- iv) Without limiting the foregoing, if the Consulting Parties assist the County in determining the advisability or feasibility of a project or in recommending, researching, preparing, drafting or issuing a request for proposals or bid specifications for a project, the Consulting Parties must not participate, directly or indirectly, as a prime, subcontractor or joint venturer in that project or in the preparation of a proposal or bid for that project during the term of this Agreement or afterwards. The Consulting Parties may, however, assist the County in reviewing the proposals or bids for the project if none of the Consulting Parties have a relationship with the persons or entities that submitted the proposals or bids for that project.

- v) The Contractor further covenants that, in the performance of this Agreement, no person having any conflicting interest will be assigned to perform any Services or have access to any confidential information, as defined in Section 3.11 of this Agreement. If the County, by the Chief Procurement Officer in his reasonable judgment, determines that any of Contractor's Services for others conflict with the Services Contractor is to render for the County under this Agreement, Contractor must terminate such other services immediately upon request of the County.
- vi) Furthermore, if any federal funds are to be used to compensate or reimburse Contractor under this Agreement, Contractor represents that it is and will remain in compliance with federal restrictions on lobbying set forth in Section 319 of the Department of the Interior and Related Agencies Appropriations Act for Fiscal year 1990, 31 U.S.C. § 1352, and related rules and regulations set forth at 54 Fed. Reg. 52,309 ff. (1989), as amended. If federal funds are to be used, Contractor must execute a Certification Regarding Lobbying, which will be attached as an exhibit and incorporated by reference as if fully set forth here.

f) Non-Liability of Public Officials

Contractor and any assignee or Subcontractor of Contractor must not charge any official, employee or agent of the County personally with any liability or expenses of defense or hold any official, employee or agent of the County personally liable to them under any term or provision of this Agreement or because of the County's execution, attempted execution or any breach of this Agreement.

ARTICLE 9) EVENTS OF DEFAULT, REMEDIES, TERMINATION, SUSPENSION AND RIGHT TO OFFSET

a) Events of Default Defined

The following constitute events of default:

- i) Any material misrepresentation, whether negligent or willful and whether in the inducement or in the performance, made by Contractor to the County.
- ii) Contractor's material failure to perform any of its obligations under this Agreement including the following:
 - (a) Failure due to a reason or circumstances within Contractor's reasonable control to perform the Services with sufficient personnel and equipment or with sufficient material to ensure the performance of the Services;

- (b) Failure to perform the Services in a manner reasonably satisfactory to the Chief Procurement Officer or inability to perform the Services satisfactorily as a result of insolvency, filing for bankruptcy or assignment for the benefit of creditors;
 - (c) Failure to promptly re-perform within a reasonable time Services that were rejected as erroneous or unsatisfactory;
 - (d) Discontinuance of the Services for reasons within Contractor's reasonable control; and
 - (e) Failure to comply with any other material term of this Agreement, including the provisions concerning insurance and nondiscrimination.
- iii) Any change in ownership or control of Contractor without the prior written approval of the Chief Procurement Officer, which approval the Chief Procurement Officer will not unreasonably withhold.
 - iv) Contractor's default under any other agreement it may presently have or may enter into with the County during the life of this Agreement. Contractor acknowledges and agrees that in the event of a default under this Agreement the County may also declare a default under any such other Agreements.
 - (v) Failure to comply with Section 7a. in the performance of the Agreement.
 - (vi) Contractor's repeated or continued violations of County ordinances unrelated to performance under the Agreement that in the opinion of the Chief Procurement Officer indicate a willful or reckless disregard for County laws and regulations.

b) Remedies

The occurrence of any event of default permits the County, at the County's sole option, to declare Contractor in default. The Chief Procurement Officer may in his sole discretion give Contractor an opportunity to cure the default within a certain period of time, which period of time must not exceed 30 days, unless extended by the Chief Procurement Officer. Whether to declare Contractor in default is within the sole discretion of the Chief Procurement Officer and neither that decision nor the factual basis for it is subject to review or challenge under the Disputes provision of this Agreement.

The Chief Procurement Officer will give Contractor written notice of the default, either in the form of a cure notice ("**Cure Notice**"), or, if no opportunity to cure will be granted, a default notice ("**Default Notice**"). If the Chief Procurement Officer gives a Default Notice, he will also indicate any present intent he may have to terminate this Agreement, and the decision to terminate (but not the decision not to terminate) is final and effective upon giving the notice. The Chief Procurement Officer may give a Default Notice if Contractor fails to effect a cure within the cure period given in a Cure Notice. When a Default Notice with intent to terminate is given as provided in this Section 9.b and Article 11, Contractor must discontinue any Services, unless otherwise directed in the notice, and deliver all materials accumulated in the performance of this Agreement, whether completed or in the process, to the County. After giving a Default Notice, the County may invoke any or all of the following remedies:

- i) The right to take over and complete the Services, or any part of them, at Contractor's expense and as agent for Contractor, either directly or through others, and bill Contractor for the cost of the Services, and Contractor must pay the difference between the total amount of this bill and the amount the County would have paid Contractor under the terms and conditions of this Agreement for the Services that were assumed by the County as agent for the Contractor under this Section 9.2;
- ii) The right to terminate this Agreement as to any or all of the Services yet to be performed effective at a time specified by the County;
- iii) The right of specific performance, an injunction or any other appropriate equitable remedy;
- iv) The right to money damages;
- v) The right to withhold all or any part of Contractor's compensation under this Agreement;
- vi) The right to consider Contractor non-responsible in future contracts to be awarded by the County.

If the Chief Procurement Officer considers it to be in the County's best interests, he may elect not to declare default or to terminate this Agreement. The parties acknowledge that this provision is solely for the benefit of the County and that if the County permits Contractor to continue to provide the Services despite one or more events of default, Contractor is in no way relieved of any of its responsibilities, duties or obligations under this Agreement, nor does the County waive or relinquish any of its rights.

The remedies under the terms of this Agreement are not intended to be exclusive of any other remedies provided, but each and every such remedy is cumulative and is in addition to any other remedies, existing now or later, at law, in equity or by statute. No delay or omission to exercise any right or power accruing upon any event of default impairs any such right or power, nor is it a waiver of any event of default nor acquiescence in it, and every such right and power may be exercised from time to time and as often as the County considers expedient.

c) Early Termination

In addition to termination under Sections 9.1 and 9.2 of this Agreement, the County may terminate this Agreement, or all or any portion of the Services to be performed under it, at any time by a notice in writing from the County to Contractor. The County will give notice to Contractor in accordance with the provisions of Article 11. The effective date of termination will be the date the notice is received by Contractor or the date stated in the notice, whichever is later. If the County elects to terminate this Agreement in full, all Services to be provided under it must cease and all materials that may have been accumulated in performing this Agreement, whether completed or in the process, must be delivered to the County effective 10 days after the date the notice is considered received as provided under Article 11 of this Agreement (if no date is given) or upon the effective date stated in the notice.

After the notice is received, Contractor must restrict its activities, and those of its Subcontractors, to winding down any reports, analyses, or other activities previously begun. No costs incurred after the effective date of the termination are allowed. Payment for any Services actually and satisfactorily performed before the effective date of the termination is on the same basis as set forth in Article 5, but if any compensation is described or provided for on the basis of a period longer than 10 days, then the compensation must be prorated accordingly. No amount of compensation, however, is permitted for anticipated profits on unperformed Services. The County and Contractor must attempt to agree on the amount of compensation to be paid to Contractor, but if not agreed on, the dispute must be settled in accordance with Article 6 of this Agreement. The payment so made to Contractor is in full settlement for all Services satisfactorily performed under this Agreement.

Contractor must include in its contracts with Subcontractors an early termination provision in form and substance equivalent to this early termination provision to prevent claims against the County arising from termination of subcontracts after the early termination. Contractor will not be entitled to make any early termination claims against the County resulting from any Subcontractor's claims against Contractor or the County to the extent inconsistent with this provision.

If the County's election to terminate this Agreement for default under Sections 9.1 and 9.2 is determined in a court of competent jurisdiction to have been wrongful, then in that case the termination is to be considered to be an early termination under this Section 9.3.

d) Suspension

The County may at any time request that Contractor suspend its Services, or any part of them, by giving 15 days prior written notice to Contractor or upon informal oral, or even no notice, in the event of emergency. No costs incurred after the effective date of such suspension are allowed. Contractor must promptly resume its performance of the Services under the same terms and conditions as stated in this Agreement upon written notice by the Chief Procurement Officer and such equitable extension of time as may be mutually agreed upon by the Chief Procurement Officer and Contractor when necessary for continuation or completion of Services. Any additional costs or expenses actually incurred by Contractor as a result of recommencing the Services must be treated in accordance with the compensation provisions under Article 5 of this Agreement.

No suspension of this Agreement is permitted in the aggregate to exceed a period of 45 days within any one year of this Agreement. If the total number of days of suspension exceeds 45 days, Contractor by written notice may treat the suspension as an early termination of this Agreement under Section 9.3.

e) Right to Offset

i) In connection with performance under this Agreement:

The County may offset any excess costs incurred:

- (i) if the County terminates this Agreement for default or any other reason resulting from Contractor's performance or non-performance;
- (ii) if the County exercises any of its remedies under Section 9.2 of this Agreement; or
- (iii) if the County has any credits due or has made any overpayments under this Agreement.

The County may offset these excess costs by use of any payment due for Services completed before the County terminated this Agreement or before the County exercised any remedies. If the amount offset is insufficient to cover those excess costs, Contractor is liable for and must promptly remit to the County the balance upon written demand for it. This right to offset is in addition to and not a limitation of any other remedies available to the County.

f.) Delays

Contractor agrees that no charges or claims for damages shall be made by Contractor for any delays or hindrances from any cause whatsoever during the progress of any portion of this Contract.

g.) Prepaid Fees

In the event this Contract is terminated by either party, for cause or otherwise, and the County has prepaid for any Deliverables, Contractor shall refund to the County, on a prorated basis to the effective date of termination, all amounts prepaid for Deliverables not actually provided as of the effective date of the termination. The refund shall be made within fourteen (14) days of the effective date of termination.

ARTICLE 10) GENERAL CONDITIONS

a) Entire Agreement

i) General

This Agreement, and the exhibits attached to it and incorporated in it, constitute the entire agreement between the parties and no other warranties, inducements, considerations, promises or interpretations are implied or impressed upon this Agreement that are not expressly addressed in this Agreement.

ii) No Collateral Agreements

Contractor acknowledges that, except only for those representations, statements or promises expressly contained in this Agreement and any exhibits attached to it and incorporated by reference in it, no representation, statement or promise, oral or in writing, of any kind whatsoever, by the County, its officials, agents or employees, has induced Contractor to enter into this Agreement or has been relied upon by Contractor, including any with reference to: (i) the meaning, correctness, suitability or completeness of any provisions or requirements of this Agreement; (ii) the nature of the Services to be performed; (iii) the nature, quantity, quality or volume of any materials, equipment, labor and other facilities needed for the performance of this Agreement; (iv) the general conditions which may in any way affect this Agreement or its performance; (v) the compensation provisions of this Agreement; or (vi) any other matters, whether similar to or different from those referred to in (i) through (vi) immediately above, affecting or having any connection with this Agreement, its negotiation, any discussions of its performance or those employed or connected or concerned with it.

iii) No Omissions

Contractor acknowledges that Contractor was given an opportunity to review all documents forming this Agreement before signing this Agreement in order that it might request inclusion in this Agreement of any statement, representation, promise or provision that it desired or on that it wished to place reliance. Contractor did so review those documents, and either every such statement, representation, promise or provision has been included in this Agreement or else, if omitted, Contractor relinquishes the benefit of any such omitted statement, representation, promise or provision and is willing to perform this Agreement in its entirety without claiming reliance on it or making any other claim on account of its omission.

b) Counterparts

This Agreement is comprised of several identical counterparts, each to be fully signed by the parties and each to be considered an original having identical legal effect.

c) Modifications and Amendments

The parties may during the term of the Contract make modifications and amendments to the Contract but only as provided in this section. Such modifications and amendments shall only be made by mutual agreement in writing.

In the case of Contracts not approved by the Board, the Chief Procurement Officer may amend a contract provided that any such amendment does not extend the Contract by more than one (1) year, and further provided that the total cost of all such amendments does not increase the total amount of the Contract beyond \$150,000. Such action may only be made with the advance written approval of the Chief Procurement Officer. If the amendment extends the Contract beyond one (1) year or increases the total award amount beyond \$150,000, then Board approval will be required.

No County department or employee thereof has authority to make any modifications or amendments to this Contract. Any modifications or amendments to this Contract made without the express written approval of the Chief Procurement Officer is void and unenforceable.

Contractor is hereby notified that, except for modifications and amendments which are made in accordance with this Section 10.c., Modifications and Amendments, no County department or employee thereof has authority to make any modification or amendment to this Contract.

d) Governing Law and Jurisdiction

This Contract shall be governed by and construed under the laws of the State of Illinois. The Contractor irrevocably agrees that, subject to the County's sole and absolute election to the contrary, any action or proceeding in any way, manner or respect arising out of the Contract, or arising from any dispute or controversy arising in connection with or related to the Contract, shall be litigated only in courts within the Circuit Court of Cook County, State of Illinois, and the Contractor consents and submits to the jurisdiction thereof. In accordance with these provisions, Contractor waives any right it may have to transfer or change the venue of any litigation brought against it by the County pursuant to this Contract.

e) Severability

If any provision of this Agreement is held or considered to be or is in fact invalid, illegal, inoperative or unenforceable as applied in any particular case in any jurisdiction or in all cases because it conflicts with any other provision or provisions of this Agreement or of any constitution, statute, ordinance, rule of law or public policy, or for any other reason, those circumstances do not have the effect of rendering the provision in question invalid, illegal, inoperative or unenforceable in any other case or circumstances, or of rendering any other provision or provisions in this Agreement invalid, illegal, inoperative or unenforceable to any extent whatsoever. The invalidity, illegality, inoperativeness or unenforceability of any one or more phrases, sentences, clauses or sections in this Agreement does not affect the remaining portions of this Agreement or any part of it.

f) Assigns

All of the terms and conditions of this Agreement are binding upon and inure to the benefit of the parties and their respective legal representatives, successors and assigns.

g) Cooperation

Contractor must at all times cooperate fully with the County and act in the County's best interests. If this Agreement is terminated for any reason, or if it is to expire on its own terms, Contractor must make every effort to assure an orderly transition to another provider of the Services, if any, orderly demobilization of its own operations in connection with the Services, uninterrupted provision of Services during any transition period and must otherwise comply with the reasonable requests and requirements of the Department in connection with the termination or expiration.

h) Waiver

Nothing in this Agreement authorizes the waiver of a requirement or condition contrary to law or ordinance or that would result in or promote the violation of any federal, state or local law or ordinance.

Whenever under this Agreement the County by a proper authority waives Contractor's performance in any respect or waives a requirement or condition to either the County's or Contractor's performance, the waiver so granted, whether express or implied, only applies to the particular instance and is not a waiver forever or for subsequent instances of the performance, requirement or condition. No such waiver is a modification of this Agreement regardless of the number of times the County may have waived the performance, requirement or condition. Such waivers must be provided to Contractor in writing.

i) Independent Contractor

This Agreement is not intended to and will not constitute, create, give rise to, or otherwise recognize a joint venture, partnership, corporation or other formal business association or organization of any kind between Contractor and the County. The rights and the obligations of the parties are only those expressly set forth in this Agreement. Contractor must perform under this Agreement as an independent contractor and not as a representative, employee, agent, or partner of the County.

This Agreement is between the County and an independent contractor and, if Contractor is an individual, nothing provided for under this Agreement constitutes or implies an employer-employee relationship such that:

- i) The County will not be liable under or by reason of this Agreement for the payment of any compensation award or damages in connection with the Contractor performing the Services required under this Agreement.
- ii) Contractor is not entitled to membership in the County Pension Fund, Group Medical Insurance Program, Group Dental Program, Group Vision Care, Group Life Insurance Program, Deferred Income Program, vacation, sick leave, extended sick leave, or any other benefits ordinarily provided to individuals employed and paid through the regular payrolls of the County.
- iii) The County is not required to deduct or withhold any taxes, FICA or other deductions from any compensation provided to the Contractor.

j) Governmental Joint Purchasing Agreement

Pursuant to Section 4 of the Illinois Governmental Joint Purchasing Act (30 ILCS 525) and the Joint Purchase Agreement approved by the Cook County Board of Commissioners (April 9, 1965), other units of government may purchase goods or services under this contract.

ARTICLE 11) NOTICES

All notices required pursuant to this Contract shall be in writing and addressed to the parties at their respective addresses set forth below. All such notices shall be deemed duly given if hand delivered or if deposited in the United States mail, postage prepaid, registered or certified, return receipt requested. Notice as provided herein does not waive service of summons or process.

If to the County: Justice Advisory Council
69 West Washington, Room
Chicago, Illinois 60602
Attention: Department Director

and

Cook County Chief Procurement Officer
118 North Clark Street, Room 1018
Chicago, Illinois 60602
(Include County Contract Number on all notices)

If to Contractor: Youth Advocate Programs, Inc.
2007 N. Third Street
Harrisburg, PA 17102

Changes in these addresses must be in writing and delivered in accordance with the provisions of this Article 11. Notices delivered by mail are considered received three days after mailing in accordance with this Article 11. Notices delivered personally are considered effective upon receipt. Refusal to accept delivery has the same effect as receipt.

ARTICLE 12) AUTHORITY

Execution of this Agreement by Contractor is authorized by a resolution of its Board of Directors, if a corporation, or similar governing document, and the signature(s) of each person signing on behalf of Contractor have been made with complete and full authority to commit Contractor to all terms and conditions of this Agreement, including each and every representation, certification and warranty contained in it, including the representations, certifications and warranties collectively incorporated by reference in it.

EXHIBIT 1

Scope of Services

Scope of Work

Contractor shall provide services and/or programs in one or more of the targeted areas of behavioral health, education, skill building, community building, balanced and restorative justice, civic engagement, youth engagement, employment, or mentoring. The Contractor shall define the number of individuals that it intends to serve within the proposal.

Program Methodology

Contractor must understand the impact of violence on victims, perpetrators, people who are both victims and perpetrators, families, and the community as whole and the intersection between environment, criminal justice, education, employment, interpersonal and intrapersonal skills, community involvement, and violence and the challenges for obtaining services and meaningful programming in the community.

The model shall be based on an integrated team approach (this may include staff cooperation and communication, community collaboration, multiple service provider collaboration, etc.) and be adaptable and based on current realities. The proposed model shall specifically recognize and assess the roles of: history of trauma and violence; co-occurring disorders; family relationships; parenthood; peer supports; community stability and socialization; connectedness with societal values; education; income and employment; and ancillary services. Programs should utilize a strength and asset-based, motivational approach to treatment and skill building and selection of staff that have embraced this approach.

Programming shall focus on enhancing participants' functioning and behavior, developing skills for living a productive life within the community and engaging in behaviors that contribute to positive outcomes through job training, mentoring, balanced and restorative justice practices or other needed services. All with the overarching goal of reducing factors that put the individual at a higher risk of violence involvement. The goal should be to build off of these individual services to strengthen communities and reduce violence.

The Contractor shall offer a safe, supportive and encouraging environment that encourages trust, bonding, and connection. Staff selection should take into account the population being served with consideration to parity, economic challenges and cultural values. All programs shall work to reduce risk factors for violence and improve outcomes. Strategies may include cognitive-behavioral strategies that shall promote critical thinking and healthy decision-making. The overall focus shall be on enhancing participants' functioning and behavior, developing skills for living a productive life within the community and engaging in behaviors that contribute to positive outcomes in society.

The providers shall offer a safe, supportive and encouraging environment that encourages trust, bonding, and connection. Staff selection should take into account the population being served with consideration to parity, economic challenges and cultural values.

Program needs for clients may include, but are not limited to the following list:

- Homelessness
- Life skills
- Problem-solving skills
- Employment
- Education
- Criminality, criminal thinking, criminal identity, and the criminal code (shared values)
- Participant manipulativeness
- Denial
- Resistance
- Guilt, stigma, and shame
- Anger and hostility
- Domestic violence
- Exposure to violence
- Cultural identity (cultural background and race)
- Immigration Services
- Language needs (translation services, etc.)
- Role as family member and/or parent
- Motivation
- Creating therapeutic alliances
- Striving for counselor credibility
- Striving for cultural competence
- Designing treatment to reflect stages of change
- Self-management skills (relapse prevention)
- Peer support and feedback
- Pro-social activities
- Reentry services
- Healthy Lifestyle issues
- Support Healthy/Pro-social choices
- Early childhood prevention and intervention
- Conflict Resolution skills
- Gang intervention/prevention
- Individualized mentoring
- Community building
- Balanced and Restorative Justice Practices

The above list is provided to show the need for comprehensive, integrated and holistic thinking when designing programs for clients at risk of violence involvement. The Contractor shall address these issues either internally or through linkages in the local human service system. This list does not preclude the Contractor from addressing additional issues and the Contractor is encouraged to expand areas of topical issues in its service delivery.

Contractor's staff shall show equitable treatment by staff towards all participants throughout their course of treatment.

Project Component

The JAC is looking for a creative, but evidence based approach to reducing violence. The expectation is that programs will provide innovative programming in a community friendly manner. The program shall maintain continuous focus on planning and implementation of services that support individuals and communities and shall work collaboratively with the initiatives that support services to reduce violence.

The grant recipient shall be required to ensure confidentiality and shall agree that all information about its work and the work performed by the JAC shall remain confidential. This includes, and is not limited to, all information about the programs supplied to the grant recipient by the JAC and the County.

Record Keeping Procedure

The JAC requires the grant recipient to create and retain participant files service plans and records, when applicable. The participant record information shall include the participants' names, addresses and services provided.

Quarterly Reports and Site Visits

Grant recipients will be required to submit quarterly narrative reports for the duration of the grant. The last quarterly report may be considered a final report and may be used for a summation in the categories requested. The quarterly narrative report for the 2013 Violence Reduction Grants shall indicate the following:

- The grant recipients accomplishments in the quarter,
- The number of people enrolled, admitted or who otherwise entered the program,
- Number of people retained in the program, if applicable,
- Number of people who successfully completed the program, if applicable,
- All other metrics given in the program proposal,
- The challenges faced in the quarter,
- Any other information/data the grant recipient can share with Cook County from the quarter(s) that will help us to better understand the factors contributing to violence and the work being done to reduce violence.

Additionally, the Justice Advisory Council will conduct a site visit with the grant recipient at a mutually agreed upon time and place. At the site visit, the JAC will want to meet anyone working under the grant and/or tasked with overseeing its implementation, meet with and hear from any client(s)/constituency participating in program(s) supported by the grant and see the facilities used in the implementation of the grant (e.g. offices, classrooms, meeting areas etc.)

Upon award of a contract the grant recipient will meet with the JAC to discuss quarterly report forms and procedures.

Key Personnel

Contractor must identify the key personnel/volunteers that will be committed to the project. The Chief Procurement Officer reserves the right to reject any key personnel proposed if it is determined in the County's best interest. The evaluation of proposals includes the qualifications of the personnel proposed; therefore, Contractors will name key personnel as part of their submission. Key Personnel must not be replaced during the project without the approval of the Chief Procurement Officer.

For example years, requirements for specific experience, specific credentials, certifications, background of Contractor and/or Key Personnel.

The selected grant recipient must provide sufficient staff and volunteers to cover project needs. The grant recipient must take into account appropriate staff coverage for vacation days, long-term disabilities, sick days and vacant positions.

Subcontracting or teaming

The Contractor may be comprised of one or more organizations as to assure the overall success of the project. The Contractor shall identify each collaborative member organization and specify their role. The Chief Procurement Officer reserves the right to accept or reject any of the collaborative member organizations if in the Chief Procurement Officer's sole opinion replacement of the organization, based on skills and knowledge, is in the best interest of the County.

Executive Summary-- Cook County RFP No. 13-53—090—Violence Prevention and Reduction Programs

1. Brief Overview of the Violence Prevention Program

YAP offers an innovative program which will engage young men ages 15 to 24 who will be referred to the Chicago Youth Advocate Program (Chicago YAP) by the CPD Bureau of Organized Crime, Gang Enforcement Division/Gang School Safety Teams. The Commanding Officer, Kenneth Boudreau, will identify students and dropouts who are known by the Chicago Police Department as involved in serious gang related conflicts and who, without intervention, are likely to cause injury or be injured as a result of these conflicts. We anticipate that many of these referrals will be named in concert with CPS high school principals who work closely with the CPD Gang School Safety Teams. The Gang School Safety Teams routinely connect with the CPS Office of Student Safety and Security (OSSS). Our past experience working with CPD and CPS shows that we can identify these extremely high risk students and dropouts, engage them in constructive activities, re-enroll them in school or other vocational programs and reduce incidence of violence. A letter of support from Commanding Officer Boudreau is attached later in this proposal which outlines the work we can do together.

Our program design and methodology are grounded in our deep understanding of the violence problem in Cook County and our extensive experience with the young people and families who are severely impacted by the pervasive violence. The Chicago YAP provides paid mentors (advocates) who reside in the neighborhoods of their students and know how to navigate in the community. We provide outreach, family engagement, educational assistance, vocational preparation and employment. We offer the PATTS program, Peaceful Alternatives to Tough Situations, which is an evidence-based nine week curriculum for conflict resolution/social skill development. We will connect with the youth's school to inquire about his performance, grades, credit status and behavior and incorporate educational planning into the mix of services to be rendered. Jobs are also important to youth and families. Employment skills or lack thereof are addressed and introduced into the planning. YAP advocates are available 24/7 to respond to crisis.

2. Key Personnel Responsible for Services Provided

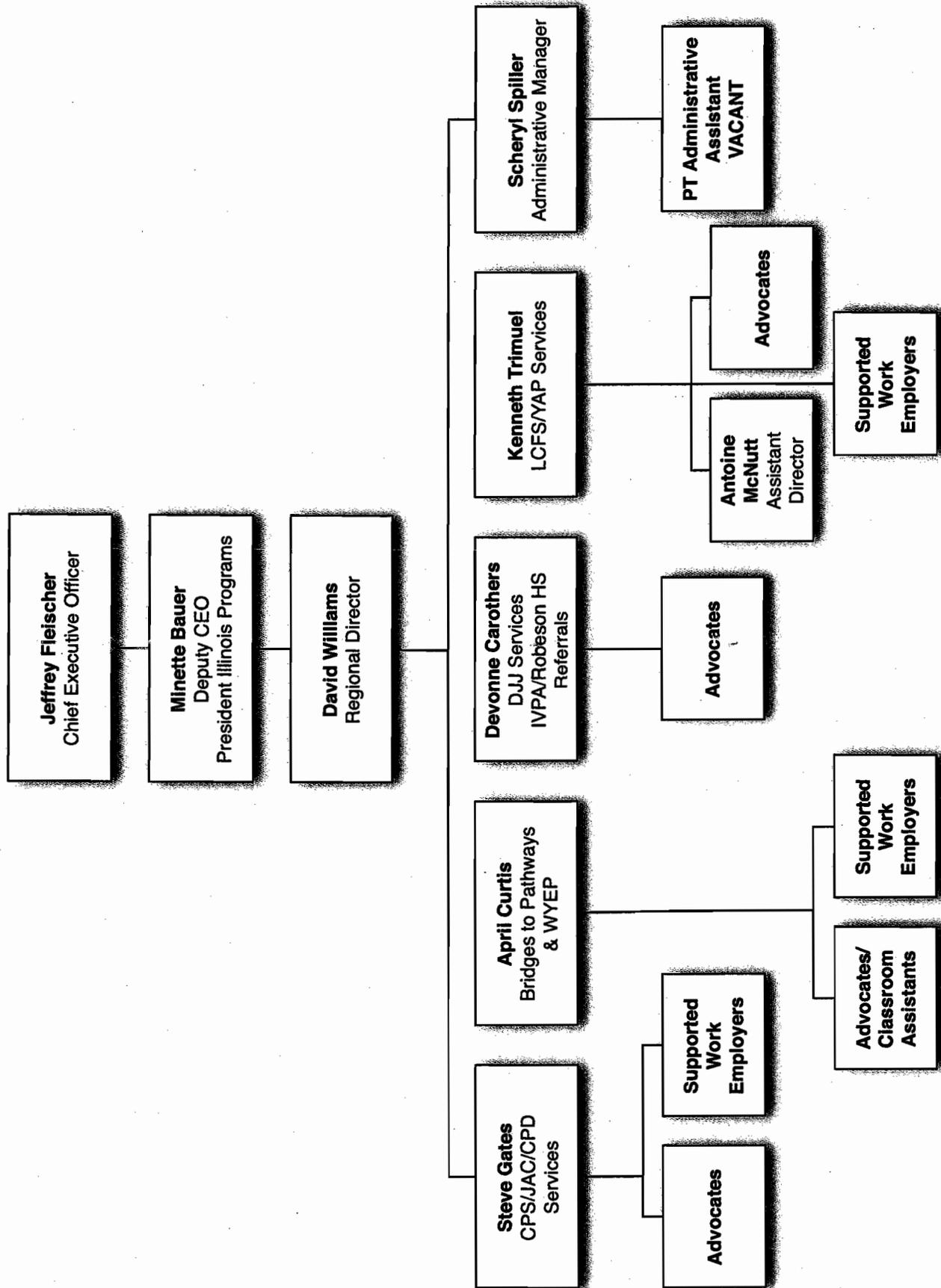
David Williams, Regional Director and Minette Bauer, Deputy CEO will oversee and support the program during the life of this project. Other key staff will be selected from our existing staff or hired upon notification of award. Importantly, our advocates (paid mentors) are recruited from the neighborhoods where program participants reside. Criteria for advocacy selection includes but is not limited to thorough knowledge of the community's strengths, challenges and resources and the ability to relate to young people and family members with sensitivity and understanding of their needs.

3. Organization Chart for the Project

An Organization Chart for the Project follows on page 2 of this Summary.

Chicago Youth Advocate Programs

March 4, 2013



Technical Proposal

Proposed Plan of Action/Program Plan

Overview

Youth Advocate Programs, Inc. (YAP) submits this proposal to the Cook County Justice Advisory Council (JAC) to address violence in Cook County. Last year the city of Chicago reported a total of 505 murders, an increase of 16% over the last two years. These murders, many gang related, include 243 victims under the age of 25. As of July 5, 2012, 319 Chicago Public Schools (CPS) students had been shot during the school year. Nearly forty percent of the youth detained in the Juvenile Temporary Detention Center and twenty nine percent of adults housed in the Cook County Jail are arrested for violent offenses. JAC is seeking providers who can prevent violence, offer effective interventions and reduce the incidence of people killed or injured in the county. The Chicago Youth Advocate Program has extensive experience with students and young adults most likely to shoot or be shot and offers a program specifically targeted to those identified as potential victims or offenders by the Chicago Police Department.

YAP offers an innovative program which will engage young men ages 15 to 24 who will be referred to the Chicago Youth Advocate Program by the CPD Bureau of Organized Crime, Gang Enforcement Division/Gang School Safety Teams. The Commanding Officer, Kenneth Boudreau will identify students and dropouts who are known by the Chicago Police Department as involved in serious gang related conflicts and who, without intervention, are likely to cause injury or be injured as a result of these conflicts. We anticipate that many of these referrals will be named in concert with CPS high school principals who work closely with the CPD Gang School Safety Teams. The Gang School Safety Teams routinely connect with the CPS Office of Student Safety and Security (OSSS). Our past experience working with CPD and CPS shows that we can identify these extremely high risk students and dropouts, engage them in constructive activities, re-enroll them in school or other vocational programs and reduce incidence of violence. A letter of support from Commanding Officer Boudreau is attached later in this proposal which outlines the work we can do together.

The Chicago YAP provides paid advocates (paid mentors) who reside in the neighborhoods of their students and know how to navigate in the community. We provide outreach, family engagement, educational assistance, vocational preparation and employment. We offer the PATTS program, Peaceful Alternatives to Tough Situations, which is an evidence-based nine week curriculum for conflict resolution/social skill development. YAP advocates are available 24/7 to respond to crisis.

Statement and Understanding of the Problem

Violence is an insidious problem for individuals—both victims and perpetrators—and for entire families and communities entrapped by fear for their safety and trauma from their losses. It creates tremendous challenges for the CPS principals and faculty who are responsible for operating safe schools in neighborhoods that experience a strong gang presence. Our extensive work with CPD and CPS began in 2009 with stimulus funding that enabled over 600 gang engaged high school students who attended the 38 neighborhood schools on the south and west sides of the city to receive intensive advocacy (mentoring) services and supported work. These students were selected from a Regression Analysis that identified those who were 20 times more likely to shoot or be shot within two years. This accurate analysis targeted services to those with high risk indicators including poor grades, high rates of serious student school misconducts, chronic truancy, course credits below grade level and home addresses in neighborhoods with high rates of crime and violence. Our students came from families experiencing high rates of poverty and unemployment. Often students dealt with hunger, poor housing and threats of eviction. Many of the

students we served had experienced additional risk factors including incarcerated parent(s); single parent families, serious illness of immediate family members or mental health issues that hindered effective parenting. Most of our students could identify a friend or family member either injured or killed by gang violence.

Many of the conflicts that exist, particularly among gang-engaged students, reflect personal slights and perceived disrespect that later result in very impulsive and often weapon-involved confrontations. The speed of the social media fuels conflicts as information can be posted on Face Book or shared through texting or videos creating yet another avenue for dangerous and impulsive targeting of individuals. Many young people are armed, feeling that the possession of a weapon and making that weapon known to others is their only means of protection.

At particularly high-risk are former students, largely dropouts or suspended students, who never returned to school and reside in the neighborhoods most impacted by frequent conflicts and high incidence of crime. These students and young adults are now being cited in the literature as "disconnected youth." They are typically ages 16 to 24 with few marketable skills and living in areas of high unemployment. They reflect minority youth and young adults affected by the violence and hopelessness that exists in many of our inner cities. In Chicago, these displaced young people often gravitate to the drug trade and frequently discourage or intimidate other students who are en route to and from school. There is a jealous and resentful attitude towards those who are still able to attend school and frictions result by those who have been put out. The turf boundaries of the youth gangs are relatively close to one another creating congestion among competing gangs and increased opportunities for conflicts.

These individuals are often traumatized by abuse or neglect by overwhelmed families, and have few positive supports that helped them learn positive social skills or develop their talents and skills. They are often angry and hurt and mask a great deal of that anger in macho, impulsive thinking that sometimes leads to injuries they later regret. They are not individuals who will voluntarily enroll themselves in programs but instead will need coaching and encouragement to participate. They will need credible role models who live in their communities; have experienced similar issues; and overcome the challenges these neighborhoods present.

We offer a real life example of a student that CO Kenneth Boudreau would like to refer to our program via an email we received on Monday, March 18 at 11:00 PM:

Attention Chicago YAP: A CPS kid posted a video on YouTube and Face Book and has made himself and his friends a target of the GD's. The CPS Office of Student Safety and Security has tracked down his family. Youth currently resides with grandmother who is terrified about this situation. His mother abandoned him and father is in Jail. Grandmother has no control over him and not sure he will come home. She knows where he hangs out with 'bad people'. There is a steady stream of threats that we are monitoring. I have contacted the Chicago YAP to see if they can get someone over there tonight to visit with grandmother and hopefully find this kid. It is urgent that we find this kid tonight.

Kenneth Boudreau, CO

When stimulus funds and CPS funding ran out, YAP was forced to retract from service to 300 deeply gang engaged kids at any given time to only a few. We will respond to CO's Boudreau's request due to the urgency of the situation he sites above. Funding is desperately needed so we may once again set up fully staffed crisis teams of advocates and respond to this urgent call for help and the many others like it.

Plan of Action/Methodology

Proactive Approach to Violence Prevention and Reduction

YAP offers a highly specific and targeted program that enhances the county's continuum of care and addresses violence reduction/prevention with a unique component for high-risk young people. While they may perpetuate cycles of violence, the highest risk youth still need but do not typically receive realistic, proactive intervention. Their activities may be suspect and known to the community, yet these youth often present challenges and risks that require specialized staffing and very individualized, discreet intervention. YAP's very persistent and specialized outreach followed with evidence-based interventions is a proactive approach to violence prevention and reduction, targeted to those referenced in the email mentioned earlier.

YAP system of intervention begins with a referral much like the one noted above. While the email was received at 11:00 pm, YAP directors who function as our case managers will call an advocate who lives near the youth and is familiar with not only the youth in jeopardy but also may have knowledge of the GD's who are now likely to retaliate in response to the posted threat. In similar situations the program director may accompany the advocate and we may engage other staff or community members who not only know this particular gang engaged student but those most likely to hurt him. Despite the late hour the information was forwarded, every effort is made to get out to the area as soon as the news of the pending threat is received.

If we are able to locate the youth in crisis, we meet and encourage him to share information that first informs us of the issue that led to his posting on You Tube. Understanding the root of the problem is critical to the approach taken to connect with those he has inflamed. The next steps are to more fully understand the dynamics between the opposing parties which will lead to a temporary crisis safety plan. On occasion we have moved targeted individuals to the homes of relatives and in rare instances put them in hotels until the director and advocate(s) could sort out the dangers and accurately plan for next steps. Directors hold meetings with the advocates after the initial assessment to figure out what other resources and interventions are needed to alleviate the immediate crisis. As we learn more about the scenario that lead to the pending conflict, staff assignments are confirmed or amended. Directors and advocates identify other community members who have knowledge of the conflict and reach out to any or all who may be able to head off any retaliation and as the crisis unfolds, work to more permanent mediations that are aimed at a more permanent solution.

Reaching High-Risk Youth and Young Adults

As our previous experience with disconnected CPS students attests, the targeted population will need much encouragement to participate in the proposed voluntary Chicago YAP program. The students and young adults who need this intervention are often suspect of those who try to help them. YAP overcomes this barrier by hiring community advocates who live in the same neighborhoods as the students referred. Our advocates often attended the same high schools of our students and have experienced similar situations as the youth we are trying to help. Our advocates provide trustworthy, credible role models for these students and can relate to the fears and challenges they present. The advocate first establishes a positive connection to the youth in crisis and later with his or her family. Even though our first contact is during a crisis, we also address future assistance and ways to get the youth back on track to a safer and more productive lifestyle. Based upon the principles of positive youth development, youth generally engage with adults and programs that give them voice and choice. Chicago YAP advocates listen to the interests and aspirations of their assigned youth and incorporate activities that the young people want. Once engaged, students gravitate to their advocates, knowing these mentors can keep them safe, help them with school

attendance and performance and locate employment. Only six percent of our original CPS referral group refused service. Others who were offered assistance by the program readily participated and often returned to school, alternative educational programs and located employment. Ninety-four percent of our nearly 600 gang engaged students were not injured in further gang violence.

Once engaged, as YAP's outcomes demonstrate, these youth can and do redirect their focus to non-violent activities and positive personal goals. Young people routinely exposed to violence frequently say that they don't expect to live beyond the age of 21, asking in essence "What is the point of making future plans?" A strength-based, motivational approach coupled with genuine opportunities helps replace fatalistic thinking with realistic, hopeful and law abiding plans for the future.

Key Elements of YAP's Strength-Based, Motivational Model

Integrated, Asset-based Team Approach

It is not enough to provide crisis intervention to students and youth adults who are likely to be injured by the on-going conflicts that occur in our neighborhoods. As the crisis is calmed, the student's family and school principal and other positive supports need to be engaged in planning for a productive life. YAP's wraparound advocacy program is based upon a strength based assessment showing respect and sensitivity to family members and young people served. We initiate the intake process by asking the parents and youth four questions: ***What you do need? How can we help? How can we work together as equal partners? And when ready, how would you like to give back to your community?*** Asking what is needed rather than telling what must be done leads to youth and family empowerment and self management. This basic step is the driver of client management as it is always the youth's and family's plan, not ours. The plan is developed during a youth and family team conference. At this session, the parents or guardians are asked to identify needs and natural supports they have in their repertoire. They are encouraged to have a few community members who are positive supports join in the session. Often these participants include a pastor, a relative or best friend; sometimes a coach or trustworthy neighbor who has helped them in the past. Additionally, YAP will connect with the youth's school to inquire about his performance, grades, credit status and behavior and will incorporate educational planning into the mix of services to be rendered. Jobs are also important to youth and families. Employment skills or lack thereof are addressed and introduced into the planning.

The parents and referred youth work on a Bubble Chart – a blank piece of paper with circles representing life domain areas and descriptions of past and present conflicts in the youth's life. *Safety planning and identification of conflict areas is a key step in reducing risk factors. This portion of the planning ensures that all family members are cognizant of the safety issues and aware of agreements that will help keep the youth safe.* For other appropriate areas the young person and team identify strengths and needs and from that exercise prioritize action steps to resolve or manage the issues confronting them. YAP's Director facilitates Youth Family Team Conferences. The assigned advocate provides support to keep the family moving forward on its commitments for change. As the youth and family take greater steps forward the advocate reduces his or her involvement.

Advocacy (Mentoring Services)

Advocates, recruited from the community they serve, are assigned as mentors and guides for program participants. Advocates develop trust relationships with young people and families and work to ensure that goals established in the wraparound plan achieved. Under the director's leadership, the advocates work in individual, family and group

hours with the clients. YAP has a long history of hiring advocates (mentors). Our hiring and supervision process includes an extensive application that addresses previous youth related experience; education, previous employment, neighborhood knowledge and any special skills that the potential advocate may offer. There is an extensive interview that gauges commitment, flexibility, use of good judgment, willingness to be on call 24/7 and other attributes such as a non judgmental attitude toward families or youth. The applicant must be able to demonstrate his or her ability to safely navigate the neighborhoods and ability to connect youth to other community resources. All staff members are expected to act with a sense of optimism. All staff are cleared through the state criminal history system and meet the CPS clearance standards for employment.

Advocates are supervised weekly by a program director that functions as our case manager. The program director's involvement with initial assessment and service planning provides the knowledge base required to skillfully assist the advocates in problem solving as issues arise. Our directors visit with families or youth when difficulties arise and redirect the plans toward more productive outcomes. During weekly supervision advocates receive feedback on services rendered, discuss progress and problems and plan steps for the coming week. Advocates typically carry very small caseloads of four or five students each.

Typically our advocates see their assigned youth in individual, familial and small group activities on average for eight to ten hours per week. In crisis those hours can increase to 15 hours or more and as we phase out, hours are reduced to three or four. Traditionally, advocates have divided their time during the day and over weekends and evenings, when our youth are more apt to get into difficulty. The advocates use their relationships to manage their assigned youth. They offer feedback, guidance, and role modeling to help youth manage their actions. Advocates work with referred young people helping them to identify the consequences of decisions they may make or have made, and encouraging them to develop options that will more likely lead to productive outcomes. They help them recognize patterns of behavior that work well and those that don't. Our model includes small group activities designed to promote healthy social emotional learning opportunities.

Advocates arrange activities where students must interact with one another; demonstrate sensitivity to others in the group; demonstrate self management and receive feedback and redirection when not interpreting social cues from others. Examples include participation in sports where students are encouraged to use team work, cooperation and good sportsmanship. Our advocates have conducted mediations in schools and neighborhoods helping gang engaged youth untangle long standing personal conflicts that can lead to aggressive behavior and injury if not resolved. Part of this coaching suggests finding forgiveness of past slights and issues of perceived disrespect.

Program Activities

There is a heavy emphasis on group hours in order to engage those in conflict in mediation and other activities that resolve past slights. It is difficult for these young people to forgive if the most prevalent activity is association with other gang members who focus on conflict as a means of survival. Our strategy is not to remove people from gangs which can set up hostilities and competition but rather to redesign the individual's life calendar with so many constructive activities that they don't have time for negative engagement. Setting up a seven day calendar is a means for clients to view their lives in days of the week and helps them plan attendance at school, at work, in family time, or in church, etc. The advocate takes an active role in reflective conversations, helping clients consider their past behaviors and patterns to find new ones. Additionally, YAP has been funded in the past to work not only with the referred youth but also has been referred the youth in opposing gangs. If this occurs in this program, steps will be taken to put these conflicted youth in constructive activities together.

Skill Building: PATTS Curriculum

YAP offers the evidence-based Peaceful Alternatives to Tough Situations (PATTS) Program. PATTS is a nine week curriculum focused on conflict resolution/social skill development. The curriculum components combine SEL skills (recognizing others' feelings, social cues and responding in a pro social manner). PATTS also includes the elements of giving back and finding forgiveness, topics related to the Balanced Approach to Restorative Justice (BARJ) principles. This curriculum fits with the student population that this proposal seeks to serve and will be provided.

Connecting Youth and Families with Community Resources

YAP's holistic approach to meeting the multiple needs of high-risk youth requires optimal utilization of a variety of community resources. Based on assessment of need, YAP connects youth and families with an array of services and resources. Community linkages may include referral to counseling programs or mental health services. Referrals to professional services are generally funded by medical assistance as 99% of our population qualifies for public assistance. As needed, referrals are also made to existing governmental programs for day care, health care, housing, food banks, assistance with utilities and multiple other resources.

Some specific examples of resources utilized include: *CPS schools and alternative schools, Maria Shelter, Olive Branch Mission, Harold Washington Cultural Center, South Side Help Center, Lutheran Child and Family Services, Community Learning Center, Olive Harvey Technical School, Roseland Cease Fire, Humboldt Park Cease Fire, Chicago Park District network of community centers and recreational facilities, Chicago Housing Authority, ITT Technical School, Phalanx Social Services, Neighborhood Recovery Institute, Ada S. McKinley Resource Center, C-4 counseling services, Lake Shore Mental Health, Boys and Girls Clubs, First Defense Legal Aid, Gateway Drug and Alcohol Counseling Services, Safer Foundation, Chicago's community colleges, Illinois state universities and trade schools along with many others. Our partnership with DFSS has helped identify additional resources via the email alerts we receive announcing opportunities for our youth.*

Educational Assistance, Support and Linkages

Most of the students or dropouts referred to the program will be high school students who are or were enrolled in CPS high schools or alternative schools. Education can be the pathway to a crime free and financially independent life. YAP has positive relationships with over 40 high schools and numerous other alternative schools and educational programs. While fully funded by CPS, YAP was able to re-enroll 179 CPS students in school who were chronically truant or suspended. YAP advocates were able to graduate 87% of our referred high school seniors with 41% of them going to college and another nine percent enrolling in trade schools. We have working relationships with principals and work to engage students and dropouts in credit recovery programs and special assistance offered in the Chicago area. These include GED programs for those who present safety risks and cannot easily return to high school. We anticipate similar results for seniors referred to the program. Thirty-two percent of our former high school underclassmen made significant improvements in grades and credit recovery with five percent able to make the honor role. YAP advocates were able to improve the behavior of the students in school; reducing serious school misconducts (those leading to suspension or expulsion) by 46%.

Linkages to Work Programs and Assistance with Employment

The Chicago YAP has extensive experience and resources to connect young people with job training and employment opportunities. We were recently awarded a grant by the city Department of Family and Support Services to provide supported work jobs and educational readiness training. The program runs until August 31, 2013 with

possible extensions thereafter. The target age group is 16 to 24 and is for city residents. For the past two summers, we have been funded for a summer jobs program by the State of Illinois. In 2011, we were funded by the Department of Natural Resources for jobs relating to parks and recreation. In 2012, we were funded by the Governor's summer work program where the jobs were non-specific but based upon our client's interests and skills. These two projects allowed us to serve county residents. We intend to apply for any job related grants offered this summer.

The Work Force Investment Program, offered statewide, is another linkage. Candidates can apply for apprenticeships through Westside Health Authority or Teamwork Englewood. Once applications are received, candidates are referred to one of eight non-profit agencies currently partnered with CTA for job readiness instruction. Those eight agencies include the CARA Program, Career Advancement Network, Haymarket Center, Phalanx Family Services, North Lawndale Employment Network, St. Leonard's Ministries, Safer Foundation and the Westside Health Authority. YAP also has a supported work model in place; however we believe that job sites are available through city and state resources and have not included Supported Work as a component of this proposal.

Recreational Activities

As part of the Youth Family Team Conference, we attempt to identify healthy recreational outlets for youth and write them into the weekly schedule of events. Our focus is constructive use of leisure time during the evenings and weekends when most young people are apt to get into trouble. The Youth Family Team process identifies other 'natural supports' or individuals that can assist the youth getting to constructive activities. Many of our young people have shown an interest in poetry, music, art and sports. We attempt to find community activities that match each client's interests. Advocates may also provide constructive small group activities during some evenings and weekends as well as collaborating with family and team members to develop leisure time plans. Advocates have access to a small activity account described in the budget narrative that enables them to purchase meals, bus passes, winter coats, school uniforms and admission to the recreational and cultural activities available in the community.

Sustainability of the Service Plans

YAP service planning includes 'natural supports' and linkages to other community resources and schools so that as the youth's situation stabilizes in the community, these resources and individuals continue to offer the plan components and keep the youth and family on track after YAP services end. YAP staff connects with the CPD, principals and parents routinely as follow up to the services as our formal involvement ends. If a new issue is presented, we re-enroll the youth until the family is back on track. After program graduation, we conduct formal follow up at 3, 6, and 12 months after graduation assuming that funds are available to do so.

Summary of Service Delivery System

YAP will accept referrals from the Chicago Police Department made by the Commanding Officer of the Gang School Safety Teams. These referrals will reflect students or former students of CPS high schools ages 15 to 24 who are in crisis due to a known gang conflict. A program director will be assigned to manage the program that will urgently contact an advocate in the service area and respond to the immediate crisis. Upon resolution of the immediate crisis, YAP will conduct a thorough intake process and Youth Family Team conference to identify life domain assistance. Advocates will provide on-going, weekly mentoring to guide the youth and family to completion of the service plan.

Emphasis will be placed on family structure and safety planning, education, employment and community linkages, helping the family and student avoid further gang retribution.

Program Goals/Performance Measures

The Chicago YAP will serve 24 targeted, gang engaged youth at any given time who will receive on average eight to ten hours per week in advocacy (mentoring) hours in addition to the hours the program director may spend with the youth and family. Advocate hours can be distributed over the student population according to need. The targeted length of stay is anticipated at three to four months per student, but may be adjusted based upon the severity of the situation. The goal is to serve approximately 74 to 95 students over the course of one year. The goals of the program are listed below.

1. To accept all referrals (within funding limitations) made by the CPD Gang School Safety Teams
2. To reduce the incidence of injuries and deaths likely to occur with this population if left unattended
3. To Increase their participation in school and employment with a target goal that 85% will be enrolled or re-enrolled in school and 75% will find at least part time employment
4. To complete the PATTS Program for 90% of the students enrolled
5. To develop and guide a Family Oriented Service Plan that results in positive use of leisure time along with educational and employment related goals stated above for 100% of referred youth
6. To prevent the incarceration of YAP youth in the JTDC or Cook County Jail by providing the advocate services outlined in this proposal

Evaluation of Performance Measures (Please also refer to attached *Profile of Success*)

YAP will create a spread sheet as we have done in the past that shows the specific status/outcomes for the youth active in the program. This includes date of referral, school status, re-enrollment or alternative plan and employment. Through our special incident process, we track gang mediations, arrests and incarceration, shootings and injuries. YAP will work with CPD to develop a meaningful use of arrest data published through Comp Stat reports issued by CPD each week. We will also request CPD reports on shootings and injuries of CPS students with the intent of reducing the incidence of violence in the City. YAP also is implementing a new, automated client record keeping system which will be used to report outcomes in real time.

We are presently working with Jeffrey Butts, Ph.D. who is evaluating our outcomes in five YAP sites nationally. Dr. Butts, formerly of Chapin Hall, is now with the John Jay School of Criminal Justice. If funded we can request his assistance in data collection and evaluation based on the above goals and records. A Profile of Success is attached in the addendum which shows the outcomes of the CPS students served from October 2009 thru September 4, 2012 when the stimulus and CPS funding expired.

Program Monitoring, Data Collection, Reporting and Recordkeeping

YAP determines success based upon the criteria set by the referring authority and by internal evaluations of client outcomes. Our typical program goals include participation in the program without additional recidivism and without injury due to gang violence; progress in school including graduation for seniors and promotion to the next grade for underclassmen; ability to enroll seniors in colleges or trade schools; ability for the youth to remain in the community in the least restrictive environment. A client file is maintained in confidential and locked file cabinets. This file contains our weekly activity reports, director contact reports, special incident reports and the Individual Service Plans that

result from the Youth Family Team conferences. Services are monitored locally by the regional director for quality assurance. Additionally, YAP hires independent program monitors who call each family monthly to inquire if services were provided as reported and if the family is satisfied with the services rendered. Where there are discrepancies, an investigation is conducted and services are adjusted to resolve the issues presented.

Proper and timely reporting is managed locally by our administrative manager who reviews all reports prior to submission to YAP's Support Center (TSC) for processing. Our human resources department at TCS also reviews every applicant's new hire package to ensure regulatory requirements are met. Our financial department produces monthly reports of dollars spent while program service managers confirm activities are completed in compliance with the terms of the contract.

Implementation Plan/Timeline

The JAC anticipates that it will announce the successful respondents in May 2013 with the contract in place effective July 1, 2013 through June 30, 2014. Upon notice of the award, if YAP is selected, we will promptly complete our selection of staff. There are presently four program directors serving the Chicago area; one would be selected to lead this effort. We have attached their resumes under key personnel. YAP has a cadre of very talented and highly motivated advocates, many who are now laid off due to the reductions in past funding and are ready and able to come back to work. These highly skilled individuals reflect advocates who have been trained and did the work that led to the successful outcomes described in this proposal. YAP is shovel ready to start this program.

As we prepare to launch this program, we will consult with Commanding Officer, Kenneth Boudreau who will produce a list of students or drop outs who are known to be at risk of injury or likely to cause injury. This list will be developed prior to the selection of advocates so we can match referred youth by neighborhood and sometimes by gang affiliations. As the staff have been trained and well oriented to the program, we can begin to track down the referred students upon award of the contract. We will locate them at their schools, homes, corners or other places they are known to frequent. YAP is extremely sensitive to the plights of parents and will quickly engage with the parents or guardians, seeking their written consent if the youth referred is under the age of 18. We will give them information about the program and services offered to them and their children. Participation is voluntary. YAP advocates are not easily discouraged by students (or parents) who at first duck us or say no. We have engaged our active youth as program emissaries, introducing them to resistant students to help assure wavering students that the program is helpful, not hostile.

We have clarified our relationship with CPD, understanding each other's roles. Our role is to assist not arrest. CPD's role is to assist and if necessary, arrest. Our mutual goal is to get ahead of credible threats to save lives, avoid arrests, and prevent shootings among gang members and in the community at large. YAP, however, does have a 'duty to warn'. If in the event we cannot resolve a life-threatening situation, we are obligated to contact CPD and the young person's parents (and other emergency personnel as needed). We have been called into schools to avert crisis. We generally work with the gang school safety teams who are also called on site when student altercations escalate.

During the start up phase, prior to July 1, we will request meetings with CPD in concert with CPS principals and the CPS Office of Student Safety and Security (OSSS) to acquaint staff with one another and introduce the program to those not familiar with our services. We will define the way referrals will come from the CPD Gang School Safety Teams and set up a process so principals can also request help as needed. We will notify Mike Rohan, Chief Juvenile Probation Officer, Cook County Juvenile Probation Department of our services as it is predictable that a number of referred youth will also be on juvenile probation.

Ongoing Services and Activities

The Chicago YAP is operational now so we are able to incorporate the program if funded by JAC into the mix of services and within the schedules described in this narrative. Intake of crisis referrals occurs almost immediately. In situations not as intense, YAP staff generally attempt to contact the student on the day of referral. We anticipate that CPD will identify about 24 referrals to start. We will assign advocates who will help locate these students and as they do so, the director will be brought in to facilitate the case management. As noted previously, the director will do the intake assessments which lead to the Youth Family Team meeting. Advocates provide ongoing intervention, receiving supervision at least weekly by the program director. Crisis are responded to on a 24/7 basis.

Qualifications of the Proposer: Organization's History, Description and Track Record

Mission and Philosophy

Youth Advocate Programs, Inc. is a continually growing, dynamic nonprofit organization that serves the highest risk and highest needs children, youth, young adults and their families. YAP was founded in 1975, and since has expanded to 135 programs in 18 states serving over 12,000 young people and their families annually. YAP employs about 2,200 staff annually with an agency budget of about \$64 million. ***Our mission is to provide individuals who are, have been, or may be subject to compulsory care with the opportunity to develop, contribute and be valued as assets so that communities have safe, proven effective and economical alternatives to institutional placement.*** Our philosophy stems from the premise that even the most troubled individuals and families have strengths and capabilities that can and must be developed. YAP is unique in that it has a "no refuse-no eject" intake and service policy. No one will be refused service or removed due to their records or reluctance to engage in the program. YAP is a COA certified agency.

YAP's Chicago History and Demonstrated Experience with the Population to Be Served

Regenerations Program

YAP established programs in Chicago in 2006 through a relationship with Lutheran Child and Family Services of Illinois (LCFS). The Illinois Department of Children and Family Services (DCFS) needed a resource that would accept dually engaged youth who were wards of the state and adjudicated delinquent. These youth were ready for release from IDJJ facilities, but their parents were unable to have them return home and they were staying in facilities well past their discharge dates. YAP and LCFS worked together – LCFS providing foster care and YAP offering its wrap around advocacy services. Together the partnership has brought these wards back to the community. They are now engaged in school, participating in supported work and learning skills necessary for independent living. The youth are generally placed in foster homes in Cook County and advocates are hired who live in close proximity to them. Together this partnership accepts youth who are not readily served by other organizations due to their records which include felony offenses. This program continues today with a contract budget of about \$1,000,000.

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Chicago Public Schools Violence Prevention Initiative

In October 2009 the Chicago Public Schools selected YAP to work with nearly 600 gang engaged high school students who were at 'ultra high' or 'high' risk of being shooters or being shot. Selected from a regression analysis that identified students who were twenty times more likely to be shot within two years, YAP was tasked to work with the 38 high schools located in the most poverty stricken and violent neighborhoods on the west and south sides of the City. At the time of referral these students were performing under grade level, missing credits needed to graduate and often truant due to safety concerns and family crisis. YAP advocates guided these students through conflict resolution, re-enrolled chronic truants to school, created safe passages to school and engaged these students in credit recovery programs.

YAP helped 124 gang engaged seniors graduate from high school which reflects eighty-seven percent of our seniors. Fifty-one of our high school graduates (41%) enrolled in colleges and eleven (9%) enrolled in trade schools. This program offered Supported Work services, employing over 300 of our students. The Chicago YAP also provided over 1,000 mediations that resulted in resolution of on-going conflicts. Although our students were twenty times more likely to be shot, 94% of our program participants were not shot, despite an increasing number of murders city wide in 2012.

YAP established five neighborhood based programs serving the west and south sides of the city in response to the CPS Violence Prevention Initiative. Each program director hired advocates who either lived in these neighborhoods or had some prior experience working in these neighborhoods. While operating the CPS project, YAP participated in quarterly CPS/CPD Commanders' meetings which were performance reviews and information sharing sessions with police district commanders, CPS principals and other agencies engaged in the project citywide. Additionally, YAP worked with youth in crisis by accepting referrals from CPD as officers identified students that were targeted for retaliation by rival gang members. We had a crisis alert system in place that operated 24 hours per day. We continue to work with CPD by serving on the CPD Superintendent's Community Advisory Committee. We have conducted focus groups with police and our gang engaged students together. Each has shared their perspectives and insights into the issues that confront the neighborhoods most affected by the violence. We have a positive working relationship with Cook County Juvenile Probation as 30% of our CPS referrals were also on juvenile probation at referral to the YAP program.

Chuck Wexler, Executive Director of the Police Executive Research Forum, a CPS and CPD consultant provided oversight to the CPS Violence Prevention Project. Part of his role was to evaluate the program and to capture data about the incidence of the shootings of CPS students. He writes: "Over two years of our collaboration, we have been continually impressed with the program's coordination of services for these 'ultra high risk students'...YAP's interventions have undoubtedly saved lives...and gets students enrolled in colleges and trade schools with notable success." Mr. Wexler continues to consult with the Chicago Police Department and can be reached at 202.466.7820.

Our work is also featured in How Children Succeed, a book authored by Paul Tough and published in October 2012. Paul Tough is the author of the books and articles on the Harlem's Children's Zone and writes regularly for the New York Times. Mr. Tough followed our advocates and youth for over a year in preparation for the book.

The principals indicated below are some of those who participated in the CPS Violence Prevention Initiative in 2009 and sought funding to help continue services for their gang engaged students.

Elizabeth Dozier, Principal
Fenger High School
11220 S. Wallace Street
Chicago, IL 60628
773.535.5430
eadozier1@cps.k12.il.us

Terea Peoples-Brown, Assistant Principal
Hyde Park High School
6220 S. Stony Avenue
Chicago, IL 60637
773.535.0890
tpeoples@cps.edu

Mrs. Yolanda Tomlin, Dean of Students
John Hope Academy
Hope Academy
5515 S. Lowe Ave.
Chicago, IL 60621
773.535.3160

yawinfield@cps.org

The funding by CPS for the Violence Prevention Initiative ended on September 4, 2012. The principals noted above participated in the Initiative and have located small grants to continue some advocacy services in their high schools. The amounts total \$56,000 for the three schools combined and end June 30, 2013. We continue to work with CPS and its principals to secure future grants that will continue when these small grants end.

Robeson High School Violence Reduction Grant

In April of 2012, YAP was granted funds by the former Illinois Violence Prevention Authority (IVPA) which has now merged into the Illinois Criminal Justice Authority (ICJIA) to assist the Robeson High School with students who live in the Englewood area; struggle with gang related conflicts; are often truant; and need assistance with appropriate school conduct. Other issues confronted include helping young female students who become pregnant. The grant is for \$25,000 and funds a part time staff member who responds to crisis as issues confront school personnel. Outreach is provided to return truant youth to school and the PATTS Program is provided to help with conflict resolution. Our IVPA program manager is Cindy Puent who can be reached at cindy.puent@illinois.gov. They are moving to new offices next week and new telephone numbers and exact addresses not known at this writing.

Mr. Gerald Morrow, Principal
The Paul E. Robeson High School
6835 S. Normal Blvd.
Chicago, IL 60621
773.535.3800
gmorrow@cps.edu

Most recently, the Illinois Department of Juvenile Justice engaged YAP to provide the wraparound advocacy model to youth returning from IDJJ facilities and for those on aftercare who require intervention to prevent re-offending. The contract amount is not specified and depends upon the number of youth referred. It is a three year contract. DFSS recently engaged YAP to provide YWEP supported work services for youth and young adults in the City. The YWEP supported work program was funded at \$120,000 and ends August 31, 2013 with possible extensions up to three years. Most of the youth served by the Chicago YAP are young men and women who range in age from 14 to 24. These contracts were finalized in February 2013 and are getting under way at this writing.

Summary

YAP appreciates the opportunity to present this response to the Justice Advisory Council. We would be happy to supply any additional information requested. We also invite the evaluators to visit our website at www.yapinc.org. We recently produced a video which highlights the work of several YAP programs including the work we do in Chicago. Our staff have participated in MSNBC's Sunday morning show "Up with Chris Hayes" and have been featured in the New York Times Sunday Magazine. These can be accessed at our website.

CHICAGO YOUTH ADVOCATE PROGRAM: PROFILE OF SUCCESS

MORE "HIGHEST-RISK" YOUTH GRADUATING FROM HIGH SCHOOL --- FEWER "HIGHEST-RISK" YOUTH KILLED
YAP's five neighborhood programs serving the highest-risk students at 38 CPS high schools and 40 alternative schools reveal quantitative and qualitative outcomes that vividly illustrate success

Outcomes reported by the Chicago Public Schools (June 7, 2011):

- 46% decrease in serious misconducts leading to suspension and expulsions
- 26% decrease in minor misconducts
- Out of school suspensions decreased 58%; in-school suspensions decreased 7%
- 8% improvement in school attendance (some students had been absent for over a year)

Education Outcomes

*MEASURABLE CHANGES IN SCHOOL BEHAVIOR,
 ATTENDANCE AND GRADUATION, AS WELL AS
 POST SECONDARY SCHOOL ENROLLMENT AND
 EMPLOYMENT REVEAL REMARKABLE
 ACHIEVEMENTS*

Outcomes reported by YAP of 557 students served through September 4, 2012:

- 179 students (32%)—chronically truant or suspended—were re-enrolled in high school
- 124 (87%) of seniors *discharged* from YAP graduated from high school including 7 who obtained their GED; of these graduates 51 (41%) are enrolled in college and 11 (9%) are enrolled in trade school
- 30 YAP students (5%) achieved honor roll status; 177 (32%) made significant school progress
- 68 students (12%) were placed in GED programs; 48 students (9%) continued in alternative schools
- Only 26 students (5%) dropped out of school; 37 students (7%) moved out of the district
- 51 students (9%) were incarcerated
- 36 students (6%) were injured by gang shootings; all but 5 survived their injuries

Violence and Safety Outcomes

*DESPITE HEAVY GANG ENTRENCHMENT,
 DESPITE THEIR STATISTICAL "HIGH RISK" OF
 BEING SHOT OR SHOOTING, PROGRAM
 PARTICIPANTS PROVED THAT WITH YAP
 THEY CAN OVERCOME VIOLENCE AND HELP
 PERPETUATE SAFETY WITHIN THEIR
 NEIGHBORHOODS*

- 332 students (60%) experienced school/community conflicts; YAP staff responded with 1014 gang conflict mediation sessions
- Although statistically 20 times more likely to be shot, 94% of YAP program participants were not shot despite an increasing number of city-wide murders last year
- 24 families targeted by rival gangs for retaliation by specific death threats were relocated from their homes and moved to safer neighborhoods.

- 100 advocates and 15 case management staff were hired from the communities served, reflecting each neighborhood's diversity and understanding of unique cultures—an economic investment in distressed communities and pivotal to the success of every student and family
- 300 youth were employed through our Supported Work Program

Employment Outcomes

*YAP'S NEIGHBORHOOD-BASED SERVICES ENHANCE
 INDIVIDUAL/FAMILY SUCCESS AND INVEST MEASURABLE
 ECONOMIC RESOURCES IN AREAS OF EXTREME POVERTY
 AND FINANCIAL DISTRESS*



Rahm Emanuel
Mayor

Department of Police - City of Chicago
3510 South Michigan Avenue Chicago, Illinois 60653

Garry F. McCarthy
Superintendent of Police

March 15, 2013

Justice Advisory Council
Office of the Chief Procurement Officer
118 N. Clark Street, Room 1018
Chicago, Illinois 60602

To Whom It May Concern,

The Justice Advisory Council (JAC) is offering a new grant opportunity (RFP No. 13-53-090) requesting Violence Prevention, Intervention and Reduction Services. I am writing not only to support the application submitted by the Chicago Youth Advocate Program, but also to work in partnership with them in the delivery of services.

The Gang School Safety Team of the Chicago Police Department will identify specific students or drop outs we know are gang engaged, are known to be in conflict or at risk of retaliation, and most likely to shoot or be shot in the on-going violence that persists in our neighborhoods. YAP will provide advocates who live in the neighborhoods of the targeted students who are knowledgeable of the gang membership and can effectively intervene. Each student will be assigned a community advocate who will develop a safety plan, work to understand and resolve the immediate crisis or conflict and assist so the student can safely return to school. The program will also seek employment opportunities for these youth.

I worked with the Chicago YAP while it was funded by the Chicago Public Schools in its Violence Prevention Initiative. YAP was our 'go to' agency when students were in crisis and danger of being shot. YAP was available to us 24/7. They never refused a case, worked with the most difficult situations and produced effective outcomes. They provided over 1,000 gang mediations while funded. YAP provided a critical service which we need to have again. The number of youth injured and killed in the city is on the rise. The Gang School Safety Team needs this resource so we can get ahead of credible threats with interventions targeted to those we know are at risk.

I strongly support this application and hope the JAC will give this project its full consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "K Boudreau", written over a horizontal line.

Kenneth Boudreau
Commanding Officer of the Gang School Safety Team
Bureau of Organized Crime
Gang Section Enforcement Division



POLICE EXECUTIVE
RESEARCH FORUM

Chuck Wexler
Executive Director

May 21, 2011

Minette Bauer
Deputy Chief Executive Officer
Youth Advocate Programs, Inc.
2007 N. 3rd Street
Harrisburg, PA 17102

Dear Ms. Bauer:

The Chicago Public Schools (CPS) hired Youth Advocate Programs, Inc. (YAP) to work with students identified as being at high risk of being the victims of shootings in Chicago. I am writing to express my full support of the work that YAP has done in Chicago and to recommend that the City of Chicago maintain its support for this important program.

The Police Executive Research Forum (PERF), a policing "think tank" that I direct, has worked extensively with CPS, the Chicago Police Department (CPD) and other local partners in planning and implementing the CPS Violence Prevention Initiative. As part of our work in Chicago, we have had the opportunity to observe the achievements of the Youth Advocate Program. YAP has been an active partner in the CPS and CPD "Principal-Commander Meetings" that we regularly convene to coordinate services between the police and school administrators, principals, security staff, and community agencies. PERF also monitors the crisis management conference calls generated by the CPS Office of Student Safety and Security, which oversees YAP's services and results.

Over the two years of our collaboration with YAP, we have been continually impressed with the program's coordination of services for these "ultra-high-risk" students—*those who have been identified statistically as having a 1-in-20 chance of being shot within two years*. YAP has aggressively recruited community-oriented leaders and advocates who serve these youths, and who most often live in the neighborhoods of the students they serve. YAP left no stone unturned in its search for these high-risk students, many of whom had stopped attending school or were no longer living at the home addresses on record.

Student participation in the program is voluntary. Many students have signed on with little resistance, recognizing that they need help in navigating their schools and neighborhoods. In cases where students or their parents balked at receiving special services, YAP persisted, so that all of the youths at "ultra high risk" (and later those referred from the slightly less dire "very high risk" list) were given ample opportunity to participate in the advocate program. To YAP's credit, most have taken advantage of the service.

WE PROVIDE PROGRESS IN POLICING

As a resource to the CPS Student Safety Center, YAP is frequently called upon to provide crisis intervention to students who have been shot or have been threatened by gang violence, and sometimes to students suspected of *creating* conflicts. YAP staff members have obtained useful information regarding gang activities and have been a valuable resource to the police as well as CPS. YAP has implemented creative safety plans for students and families who are facing credible threats. In some instances, YAP has relocated entire families to new neighborhoods or out of state to avoid possible injuries or deaths. YAP's interventions undoubtedly have saved lives, as evidenced by the reduction in shootings and murders among high school students. Additionally, there has been a decrease in the number of serious acts of misconduct committed by the students served by the Youth Advocate Program. YAP staff members not only help students graduate, but also help get them enrolled in colleges and trade schools, with notable success.

When we asked YAP and other youth programs to step up efforts to reduce violence over spring break and during the summer, YAP established a basketball league comprised of 12 teams of rival gang members. This basketball league not only keeps students off the streets, but engages rivals in peaceful pro-social behaviors. These and other activities have defused many youth conflicts. YAP also has successfully operated a supported work program that has employed over 140 youths. These youths are in harm's way, but YAP introduces them to concerned adults who guide them to safer and productive lives.

PERF strongly recommends that the City and CPS do everything possible to continue this service to students who are at high risk of becoming victims of violence. The Youth Advocate Program is truly an asset to the City and its goals for a safer, better-educated Chicago.

Sincerely,


Chuck Wexler
Executive Director

Key Personnel

Resumes and job descriptions are included reflecting current personnel who may be assigned to this program if we are the selected respondent. David Williams, *Regional Director and Minette Bauer, Deputy CEO will provide administrative oversight. Mr. Williams, who is based in Chicago, will devote at least 40% of his time to the project as will Ms. Bauer. The program director most likely selected to manage this project if we are selected will also manage the small CPS grants referenced in this technical proposal and will devote 90% of his time to this project in case management activities, crisis intervention and staff supervision.* He is also responsible for follow up on cases and will determine the length of stay and hours assigned to each youth. A list of our Board of Directors is included. Mr. Randolph Stone, JD represents our Chicago Programs on our board of directors. He is a clinical professor of law at the University of Chicago. Formerly, he was the Chief Public Defender for Cook County.

Additional Advocate requirements

In addition to the qualifications described previously, advocates must have a car and valid insurance. At least five references are checked prior to hire. There are special criteria for hiring those with criminal histories. The individual must have successfully completed his probation period and if possible provide a reference from his former probation officer. Time must have elapsed since his or her incarceration with indications of stability in income and responsible behavior in the community. Anyone with a history of violent behavior, child abuse or domestic abuse is not qualified to work in our program. All staff must submit criminal history checks through the Illinois State Police record system.

Professional Development

YAP recently enhanced its professional training curriculum in concert with John VanDenBerg and Jim Rast of Vroon VanDenBerg, LLC. John VanDenBerg is a pioneer in the development of Wraparound Services and has consulted with YAP since the early 1980's. The Advanced Wraparound Training Model still includes the strength based intake and Child Family Team processes that help our families engage in the program. The new training design reinforces the use of purposeful activities leading to greater family independence and achieving those goals sooner. We have improved our course materials on linkages to community resources and natural supports ensuring our youth and families have a greater number of external supports that will support them after services are terminated by YAP. This training is targeted to our directors who provide our case management services.

YAP also provides Basic Advocate Training (BAT). This is a series of nine courses that introduces our history and mission and step by step, presents our service delivery system, guiding principles, integrity compliance, safety procedures, boundaries, individual and family dynamics, crisis intervention and reporting requirements. It addresses challenges to change and strategies to achieve goals and outcomes. Best practices and personnel policy are also addressed. The BAT curriculum is certified by Rutgers University.

**YOUTH ADVOCATE PROGRAMS, INC.
BOARD OF DIRECTORS
2007 NORTH THIRD STREET
HARRISBURG, PA 17102**

PHONE: (717) 232-7580 FAX: (717) 233-2879

**Lynette M. Brown-Sow
(Chairman of the Board)**
VP of Marketing and Government Relations
Community College of Philadelphia
1700 Spring Garden Street
Philadelphia, PA 19130
Term ends November 2015
Organization affiliations include: Forum of
Executive Women, Avenue of the Arts,
Philadelphia City Planning Commission, Health
Services, Inc. and Board of City Trust

Michael G. Horsey (Treasurer)
Managing Partner
Mitchell & Titus, LLP
One Logan Square, 29th Floor
Philadelphia, PA 19103
Term ends March 2016

Jay Snyder (Secretary)
U.S. Open
6297 Farmers Lane
Harrisburg, PA 17111
Term ends November 2013
Organization affiliations include: National
Council of State Agencies for the Blind, PA
Office of Vocational Rehabilitation and National
Council of State Agencies of Vocational
Rehabilitation

M. Alexis Kennedy, Ph.D., J.D.
Asst Professor of Criminal Justice
University of Nevada, Las Vegas
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Las Vegas, NV 89154-5009
Term ends February 2016

Reverend Malcolm McDowell
10 Marion Road
Harwich, MA 02645
Term ends November 2013
Organization affiliations include: NOAH
Homeless Shelter, Harwich Police Department
and Family Pantry

Frances Lanigan
102 Murray Street
Oswego, NY 13126
Term ends November 2014

Tommy Linnane
Deputy Principal
Darndale School, Dublin, Ireland
Chairman of the Board YAP Ireland
Term ends : September 2015
Organization affiliations include: Irish National
Teachers Organization, Irish Primary Principals
Network, Irish Association of Teachers in
Special Education, Irish Learning Support
Association, Reading Association of Ireland, and
Dyspraxia Association of Ireland

Vivian Sanks-King, Esq.
214 Elmwynd Drive
Orange, NJ 07050
Term ends November 2014
Organization affiliations include: Community
Health Law Project, Planned Parenthood, NJ
Public Policy Research Institute, Garden State
Bar Association, NJ Women and AIDS Network
and Leadership Newark

Stanley L. Straughter
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1016 Oak Lane Avenue
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Term ends November 2015
Organization affiliations include: International
Foundation for Education and Self-Help, World
Conference of Mayors, Eastern Caribbean
Investment Promotion Services, U.S. Virgin
Islands Government Employees Retirement
System and the National Black Caucus of State
Legislators

Randolph N. Stone, Esq.
Clinical Professor of Law
University of Chicago Law School
1111 E. 60th Street
Chicago, IL 60637
Term ends May 2014
Organization affiliations include: Neighborhood
Legal Service Program in Washington, D.C.,
American Bar Association and the Illinois
Department of Juvenile Justice

**YOUTH ADVOCATE PROGRAMS, INC.
BOARD OF DIRECTORS
2007 NORTH THIRD STREET
HARRISBURG, PA 17102**

PHONE: (717) 232-7580 FAX: (717) 233-2879

Thomas Jeffers (Founder, Chairman of the Board, Emeritus)

Youth Advocate Programs, Inc.
117 Hillside Road
Harrisburg, PA 17104

John McKnight (Ex-Officio Member)

Northwestern University
1217 Judson Avenue
Evanston, IL 60208-4100
Organization affiliations include: Gamaliel Foundation, The National Training and Information Center and the U.S. Commission on Civil Rights

Jerome Miller, Ph.D. (Ex-Officio Member)

National Center on Institutions & Alternatives
115 South Summit Avenue
Woodstock, VA 22664

*All Board members serve three year terms.
The date under the name indicates the end of term.*

JOB DESCRIPTION

Youth Advocate Programs, Inc.

JOB TITLE: Regional Director

DEPARTMENT: Field

FLSA Status (Director of HR assigns): Exempt

EEO Category (Director of HR assigns): First Level Manager

Circle one: Salary

Circle one: Full-Time

I. POSITION SUMMARY

This position is responsible for the overall management of programs in the assigned region to include client services, human resources packets, personnel, budget, and program development issues.

II. POSITION QUALIFICATIONS

A. EDUCATION: Bachelors or Masters Degree preferred, no specific field required

B. SPECIAL TRAINING/SKILLS (Licenses and Certifications):

- State/Federal Mandated Clearances and Criminal Background Checks
- Valid Drivers License

Problem Solving Skills

- Investigates and provides root cause analysis of problems, suggests alternatives, evaluates outcomes and makes formal recommendations for solutions.

Communication Skills

- Clearly and consistently verbally communicates priorities
- Ensures timely exchange of verbal information between employees or departments
- Verbally informs employee at all levels within the organization with need to know information

Math Skills

- Performs accurate basic mathematical functions such as addition, subtraction, multiplication and division
- Performs basic mathematical functions, like percentages, ratios, etc...

Computer Knowledge

- Word Processing Software
- Spreadsheet Software
- Internet/Email
- Presentation/Multi Media Software

Other Characteristics

- Documentation and Observation Skills
- Strong organization skills
- Ability to follow established confidentiality policy
- Ability to follow established safety standards
- Ability to use various office equipment i.e. copier, fax, shredder, printer, etc...
- Knowledge of financial management
- Strong leadership and supervisory skills
- Working Knowledge of applicable regulations

- Knowledge of human resources laws and regulations as they related to the management of staff.

C. EXPERIENCE/TRAINING:

Three to five years related experience/training in youth services, community programs, or program development.
At least one year related experience/training in management/supervision

D. MENTAL DEMANDS TYPICAL OF THIS POSITION:

Ability to manage multiple projects/tasks, utilize creativity, maintain a high level of decision-making, ability to adapt to a constantly changing work environment, maintain a high level of record keeping/routine paperwork, provide close attention to detail, ability to travel, ability to work under pressure for results, establish own goals, meet frequent deadlines, work in a closely supervised environment, and work closely with others.

E. PHYSICAL DEMANDS TYPICAL OF THIS POSITION:

Constantly Incurred (More than 75% of time on job)

Ability to use both hands, Ability to communicate orally, Ability to hear conversation, Ability to operate truck/motor vehicle

Frequently Incurred (25%-75% of time on job)

Ability to walk, Ability to sit, Ability to use both legs

Occasionally Incurred (Less than 25% of time on job)

Ability to stand, Ability to lift: Mod (Max 25 lbs.), Ability to carry (est. weight: 25 lbs.), Ability to push (est. weight: 25 lbs.), Ability to pull (est. weight: 25 lbs.), Reaching at high or low level, Repetitive finger movement, Ability to climb stairs, Ability to stoop

F. WORKING CONDITIONS TYPICAL OF THIS POSITION:

Frequently Incurred (Between 25% - 75% of time on job)

Work alone, Work weekly more than 40 hours (Avg.: 40 – 50 hours)

Occasionally Incurred (Less than 25% of time on job)

Work outside, Work outside and inside, Contact with patients, Exposure to blood and bodily fluids

This position typically does not require the use of personal protective equipment.

In keeping with Youth Advocate Programs', Inc. philosophy that each employee or prospective employee should be encouraged to reach his or her full potential, and in compliance with the American's with Disabilities Act (ADA), reasonable accommodations or modifications will be made for qualified applicants with disabilities to allow such individuals with disabilities to perform the essential functions of this position.

III. JOB RELATIONSHIPS

A. RESPONSIBLE TO: Typical reports to State Leadership/President

B. WORKERS SUPERVISED: Typical supervises staff in the assigned regional programs

IV. MAJOR JOB RESPONSIBILITIES/ESSENTIAL FUNCTIONS (list functions that can be measured)

ESSENTIAL FUNCTIONS: (other duties may be assigned)

1. Provide supervision of Program Directors in assigned counties.

PERFORMANCE MEASURE

- Communicate weekly performance feedback to Program Directors and hold them accountable to their strategic plans.
- Facilitate monthly team meetings for all administrative staff to review profit/loss information, expenses, unauthorized percentage of services, etc.

2. Manage the delivery of client services to ensure clients are receiving the maximum and appropriate level of services weekly.

PERFORMANCE MEASURES:

- Conduct weekly review of program percentage reports and review with Program Directors to ensure 80% of authorization levels are achieved monthly.
- Conduct monthly case and chart reviews with Program Directors.

3. Manage the quality of services delivered.

PERFORMANCE MEASURES:

- Review Support Center monitoring reports with Program Directors monthly.
- Ensure that Program Directors are meeting face-to-face with children and their families on a monthly basis.
- Develop two new programs per year to make trainings in the assigned region more cost effective.

4. Manage the compliance of services delivered.

PERFORMANCE MEASURES:

- Maintain monthly contact with referring authorities to keep updated on regulations and contract compliance.
- Communicate and distribute contracts and bulletins to Program Directors as needed.
- Ensure outcomes measurement data is reported in accordance research guidelines.

5. Develop new opportunities for YAP to deliver service.

PERFORMANCE MEASURES:

- Meet bi-monthly with potential referring authorities.
- Research new RFP's on an on-going basis.
- Conduct at least three outreach presentations annually.

6. Maintain the financial viability and manage budgeting for assigned regions.

PERFORMANCE MEASURES:

- Maintain a variance of + / - 5% from the established budget.
- Increase revenue by 5% over the next year.
- Identify four cost savings measures annually.

7. Attend meetings and trainings.

PERFORMANCE MEASURES:

- Attend at least 20 hours of job related training per year.
- Attend 95% of meetings.

OTHER DUTIES OF JOB:

1. Prepare monthly report for the President.
2. Speak at programs, staff meetings, and public events.
3. Completion of special projects as assigned by the President.
4. Perform other related duties as required.

* Essential Functions reflect the general duties considered necessary to describe the principal functions of the job as identified and shall not be considered as a detailed description of all the work requirements which may be inherent to the position. In addition, this job description IS NOT AN EMPLOYMENT CONTRACT.

Employee Signature: _____ Date: _____

JOB DESCRIPTION
Youth Advocate Programs, Inc.

JOB TITLE: Program Director
DEPARTMENT: Advocacy

FLSA Status (Director of HR assigns): Exempt

Circle one: Salary

Circle one: Full Time

I. POSITION SUMMARY

The Program Director is responsible for the overall administration of a local program including the provision of client services, personnel management, and budget management.

II. POSITION QUALIFICATIONS

A. EDUCATION: Bachelors degree with commensurate experience in community-based agency program is acceptable except for programs where the referring authority requires a specific degree.

B. SPECIAL TRAINING/SKILLS (Licenses and Certifications):
Licenses and Certifications

Problem Solving Skills

Communication Skills

- Demonstrate communication skills, both oral and written

Math Skills

Computer Knowledge

Other Characteristics

C. EXPERIENCE/TRAINING: Experience in the provision of home and community-based services, managing and benefits

D. MENTAL DEMANDS TYPICAL OF THIS POSITION:

Ability to manage multiple projects/tasks, utilize creativity, maintain a high level of decision-making, ability to adapt to a constantly changing work environment, maintain a high level of record keeping/routine paperwork, provide close attention to detail, ability to travel, ability to work under pressure for results, establish own goals, meet frequent deadlines, work in a closely supervised environment, and work closely with others.

E. PHYSICAL DEMANDS TYPICAL OF THIS POSITION:

Constantly Incurred (More than 75% of time on job)

Frequently Incurred (25%-75% of time on job)

Occasionally Incurred (Less than 25% of time on job)

F. WORKING CONDITIONS TYPICAL OF THIS POSITION:

Frequently Incurred (Between 25% - 75% of time on job)

Occasionally Incurred (Less than 25% of time on job)

This position typically does/does not require the use of personal protective equipment.

In keeping with Youth Advocate Programs', Inc. philosophy that each employee or prospective employee should be encouraged to reach his or her full potential, and in compliance with the American's with Disabilities Act (ADA), reasonable accommodations or modifications will be made for qualified applicants with disabilities to allow such individuals with disabilities to perform the essential functions of this position.

III. JOB RELATIONSHIPS

- A. **RESPONSIBLE TO:** Typically reports to President, Vice President or Regional Director of the service area.
- B. **WORKERS SUPERVISED:** Typically supervises Program Staff

IV. MAJOR JOB RESPONSIBILITIES/ESSENTIAL FUNCTIONS

1. Responsible for all services provided to clients and their families who are referred to the program. Ensure that all clients receive the appropriate number of hours, contacts, services, specified monies and activities as required by contract with the referring authority or the third party payor.
2. Interview referrals and their biological or extended families. In conjunction with the youth and his/her family, develop a Service Plan that meets the individual needs of the youth and family.
3. Oversee the intake process including interviewing referrals and appropriate family members. In conjunction with the client and family ensure that a service or treatment plan that meets the individual needs of the clients and family is developed and implemented. Such plans must be strength based using the wraparound plan model.
4. Monitor service delivery provided by staff and ensure that staff implements the goals in the service or treatment plans, as well as make any revisions to the plan that result from changing needs or case reviews.
5. Identify, recruit, hire, train, monitor and supervise all direct service professionals and administrative staff in the local program, following the YAP, Inc. personnel policies and procedures, including the matching zip codes policy for recruiting direct service staff. Ensure that staff qualifications meet those imposed by the referring authority or third party payor.

6. Provide direct service professional personnel with staff development and training sessions as required by YAP, Inc. policies. Promote staff development including the provision of cross-training among staff.
7. Attend staff meetings and training sessions from program personnel as scheduled by the Regional Director or President.
8. Assist staff in creative problem solving, including securing needed professional resources for clients and their families. Ensure that activities for clients and their families involve education, employment, social and other areas of need. Develop plans for discharge which include community linkages that will support the client and family after termination of service
9. Ensure that all required time lines and due dates are met. This includes submission of all administrative, fiscal and billing documents and data base information to The Support Center for processing and all reports and documents that are required to be submitted by referring authorities and third party payors.
10. Assign staff client caseloads and monitor the results
11. Ensure that best practice guidelines are adhered to by all direct service staff
12. Respond to special or critical incidents involving referred client as the need arises. Ensure that appropriate procedures and reports (both oral and written) are completed as per program and YAP, Inc. policy
13. Serve as a liaison between the agency, the court, children and youth agencies, community resources, and other organizations as needed.
14. Communicate with The Support Center as needed to ensure coordinated efforts and the efficient and effective management of programs and service delivery.
15. Develop linkages with community leaders and resources through outreach, connecting services and coordinating services.
16. Manage the local program within budget parameters
17. Develop the knowledge and understanding of YAP, Inc. policies, referring agencies' and third party payors' contracts and requirements and applicable governmental agencies' rules and regulations. Ensure that all terms and conditions of policies contracts and rules and regulations are adhered to and met.
18. Identify new opportunities and new projects to assist in the growth and development of YAP, Inc. program and services.

Other Essential Functions of job but not limited too

1. Perform other duties as assigned by the President or Regional Director
2. Adhere to all YAP, Inc.'s personnel policies, the YAP, Inc. Code of Conduct and the Integrity Compliance Plan.

3. Follow YAP, Inc.'s special incidents reporting procedures

V. TRAINING REQUIREMENTS (% of time required)

* Essential Functions reflect the general duties considered necessary to describe the principal functions of the job as identified and shall not be considered as a detailed description of all the work requirements which may be inherent to the position.

In addition, this job description IS NOT AN EMPLOYMENT CONTRACT.

Employee Signature: _____ **Date:** _____

JOB DESCRIPTION

Youth Advocate Programs, Inc.

JOB TITLE: Advocate
DEPARTMENT: Advocacy

Effective Date: immediately

FLSA Status (Director of HR assigns): Non-Exempt

A. QUALIFICATIONS:

Qualifications: Associate Degree or Bachelor's Degree preferred. Minimum high school diploma or equivalent and experience with the target population;

Knowledge of community resources;

Valid driver's license, automobile insurance and access to a vehicle; and

Appropriate state and federal required background checks.

B. RESPONSIBILITIES AND TASKS:

The primary responsibility of the Advocate is to initiate, organize, plan, develop and implement direct advocacy services to assigned clients and their families. All service plans will be based on a strength-based approach using the wrap around model.

C. SPECIFIC TASKS INCLUDE:

Ensure that all assigned clients and their families receive services, advocacy hours, contacts, and specified activity monies as required by the Program Director and the client's service plan.

Maintain the appropriate advocacy hours via face-to-face contact as specified by the service plan.

Develop a supportive relationship with each client's family. Involve the family in the development of meaningful activities. Ensure that parents know the whereabouts of their children while they are participating in program activities.

Develop with each client a set of objectives to be achieved during the client's participation in the program and following discharge.

Ensure that each assigned client is participating in an appropriate education/vocational program, a supported work program, or unsubsidized employment. Ensure that the client attends school and/or work on a regular basis.

Take each client to places of interest and introduce them to new activities and new ways of doing things.

Ensure that activities coincide with the needs, interests and wants of the client and family as defined by the service plan and the Program Director. Be prepared to identify the family's changing needs and interests as the advocacy relationship progresses.

Make necessary arrangements to acquire medical assistance coverage for eligible clients. Be aware of each client's medical history, prescribed medications, disabilities and needs. Monitor the client's nutritional needs and general health status.

Under the Program Director's supervision, involve the appropriate community professional resources as determined by the client's individual needs and the service plan.

Assist each client and family in identifying resources or persons who can provide continued support beyond termination of advocacy services and develop linkages to those community resources and persons.

Accurately complete the weekly activity report, activity vouchers and other required documents and submit them to the Program Director at the designated time and place.

Attend weekly staff development and training sessions as scheduled by the Program Director.

Participate in reviews of each youth's service plan as scheduled by the Program Director.

Respond to emergency situations or special incidents by involving the client or the client's family as the need arises. Attend court hearings as required.

Follow YAP, Inc.'s special incidents reporting procedures and provide the Program Director with information on potential issues of safety and ethical/confidentiality dilemmas.

Adhere to all YAP, Inc. personnel policies, the YAP, Inc. Code of Conduct and the Integrity Compliance Plan.

Perform all duties in a timely and cost-effective manner.

Develop a knowledge and understanding of YAP, Inc. policies, referring agencies' and third party payors' contracts and requirements and applicable governmental agencies' rules and regulations. Ensure that all terms and conditions of policies, contracts and rules and regulations are adhered to and met in the performance of job duties.

Perform other related duties as assigned by the Program Director.

D. **REPORTS TO:** Program Director

Advocate's Signature: _____ Date: _____

JOB DESCRIPTION

Youth Advocate Programs, Inc.

JOB TITLE: **Administrative Manager**
DEPARTMENT: Advocacy

FLSA Status (Director of HR assigns): Non-exempt

EEO Category (Director of HR assigns): Administrative Support-office/clerical

Circle one: Hourly or Salary

Circle one: Full-Time or Part-Time

Qualifications:

Associate degree in business related area preferred; high school diploma and commensurate experience required.

Skills needed: math aptitude; oral and written communication skills; computer and data entry skills

Responsibilities and Tasks:

The primary responsibility of the Administrative Manager is to provide administrative support and services to the Program Director and other professional staff. The Administrative Manager is responsible for organizing, managing, and tracking information for the local program and serves as a liaison between the program and Support Center staff.

Specific tasks

1. Process and prepare weekly packages for submission to The Support Center
 - a. Verify mathematical calculations of all time sheets, reimbursement vouchers, check requests, etc.
 - b. Verify signatures where required.
2. Ensure that all paperwork is submitted on a timely basis
3. Process and oversee new employee files
 - a. With the new employee, complete all necessary paperwork and Personnel Action Forms.
 - b. Maintain a file for each employee - including copies of W-4, I-9, criminal history check, resume, references, and if applicable, work support documentation.
 - c. Complete the Terminated Employee Personnel Action Form and forward terminated employee files to The Support Center in a timely manner.
4. Establish and maintain accurate client data
5. Track reports required by the referring authority and notify the Program Director of any late reports.
6. Maintain the office in a professional and friendly manner.
7. Maintain telephone coverage during office hours and take accurate messages.
8. Oversee scheduling of mailings, meetings, authorizations, etc.
9. For behavioral health clients, check daily the client eligibility for services and notify Program Director immediately of any changes.
9. Understand the policies and procedures of Youth Advocate Programs, Inc. and implement them at all times.
 - a. Personnel Policy Manual
 - b. Code of Ethics
 - c. Integrity Compliance Plan
10. Perform other related duties as assigned by the Program Director.

Reports to: Program Director

* Essential Functions reflect the general duties considered necessary to describe the principal functions of the job as identified and shall not be considered as a detailed description of all the work requirements which may be inherent to the position.

In addition, this job description IS NOT AN EMPLOYMENT CONTRACT.

Employee Signature: _____ **Date:** _____

Minette Bauer
Deputy
Chief Executive Officer

EDUCATION:

Pennsylvania State University
BS, 1975
Rehabilitation Education

YEARS OF EXPERIENCE:

37

Human Services Experience: Service to Youth Advocate Programs, Inc. (YAP) began in 1975 with the opening of the first Youth Advocate Program in Pennsylvania and continued with leadership and oversight of the agency's growth into nine states, the District of Columbia and the United Kingdom. Experience includes direct services to youth and families in housing projects and blighted metropolitan neighborhoods and progressively responsible executive leadership roles.

Deputy Chief Executive Officer (YAP) – Responsible for development and implementation of new community-based programs for children, youth, families and adult corrections with a focus on the Midwestern United States. Serve as liaison to YAP's sister program in Sierra Leone. Responsible for administrative areas including: public policy and public affairs; risk management; and technical and troubleshooting assistance to Senior Management and field leaders. Actively participate on various executive level task forces and committees to research and develop policies. Serve on YAP's Human Resources Committee; Gang Services/Violence Committee; the COA (Council on Accreditation) Certification Task Force; and the Executive Team.

Executive Vice President of Operations (YAP) – Responsible for corporate operations (The Support Center) and corporate legal affairs. Served as a member of YAP's Executive Committee.

Vice President of Operations and Program Services (YAP) – Responsible for oversight and administration of Southeastern Pennsylvania Programs including Philadelphia.

Program Director (YAP) – Successfully put the Philadelphia and New Jersey Youth Advocate Programs into operation.

Advocate (YAP) — Responsible for the provision of direct services to troubled adolescents and their families. Worked in predominately urban neighborhoods.

Highlights of Notable Achievements:

- Was one of YAP's first advocates working to return juveniles incarcerated in the Camp Hill (Pennsylvania) State Correctional Institution to appropriate community settings.
- Facilitated YAP's first International Youth Advocacy Federation Conference (IYAF) in Monmouth, NJ for the purpose of giving youth a voice on international human rights issues.
- Demonstrated creativity and innovation in developing and implementing programs for youth and families involved with juvenile justice, child welfare and behavioral health systems.
- Did college internship at the Rockview State Correctional Institute, Bellefonte, Pennsylvania.

DAVID RYAN WILLIAMS
Regional Director
Chicago Youth Advocate Program

David Williams
Director
Chicago YAP

Education

Chicago State
University (IL)
MS, Correctional and
Criminal Justice
University of
Chicago, Social
Service
Administration
University of
Louisville, KY
BS, Correctional
Administration
BS, Law Enforcement
Administration

Training:

SACY – 40 hours
Quality Assurance
Budget Development
and Administration
Performance
Evaluation
Performance-Based
Management and
Progressive Discipline
Administrative Law
DASA – “It Takes a
Village to Raise a
Child
DASA – Substance
Abuse Prevention
Crisis Intervention –
Administrative
Office of the Courts

Highlights of Relevant Experience

Experience with Children, Youth and Families: Have over 19 years of experience in juvenile justice, adult probation and child welfare. Career focus has been in major metropolitan areas: Louisville, KY and Chicago, IL. Professional history includes provision of direct services including service as a Probation Officer, Pretrial Officer, Youth Program Worker and Case Manager. Have extensive experience with mentoring programs and volunteer coordination.

Managerial/Supervisory Experience: Held progressively responsible positions including Program Director for the Jane Addams Hull House Association. Owned and operated a Real Estate business for six years. Joined the Chicago Youth Advocate Program in 2006, first as Program Director and then Regional Director.

Personal Strengths and Assets:

- Excellent verbal and organizing skills.
- Willingness to accept new challenges and responsibilities; eager to learn.
- Goal oriented; competent; reliable; disciplined; assertive.
- Ability to reduce complex ideas to palatable concepts and practical applications.
- Ability to relate to people from various social, ethnic and/or economic backgrounds.

Employment History

Director, Chicago Youth Advocate Program 2006 – present: Responsible for day-to-day management of a community-based program serving severely delinquent youth returning from juvenile correction facilities to Chicago’s West and South sides. Manages contracts and budgets; responsible for human resource functions including recruitment, hiring, evaluation; supervises staff; conducts intakes and oversees and provides direct services as necessary.

Employment History

Self-Employed Real Estate Entrepreneur 2000-2006: Owned and operated a business focused on real estate purchase, rehabilitation, sales and rentals. The successful business is still operating under different management.

Program Director, Jane Addams Hull House Association, Hull House Advocate Program, Chicago, IL. September 1995 – September 2000: Responsible for the day-to-day operations of the Hull House Advocate Program. Duties included: staff interviewing, training, development, supervision administration of personnel policies including progressive discipline; physical plan management; budget development and administration; negotiating and maintaining contractual relationships; human resources and policy development. Supervised 45 staff and a \$4 million budget.

Supervisor, Jane Addams Hull House Association, New Directions Program, Chicago, IL. January 1994 – July 1995:

Responsible for supervision of 15 staff in a program serving 120 children in the care of the State of Illinois. Duties included: supervision and monitoring implementation of Medicaid services; assisting in the development of new program services; supervising case managers and assistant case managers; preparing monthly and quarterly reports as required; participating in utilization reviews and treatment plan staffing; training staff on Medicaid policies and procedures; trained new staff on New Directions Program policies and procedures.

Case Manager, Jane Addams Hull House Association, New Directions Program, Chicago, IL. June 1993 – December 1993:

Responsible for a caseload of 11. Provided crisis intervention as needed; acted as liaison for the clients between DCFS, schools, courts and other officials; performed initial client assessments; responsible for disbursement of funds to the clients; attended job development and training courses; responsible for placing and monitoring clients' living environment; counseled clients with regard to independent living skills; updated clients' records daily.

Prior Experience with Probation, Courts and Mental Health

Probation Officer, Cook County Adult Probation Chicago, IL (July 1992- October 1996);

Prevention Specialist II, Bobby Wright Mental Health Center, Chicago, IL (July 1991-June 1993)

Youth Program Worker II, Jefferson County Department of Human Services, Louisville, KY (November 1990 – May 1991)

Pretrial Officer, Administrative Office of the Courts, Louisville, KY, (March 1990 – May 1991)

Highlights of Accomplishments

- Assisted with coordination of the Red Ribbon Week Rally with over 5,000 students.
- Organized Peer Leader Recruitment for a Drug Free West Side Youth Task Force.

Highlights of Accomplishments

- Developed and implemented curricula for school-based groups and implemented training on various subjects such as: drug prevention, youth motivation, self-love, self-esteem and African culture.
- Served as Hull House national representative to CWLA Independent Living Services and Youth Services.
- Increased revenue from \$1million to \$4 million in two years for Hull House Advocate Program.
- Developed and implemented Hull House Advocate Program Policy and Procedure Manual and provided training.
- Developed Quality Assurance Program for Hull House Advocate Program.
- Responsible for Hull House Advocate “build out” that complied with ADA and COA standards.
- Participate on YAP’s agency-wide Policy and Procedure Development Team.
- Participated in YAP’s agency-wide Strategic Planning Initiative.

STEVEN L. GATES

100 W. 113th St., Chicago, IL 60628 / (773)443-5284 / sgates@yapinc.org

EDUCATION & ACADEMIC AFFILIATIONS

Bachelor of Arts, Criminal Justice / Juvenile Justice, Jackson State University, Jackson, Mississippi (1995)

Dean's List Scholar

Member, Kappa Alpha Si Fraternity

PROFESSIONAL EXPERIENCE

Program Director, Youth Advocate Programs, Inc., Chicago, IL (Nov. 2009- present)

- ♦ Responsible for overall administration of local program, including provision of client services, personnel management and budget management
- ♦ Interview clients, assess needs, develop service plans and assign appropriate advocates to each case
- ♦ Supervise a team of advocates, conduct weekly de-briefings to review goals met and upcoming tasks
- ♦ Work with clients and advocates to develop strength-based plans to meet client needs
- ♦ Attend staff meetings, draft memos to partnering agencies and supervisors about status in cases
- ♦ Strictly adhere to organizational and relevant government agency policies, rules and regulations
- ♦ Advocate for clients' needs, including acting as a liaison between the client and various agencies

Assistant Director, Youth Advocate Programs, Inc., Chicago, IL (Nov. 2009- Nov. 2009)

- ♦ Assisted Program Director in overall administration of local program, including provision of client services, personnel management and budget management, and all other duties listed above.

Advocate, Youth Advocate Programs, Inc., Chicago, IL (Nov. 2007-Nov. 2008)

- ♦ Initiated, organized, planned and developed direct advocacy services to assigned clients and their families
- ♦ Developed supportive relationships with clients and their families
- ♦ Worked with the client to develop objectives to be achieved during and after participation in the program
- ♦ Ensured that clients participated in programming or attended school or work on a regular basis
- ♦ Introduced clients to places of interest, new activities and new ways of doing things

Outreach Worker, Chicago Youth Centers, Chicago, IL (Dec. 2005-Nov. 2007)

- ♦ Worked with youth in foster care to increase their placement stability in home and school
- ♦ Improve academic performance of enrolled youth, while providing educational advocacy
- ♦ Connect youth with necessary resources needed to achieve various educational and vocational goals

Foster Care Case Manager, Chicago Youth Centers, Chicago, IL (Feb 2005-Dec 2005)

- ♦ Provided intensive case management services to Department of Children and Family Services wards
- ♦ Attended court hearings and administrative case reviews, provided legal testimony and documentation
- ♦ Collaborated with a team of mental health experts, mentors and educational specialists to serve client needs

Senior Case Care Manager, Healthcare Consortium, Dolton, IL (Feb. 2003-Feb. 2005)

- ♦ Provided linkage and discharge planning for clients of nursing homes and hospitals in our servicing area
- ♦ Ensured all services and assignments provided complied with Illinois Dept. on Aging guidelines
- ♦ Pre-screened clients for nursing home placement and assessed client eligibility for home health care services
- ♦ Regularly partnered and collaborated with doctors, nurses, and other health care providers

Case Manager / Supervisor Supervised Independent Living Program (SILP), St. Joseph's Carondelet, Chicago, IL (Oct. 2002-Feb. 2003)

- ♦ Advocated for resources and services for the Department of Children and Family Services wards ages 16- 21, with histories of multiple placements, delinquencies, suicide and /or sexually aggressive behavior
- ♦ Provided vocational and life skills training to prepare youth for independent living
- ♦ Collaborated with various mental health experts to best deliver services to clients
- ♦ Experienced with Medicaid billing and Citrix Network software.

APRIL MICHELLE CURTIS

4929 W. Warwick, IL 60641 • 312-771-8616/312-859-9191 • aprilcurtis07@gmail.com

PROFILE

Leadership, Program Development and Management, Social Service (Child Welfare/Juvenile Justice), Detail Oriented, Superb Communication Skills, Bilingual Conversational Spanish Speaking, Problem Solving, Client Service, Consulting, Excellent Computer Skills (MS Office), Interpersonal Skills, Research and Development, Multitasking, Policy Development, Public Speaking, Grant Writing, Budget Management, Youth Development, Project Management, Analytical Skills,

EDUCATION

University of Illinois Urbana-Champaign 2002: *Bachelor of Science: Psychology*

University of Chicago Masters Candidate 2014: *Social Service Administration*

EXPERIENCE

Youth Advocate Program, Inc

Dec. 2009- Current

Program Director

- Provide intensive advocacy for ultra-high-risk CPS students City Wide
- Identify, recruit, hire, train, monitor and supervise all direct service professionals and administrative staff
- Develop data programs to monitor and manage outcomes for program, manage budget, write grants
- Partner, develop, serve as liaison with Chicago Public Schools, Juvenile Courts/staff, Probation, Community Organizations, Chicago Police Department
- Facilitate Child and Family Team meetings and develop Individualize Service Plans for each family
- Conduct gang mediations in the school and community to ensure safety of youth and family
- Ensure that activities for clients and their families involve education, employment, social and other areas of need
- Develop plans for discharge which include community linkages that will support the client and family
- Respond to special or critical incidents involving referred client as the need arises
- Certified Basic Advocate Trainer for Youth Advocate Program National Wrap Around Model

Uhlich Children's Advantage Network- Chicago, Illinois

Oct. 2005- Dec. 2009

Youth Leadership Specialist III (High School to College Program Coordinator, H2C)

- Developed and directed High School to College Program for youth in care ages 13-19 years old
- Effectively planned, managed the budget, proposal writing and day to day functions for H2C
- Facilitated groups, conducted trainings sessions and workshops in schools, churches and community organizations
- Planned, actively participated, lead monthly Alumni Involvement Council (professional development for former youth)
- Researched current sources in areas of advocacy, violence prevention and youth development and education
- Established and maintained partnerships with schools, caregivers, social workers, attorneys, and court system
- Organized various community outreach events
- Actively participated on the Work Force Learning Task Force, UCAN Diversity Committee (training sub committee)
- Actively participated on the Child Care Association of Illinois (CCAI) Policy committee
- Developed and participated in a Latino Affinity Group (to assist in targeting services for Latino youth and families)
- Developed Life Skills Curriculum for teen programs

Children and Family Research Center – University of Champaign-Urbana Illinois

June 2002- Oct 2006

Visiting Research Specialist

- Director of the Young Researcher Program (continued work as Research Assistant)
- Responsible for researching funding sources and developed grant proposals for additional youth programming
- Youth Liaison to the Director of Department of Children and Family Services (DCFS)
- Project Coordinator for the Jim Casey Youth Opportunities Initiative
- Developed and Directed - Taking it to the Courts Project & Young Adult Council
- Participated in Chafee Foster Care Independence Program Work Group sessions with DCFS
- Developed materials and a resource guide toolkit for youth and adults regarding the child welfare system
- Researched current literature on siblings in foster care & family preservation
- Created and developed Statewide Sibling Symposium to analyze and address issues facing DCFS youth and their siblings

Cook County Office of the Public Guardian Chicago, Illinois

Summer 2000, 2001

Teen Scholar Coordinator

- Organized and managed the summer program by developing training and supervising teen scholars
- Researched articles for Courtroom supervisor and provided summaries/critiques.
- Interacted with children ages 0-13 years in children's waiting room at Cook County Circuit Courts Juvenile Center.
- Facilitated professional development opportunities for scholars

CONSULTANT

Child Welfare and Juvenile Justice

Motivational Speaker (2000-Present)

JBS International (Children's Bureau) - Federal Child & Family Services Reviews Project (2007 – 2011)

The Urban Institute- Chafee Multi-Site Evaluations of Foster Youth Programs (2007 – 2009)

ANGEL Corp Coordinator (assists victims of violence, facilitate Angel Corp group and trainings) (2006 – 2009)

Positive Youth Adult Partnerships and Board Development (local/national) (2003 - Current)

Adoptions Unlimited- Family Connections Project (2002 – 2010)

Casey Family Programs Alumni Division (2002 – 2010)

Jim Casey It's My Life Conference Planning Committee (2002 – 2009)

LEADERSHIP EXPERIENCE AND ACTIVITIES

DCFS/FCAN Sibling Rights Round Table (2011-2012)

Foster Care Alumni of America- IL Chapter – (2011-2012)

Child Welfare League of America CWLA - Board of Directors (CEO Search/Program/Finance/Membership Comm.) (2002 – Present)

Department & Children and Family Services Latino Advisory Committee member (2007 – 2011)

Children's Defense Fund Young Adult Leaders Trainings (2005 – 2010)

Children's Defense Fund Cradle to the Pipeline Workgroup (2006 – 2007)

Illinois Governors Post-Adoption Sibling Rights Task Force helped write & introduce bill into legislation (2000-Present)

Court Improvement Project Court Culture Team, Child Protection Sub-Committee (2001 – Present)

Foster Care Alumni of America Board of Directors (founding Board of Directors Member, current member) (2004 – 2007)

CWLA National Foster Youth Advisory Council First President - Alumni Member - Adult Supporter (2002 - 2008)

Illinois DCFS Regional & Statewide Youth Advisory Boards Statewide President, Alumni Member (2000 - 2006)

U of I Peer Recruitment Program Minority student recruitment (1999 - 2002)

CONFERENCES/PUBLIC SPEAKING

(2000 – PRESENT)

PRESENTER, KEYNOTE SPEAKER, TRAINER, PANELIST, ATTENDEE, COORDINATED/ADVISED/DEVELOPED CONFERENCES
(STATE/NATIONAL/INTERNATIONAL)

(STATE/NATIONAL- UNIVERSITIES AND COLLEGES- SCHOOL OF SOCIAL WORK & LAW SCHOOL)

List can be provided upon request

Developed & Trained –

Advocacy 101, Youth - Adult Partnerships, Youth Leaderships, Importance of Sibling Relationships, Group Development, Teen Programs, Bullying 101, Gang Involvement, Strategic Development, Board Development, Life Skills, True Colors, Self – Esteem 101, Goal Setting, Public Speaking, Strategic Sharing, In My Shoes (telling your life story)

HONORS AND AWARDS

Certificate of Appreciation – Association House of Chicago (2012)

Certificate of Appreciation – 2nd Annual Partnering for Solutions Conference (DCFS) – (2012)

Employee of the Month- UCAN – (2008)

Migration and Child Welfare National Network- 2nd Forum- "The Intersection of Immigration and Child Welfare Skills Building Institute (2008)

Certificate of Completion – "Young Adult Leaders Training"- The Children's Defense Fund- (2005)

National Staff Development and Training Association – Recognition of Excellence – (2004)

Youth Advocate of the Year (North American Council on Adoptable Children) (2003)

Exemplary Leadership with the Youth Advisory Boards (Chicago Area Project) (2002)

Kids to Kids National Service Award (CWLA) (2002)

Youth Leadership Award (IDCFS Hispanic Advisory Council (2001)

DeVonne Carothers
16832 Head Ave.
Hazel Crest, IL 60429
(708) 335-0147
(773) 842-8214

Objective

To secure a position that will allow me to enhance my skills as it pertains to Social Services.

Education

B.S., Mathematics; Minor, Computer Science
Barber-Scotia College; Concord, NC; May 1996

Work Experience

Regeneration Worker, Lutheran Child and Family Services
Chicago, IL
(December 2008 – present)

- Provide weekly services to DCFS wards ages 16 to 21 year olds that are on parole or probation.
- Teach independent living skills to participants, document progress and up date files.
- Monitor and provide assistance with daily living and money management skills.

Community Support Worker, Universal Family Connection
Chicago, IL
(October 2001 – December 2008)

- Provide weekly monitoring and assistance for 18 to 21 year old young adults seeking independence.
- Update files and monitoring notes on the progress of participants toward their goal of independence.
- Monitor and provide assistance with the daily living and budget of participants.

Community Support Worker, Aunt Martha's Youth Services
Riverdale, IL
(July 1999 – October 2001)

- Provide weekly monitoring of 18 to 21 year old young adults seeking independence.
- Update files and monitoring notes on the progress of participants toward their goal of independence.
- Monitor and provide assistance with the daily living and budget of participants.

Case Manager, Aunt Martha's Youth Services
Chicago Heights, IL
(October 1996 – July 1998)

- Provide technical, emotional and crisis intervention assistance to a caseload of 27 children and their families.

- Provide direct, in-home monitoring of children and their foster home on an on-going basis.
- Maintain accurate, complete and current files, update service plans and develop permanency plans for children in service.

Special Skills: Competent in Microsoft Suites, Word Perfect, Basic and COBOL

Special Interest: Volunteer for the Homeless Charity Drive

References furnished upon request

KENNETH TRIMUEL

16524 S. KEDZIE

MARKHAM, ILLINOIS 60426 (708) 503-9251

OBJECTIVE : To continue to assess, evaluate and make decisions pertaining to the various client populations I have worked with. I further endeavor to insure my clients' well-being and their possible need for treatment and/or rehabilitation.

WORK EXPERIENCE:

THE YOUTH CAMPUS, PARK RIDGE, ILL.

PROGRAM COORDINATOR- FEBRUARY 2006-PRESENT

1. Coordinates services for DCFS wards in a therapeutic, residential setting.
2. Supervises Team consisting of Clinical Therapist, Case Mgrs., and Youth Counselors.
3. Facilitates all weekly Team Meetings and individual supervisions.
4. Assists in coordination of Foster Care and/or Transitional Living Placements for clients approaching discharge.
5. Responsible for implementing and overseeing program budget.
6. Responsible for staff development and all relevant trainings.

COMPREHENSIVE COMMUNITY SERVICES, CALUMET PARK, ILL.

RESIDENTIAL SERVICES DIRECTOR- QMRP, MARCH 2000 to FEBRUARY 2006

1. Facilitates residential services for Developmentally Disabled and Mentally Ill clients in C.I.L.A program
2. Conducts clinical interviews and assessments for clients considered for admission into program
3. Manages and supervises Direct Support Personnel staff of 14
4. Conducts staff trainings and attend all Quality Assurance meetings as designated
5. Research community resources for new program possibilities

**JANE ADDAMS HULL HOUSE ASSOCIATION ADVOCATE PROGRAM, CHG. ILL
CASE MANAGER, NOVEMBER 1997 to MARCH 2000**

1. Coordinated services for At - Risk youths in an Independent Living Program. (Ages 17 - 21)
2. Attended Administrative Case Reviews and Advocated for clients in the Juvenile Court System.
3. Completed both weekly and quarterly reports to monitor client's progress.
4. Served as a Team Leader to a team of four advocates, delegating duties in client targeted tasks.
5. Worked in conjunction with clinical team with clients in drug addiction, intervention and referrals

VOLUNTEERS OF AMERICA OF ILLINOIS, CHICAGO ILL.

CASE MANAGER I, MARCH 1997 to NOVEMBER 1997

1. Managed and implemented services for At -Risk youths in a Foster care and Adoption program.
2. Monitored Foster homes of both Specialized and Home of Relative clients
3. Completed monthly and quarterly reports to monitor client's progress.
4. Offered and implemented services to parents of the clients for re -unification purposes.

MEMORANDUM @ ASN CHICAGO.ORG
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Scheryl R. Spiller

4985 Arquilla Drive • Richton Park, IL 60471
 Phone: (708) 718-3934 or (708) 481-0839
 e-mail address: s_spiller@sbcglobal.net

Objective

To obtain a challenging Administrative Assistant or an Office Manager position that will enable me to utilize my work experience and provide professional growth opportunities.

Work Experience

1/04 - 2/07

Southwest Women Working Together
Chicago, IL

Office Manager

- Supervised and trained the Program Assistant/Accounting Clerk and Client Service Asst
- Maintain vendor contracts and office equipment, telephone system and computer/printers
- Developed and implemented Administrative Standard Operating Procedures
- Process accounts payable and Reconcile petty cash
- Maintain personnel files and conduct new employee orientation for new employees
- Order and maintain office supplies

9/01 – 10/02

Lawrence Hall Youth Services
Chicago, IL

Administrative Support Specialist

- Conducted Operational Excellence record reviews throughout the agency
- Facilitated Peer Review meetings to ensure reviews are completed accurately
- Ordered and maintained office supplies for MIS department

6/94 – 7/00

Jane Addams Hull House
Chicago, IL

Office Supervisor/Administrative Assistant

- Supervised and trained five office services staff for the Advocate program
- Developed and implemented Administrative Standard Operating Procedures
- Maintained personnel files, conducted employee orientation for new employees
- Monitored budget to ensure balance stayed within the program's budget
- Maintained vendor contracts and agreements for program's equipment
- Prepared and distributed client allowances and food certificates
- Processed accounts payable/invoices for program expenses

Accomplishments

- Developed and implemented Fire Evacuation plan for program
- Trained staff on evacuation plan for building
- Developed and implemented Administrative Standard Operating procedures.
- Coordinated SWWT move March 2006

Education

1982 – 1983 Harold Washington College, Chicago, IL – General Studies

1980 – 1982 Jones Commercial High School, Chicago, IL – Diploma received

Skills

Type 60-65 wpm/ Proficient XP Word, Excel, Outlook, Quick Books
 40 Hour DV Training, HMIS Training. Notary

References

Furnished upon request

Antoine McNutt

108 East 41st
Unit 1w
Chicago, Illinois 60653
312.371.4443
mcnutt71@hotmail.com

EDUCATION

Tennessee State University, Nashville, Tennessee • August 1998 - December 2000

Bachelor of Science

Area of Concentration: Social Sciences

University of Illinois, Champaign, Illinois • August 1995 - May 1998

Transferred Education

RELATED EXPERIENCE

Uhlich Academy and High School, Chicago, Illinois

Crisis Intervention Counselor, 2006-Present

Uhlich Academy and High School is an innovative 1st-12th grade therapeutic day school using special education curriculum and experienced staff to help students succeed in academics. By working individually with students or in a small group setting, the staff creates situations in which students can succeed and view education in a positive light. Uhlich Academy and High School is contracted by Chicago Public Schools and used as a preferred provider to ensure quality, and a uniform set of standards.

- Lead and supervise over 140 students in a transformational view of academic and social achievement.
- Directly involve and plan activities for 12 students within a caseload, and provide them holistic individual and group work services.
 - Develop a written service plan for each assigned student case, implement service plan and frequently review recommended handling of cases with supervisor.
 - Teamwork with instructors to execute appropriate behavioral management of students.
 - Provide timely and honest feedback and coaching of students to perform to their highest potential.
 - Collaborate with the Chicago Police Department and Illinois Department of Children and Family Services to establish safe and healthy learning conditions.
 - Negotiate conflicts of students and act as source of judiciary affairs.
 - Strategically establish links for students and family members that include additional educational supports, financial resources and housing assistance programs.
 - Accountable for proper implementation of academic and social policy towards student body and staff.
 - Create cultural, educational and social presentations that confront issues such as sex and gender discrimination, functional classroom values and reverence among peer groups.

Maywood Police Department, Maywood, Illinois

B.A.D.G.E Program Coordinator, 2005-2006

Maywood Police and Fire Departments collaborated to form Balance Against Drug and Gang Elimination (BADGE), a program designed to encourage and stimulate youth's learning experiences and encourages community involvement.

- Problem solved and served as a knowledge base on student development and social issues that included discussions on self-esteem and self-value.
 - Created and executed sports specific programs for 115 students, intend to increase youth exposure to physical activity, team focused work and proper decision making.
 - Mentored and coached students on achieving more for themselves and community.
 - Accountable for proper compensation procedures involving payroll administration.

Chicago Job Corporation, Chicago, Illinois

Residential Advisor, 2004-2005

Chicago Job Corporation, a leading employment service and residential facility, services at-risk-teens and young adults 16-24 years old. Unable to complete secondary education within a high school setting, these students are provided an additional opportunity within our facility to achieve a high school diploma or general education degree.

- Strategically led 60-80 teens and young adults in innovative approach to achieving academic and social success.
- Primarily responsible for 20 teens and young adults who dropped out of high school or were incarcerated.
 - Peaked intellectual curiosity through mentoring and coaching of life issues that included adjustments to novel outlook of accomplishment.
 - Daily maintained records of resident behavior, and assessed the safety of youth in current living arrangement.
 - Corresponded with probation officers, social workers and other social service agencies or community organizations to coordinate youth services.
 - Researched effective and efficient treatment of youth and used agency procedures for providing services to youth.

Hephzibah Children's Association, Oak Park, Illinois

Youth Counselor, 2003-2005

Hephzibah, a residential facility, enhances the lives of children and families through a continuum of innovative programs that seek to empower and educate child, parent and guardian. The children who live at Hephzibah are here because of traumas and hurts that are deep and unspeakable. They undergo extensive medical testing, psychological evaluation, and treatment to help them through this difficult period and determine the long term care they need.

- Managed a caseload of 25 youth and provided direct individual and family services with emphasis on meeting the psycho-social needs of youth.
- Provided a strong, stable role model and authority figure for residents and built a caring and therapeutic relationship.
- Maintained contact with relevant family members, assessed their need for services, and worked on relationship building between child and family.
 - Accountable for maintenance of accurate, complete records in accordance with Illinois state policy.
 - Implemented individual behavior management plans for residents through a teamwork approach and made suggestions to the team based on observations and interactions with the residents.

Hyde Park Learning Resource Center, Chicago, Illinois

Youth Counselor, 2001-2003

Hyde Park Learning Resource Center has changed the lives of many students and families. With trained and certified teachers providing personalized instruction, students have excelled in areas such as reading, writing, mathematics, study skills and test-prep for college entrance and state exams.

- Teamed with teachers, parents and director to sufficiently aid students excel in course work and examinations.
- Accountable for 33 students, and their completion of homework in timely manor.
 - Mentored students on issues of peer pressure, self esteem, and acceptance of peers.
 - Project management of all athletic programs and activities.

COMPETENCE / EXPERTISE / PROFICIENCY

First Aid and Cardiopulmonary Resuscitation Training
Physical Restraint Training

ACTIVITIES / AFFILIATIONS

Chicago Vocational High School - Football Coach
Proviso East High School - Football Coach
National Football League Player - St. Louis Rams
National Football League Europe Player - Rhein Fire
University of Illinois - Football Scholarship
All American and All State Football Honors

EXHIBIT 2

Schedule of Compensation

REVISED BUDGET DETAIL**Grant Proposal Amount Requested: \$200,000**

The Proposer declares that it has carefully examined the Request for Proposal documents, the Proposal Forms, General and Special Conditions and Specifications identified as Document Number 13-53-090 for the Violence Prevention, Intervention And Reduction Grants, as prepared by Cook County and has become familiar with all of the conditions under which it must be carried out and understands that by submitting proposed pricing on these pages, Proposer waives all right to plead any misunderstanding regarding the same. Any category of expense not applicable to the budget may be deleted. Indirect costs are not allowable

Budget Detail**A. Personnel**

List each position by title and name of employee, if available. Show the annual salary rate and the percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

Name/Position	Computation	Cost
Program Director – Steve Gates	\$1,080 per week x 50% dedicated to this program.	\$ 28,080
Administrative Manager - to be determined	\$750 per week x 16.67% dedicated to this program.	6,500
Program Manager – Keith Koenig	\$700 per week x 8% dedicated to this program.	2,912
Advocates - various	\$12.00 per individual hour \$6.00 per youth per group hour \$8.25 per hour compensatory time.	92,068
SUB-TOTAL \$		129,560

B. Fringe Benefits

Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed in budget category (A) and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

Name/Position	Computation	Cost
Program Director – Steve Gates	7.65% FICA, 2.35% Worker's Compensation, 2% Unemployment Tax, 18% agency share of health insurance.	8,424
Administrative Manager – to be determined	7.65% FICA, 2.35% Worker's Compensation, 2% Unemployment Tax, 18% agency share of health insurance.	1,950

Program Manager – Keith Koenig	7.65% FICA, 2.35% Worker's Compensation, 2% Unemployment Tax, 18% agency share of health insurance.	874
Advocates – various	7.65% FICA, 2.35% Worker's Compensation, 2% Unemployment Tax.	11,048
SUB-TOTAL \$		22,296

TOTAL PERSONNEL AND FRINGE BENEFITS 151,856

C. Travel

Itemize travel expenses of project personnel by purpose. Show the basis of computation (e.g., six people to 3-day training at \$X airfare, \$X lodging, \$X subsistence). In training projects, travel and meals for trainees should be listed separately. Show the number of trainees and the unit costs involved.

Identify the location of travel, if known. Travel for consultants will only be reimbursed for resources traveling from more than 50 miles outside of Cook County and shall be consistent with Cook County travel reimbursement policies. All travel shall be pre-approved by the Justice Advisory Council.

Purpose of Travel	Location	Item	Computation	Cost
Program Director travel within the community for street outreach and client visits.			\$.50 per mile x average 100 miles per week.	2,600
Advocate travel within the community for street outreach and client visits.			\$.50 per mile x average 576 miles per week.	14,976
TOTAL \$				17,576

D. Supplies

List items by type. Generally, supplies include any materials that are expendable or consumed during the course of the project.

Supply Items	Computation	Cost
Consumable supplies including pens, pencils, paper, staples, etc.	\$75 per month`	900
Postage and overnight mail for payroll processing	\$90 per month`	1,080
TOTAL \$		1,980

E. Other Costs

List items (e.g., rent, reproduction, telephone, janitorial or security services, and investigative or confidential funds) by major type and the basis of the computation. For example, provide the square footage and the cost per square foot for rent, or provide a monthly rental cost and how many months to rent.

Description	Computation	Cost
Rent on office space pro rata share.	\$389 per month	4,668
Utilities	\$74 per month	888
Telephone and internet	\$100 per month	1,200
Equipment rentals	\$90 per month	1,080
Youth accident insurance	\$49 per month	588
Monitoring of advocate hours	\$5 per youth per month	1,440
Activity fund for the purchase of small items for youth such as school supplies, light snacks and small clothing items	\$5 per contact x average three contacts per youth per week.	18,720
TOTAL \$		28,584

Budget Summary- When you have completed the budget worksheet, transfer the totals for each category to the spaces below. Compute the total direct costs and the total project costs. Indicate the amount of Federal funds requested and the amount of non-Federal funds that will support the project.

Budget Category	Amount
A Personnel	\$129,560
B Fringe Benefits	\$22,296
C Travel	\$17,576
D Supplies	\$1,980
E Other Costs	\$28,584
Grand Total	\$199,996
Amount Requested	\$200,000

Office of Justice Programs
Office of the Chief Financial Officer
810 Seventh St., NW
Washington, D.C. 20531

DEC 10 2012



**NEGOTIATED AGREEMENT
Non-Profit Institutions**

Institution: Youth Advocate Programs, Inc.
2007 North Third Street
Harrisburg, PA 17102

Date November 13, 2012

Filing Ref: This replaces negotiated agreement dated May 31, 2011.

Subject:: The indirect cost rate(s) contained herein is for use on grants and contracts with the Federal Government subject to the conditions contained in Section II.

SECTION I: RATES

<u>Type</u>	<u>Effective Period</u>		<u>Rate</u>	<u>Locations</u>	<u>Applicable To</u>
	<u>From</u>	<u>To</u>			
Final	07/01/00	06/30/01	9.13%	All	All Programs
Final	07/01/01	06/30/02	8.01%	All	All Programs
Final	07/01/02	06/30/03	7.62%	All	All Programs
N/A	07/01/03	06/30/08	No Rate	Given	N/A
Final	07/01/08	06/30/09	10.36%	All	All Programs
Final	07/01/09	06/30/10	9.37%	All	All Programs
Final	07/01/10	06/30/11	10.36%	All	All Programs
Provisional	07/01/11	06/30/13	10.36%	All	All Programs

*Base: Total direct costs excluding capitalized equipment, and each subcontract and subaward/subgrant in excess of \$25,000.

*Treatment of Fringe Benefits: Fringe benefits applicable to direct salaries and wages are treated as direct costs.

Contract No. 13-53-0900

EXHIBIT 3

Evidence of Insurance



CERTIFICATE OF LIABILITY INSURANCE

OP ID: J4

DATE (MM/DD/YYYY)

06/24/13

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

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

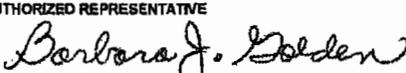
PRODUCER E. K. McConkey & Co., Inc. 2555 Kingston Rd., Suite 100 York, PA 17402	Phone: 717-755-9266 Fax: 717-755-9237	CONTACT NAME: Barbara Golden PHONE (A/C No., Ext): 717-506-3109 FAX (A/C No.): 717-751-1705 E-MAIL ADDRESS: bgolden@ekmccconkey.com PRODUCER CUSTOMER ID #: YOUTH-1
	INSURED Youth Advocate Programs Inc Attn: Mary Sersch 2007 N 3rd Street PO Box 950 Harrisburg, PA 17108-0950	
		INSURER(S) AFFORDING COVERAGE
		INSURER A: Philadelphia Indemnity Ins Co
		INSURER B: Travelers Prop/Cas Co--America
		INSURER C:
		INSURER D:
		INSURER E:
		INSURER F:

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> GENERAL LIABILITY	X		PHPK901944	08/15/12	08/15/13	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 20,000
	<input checked="" type="checkbox"/> Blank-Contractual						PERSONAL & ADV INJURY \$ 1,000,000
	<input type="checkbox"/> Liability- \$1MM						GENERAL AGGREGATE \$ 3,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$ 3,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC						\$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY			PHPK901944	08/15/12	08/15/13	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS						\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB			PHUB392014	08/15/12	08/15/13	EACH OCCURRENCE \$ 10,000,000
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE \$ 10,000,000
	<input type="checkbox"/> DEDUCTIBLE						\$
	<input checked="" type="checkbox"/> RETENTION \$ 10000						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			TC2JUB3611A91213	01/24/13	01/24/14	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional Liab			PHPK901944	08/15/12	08/15/13	1,000,000 3,000,000
A	Sexual Abuse/Moles			PHPK901944	08/15/12	08/15/13	1,000,000 3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 RE: RFP No. (13-53-090). Standard 60 days notice of cancellation, except 15 days for non-payment of premium. Cook County its officials and employees are included as additional insured with regards to General Liability where required by written contract.

CERTIFICATE HOLDER COOKCOU Cook County Office of the Chief Procurement Officer 118 North Clark St, Rm 1018 Chicago, IL 60602	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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CERTIFICATIONS (SECTION 1)

THE FOLLOWING CERTIFICATIONS ARE MADE PURSUANT TO STATE LAW AND THE CODE. THE UNDERSIGNED IS CAUTIONED TO CAREFULLY READ THESE CERTIFICATIONS PRIOR TO SIGNING THE SIGNATURE PAGE. SIGNING THE SIGNATURE PAGE SHALL CONSTITUTE A WARRANTY BY THE UNDERSIGNED THAT ALL THE STATEMENTS, CERTIFICATIONS AND INFORMATION SET FORTH WITHIN THESE CERTIFICATIONS ARE TRUE, COMPLETE AND CORRECT AS OF THE DATE THE SIGNATURE PAGE IS SIGNED. THE UNDERSIGNED IS NOTIFIED THAT IF THE COUNTY LEARNS THAT ANY OF THE FOLLOWING CERTIFICATIONS WERE FALSELY MADE, THAT ANY CONTRACT ENTERED INTO WITH THE UNDERSIGNED SHALL BE SUBJECT TO TERMINATION.

A. PERSONS AND ENTITIES SUBJECT TO DISQUALIFICATION

No person or business entity shall be awarded a contract or sub-contract, for a period of five (5) years from the date of conviction or entry of a plea or admission of guilt, civil or criminal, if that person or business entity:

- 1) Has been convicted of an act committed, within the State of Illinois, of bribery or attempting to bribe an officer or employee of a unit of state, federal or local government or school district in the State of Illinois in that officer's or employee's official capacity;
- 2) Has been convicted by federal, state or local government of an act of bid-rigging or attempting to rig bids as defined in the Sherman Anti-Trust Act and Clayton Act. Act. 15 U.S.C. Section 1 *et seq.*;
- 3) Has been convicted of bid-rigging or attempting to rig bids under the laws of federal, state or local government;
- 4) Has been convicted of an act committed, within the State, of price-fixing or attempting to fix prices as defined by the Sherman Anti-Trust Act and the Clayton Act. 15 U.S.C. Section 1, *et seq.*;
- 5) Has been convicted of price-fixing or attempting to fix prices under the laws the State;
- 6) Has been convicted of defrauding or attempting to defraud any unit of state or local government or school district within the State of Illinois;
- 7) Has made an admission of guilt of such conduct as set forth in subsections (1) through (6) above which admission is a matter of record, whether or not such person or business entity was subject to prosecution for the offense or offenses admitted to; or
- 8) Has entered a plea of *nolo contendere* to charge of bribery, price-fixing, bid-rigging, or fraud, as set forth in sub-paragraphs (1) through (6) above.

In the case of bribery or attempting to bribe, a business entity may not be awarded a contract if an official, agent or employee of such business entity committed the Prohibited Act on behalf of the business entity and pursuant to the direction or authorization of an officer, director or other responsible official of the business entity, and such Prohibited Act occurred within three years prior to the award of the contract. In addition, a business entity shall be disqualified if an owner, partner or shareholder controlling, directly or indirectly, 20 % or more of the business entity, or an officer of the business entity has performed any Prohibited Act within five years prior to the award of the Contract.

THE UNDERSIGNED HEREBY CERTIFIES THAT: The Undersigned has read the provisions of Section A, Persons and Entities Subject to Disqualification, that the Undersigned has not committed any Prohibited Act set forth in Section A, and that award of the Contract to the Undersigned would not violate the provisions of such Section or of the Code.

B. BID-RIGGING OR BID ROTATING

THE UNDERSIGNED HEREBY CERTIFIES THAT: In accordance with 720 ILCS 5/33 E-11, neither the Undersigned nor any Affiliated Entity is barred from award of this Contract as a result of a conviction for the violation of State laws prohibiting bid-rigging or bid rotating.

C. DRUG FREE WORKPLACE ACT

THE UNDERSIGNED HEREBY CERTIFIES THAT: The Undersigned will provide a drug free workplace, as required by Public Act 86-1459 (30 ILCS 580/2-11).

D. DELINQUENCY IN PAYMENT OF TAXES

THE UNDERSIGNED HEREBY CERTIFIES THAT: *The Undersigned is not an owner or a party responsible for the payment of any tax or fee administered by Cook County, by a local municipality, or by the Illinois Department of Revenue, which such tax or fee is delinquent, such as bar award of a contract or subcontract pursuant to the Code, Chapter 34, Section 34-129.*

E. HUMAN RIGHTS ORDINANCE

No person who is a party to a contract with Cook County ("County") shall engage in unlawful discrimination or sexual harassment against any individual in the terms or conditions of employment, credit, public accommodations, housing, or provision of County facilities, services or programs (Code Chapter 42, Section 42-30 *et seq*).

F. ILLINOIS HUMAN RIGHTS ACT

THE UNDERSIGNED HEREBY CERTIFIES THAT: *It is in compliance with the the Illinois Human Rights Act (775 ILCS 5/2-105), and agrees to abide by the requirements of the Act as part of its contractual obligations.*

G. MACBRIDE PRINCIPLES, CODE CHAPTER 34, SECTION 34-132

If the primary contractor currently conducts business operations in Northern Ireland, or will conduct business during the projected duration of a County contract, the primary contractor shall make all reasonable and good faith efforts to conduct any such business operations in Northern Ireland in accordance with the MacBride Principles for Northern Ireland as defined in Illinois Public Act 85-1390.

H. LIVING WAGE ORDINANCE PREFERENCE (COOK COUNTY CODE, CHAPTER 34, SECTION 34-127;

The Code requires that a living wage must be paid to individuals employed by a Contractor which has a County Contract and by all subcontractors of such Contractor under a County Contract, throughout the duration of such County Contract. The amount of such living wage is determined from time to time by, and is available from, the Chief Financial Officer of the County.

For purposes of this EDS Section 4, H, "Contract" means any written agreement whereby the County is committed to or does expend funds in connection with the agreement or subcontract thereof. The term "Contract" as used in this EDS, Section 4, I, specifically excludes contracts with the following:

- 1) Not-For Profit Organizations (defined as a corporation having tax exempt status under Section 501(C)(3) of the United State Internal Revenue Code and recognized under the Illinois State not-for -profit law);
- 2) Community Development Block Grants;
- 3) Cook County Works Department;
- 4) Sheriff's Work Alternative Program; and
- 5) Department of Correction inmates.

REQUIRED DISCLOSURES (SECTION 2)

1. DISCLOSURE OF LOBBYIST CONTACTS

List all persons or entities that have made lobbying contacts on your behalf with respect to this contract:

Name Address

None

2. LOCAL BUSINESS PREFERENCE DISCLOSURE; CODE, CHAPTER 34, SECTION 34-151(p);

"Local Business" shall mean a person authorized to transact business in this State and having a bona fide establishment for transacting business located within Cook County at which it was actually transacting business on the date when any competitive solicitation for a public contract is first advertised or announced and further which employs the majority of its regular, full time work force within Cook County, including a foreign corporation duly authorized to transact business in this State and which has a bona fide establishment for transacting business located within Cook County at which it was actually transacting business on the date when any competitive solicitation for a public contract is first advertised or announced and further which employs the majority of its regular, full time work force within Cook County.

a) Is Bidder a "Local Business" as defined above?
Yes: X No: _____

b) If yes, list business addresses within Cook County:

1111 East 87th Street; Suite 200

Chicago, Illinois 60619

c) Does Bidder employ the majority of its regular full-time workforce within Cook County?
Yes: _____ No: X

3. THE CHILD SUPPORT ENFORCEMENT ORDINANCE (PREFERENCE (CODE, CHAPTER 34, SECTION 34-366)

Every Applicant for a County Privilege shall be in full compliance with any child support order before such Applicant is entitled to receive or renew a County Privilege. When delinquent child support exists, the County shall not issue or renew any County Privilege, and may revoke any County Privilege.

All Applicants are required to review the Cook County Affidavit of Child Support Obligations attached to this EDS (EDS-8) and complete the following, based upon the definitions and other information included in such Affidavit.

4. REAL ESTATE OWNERSHIP DISCLOSURES.

The Undersigned must indicate by checking the appropriate provision below and providing all required information that either:

- a) The following is a complete list of all real estate owned by the Undersigned in Cook County:

PERMANENT INDEX NUMBER(S): _____

(ATTACH SHEET IF NECESSARY TO LIST ADDITIONAL INDEX NUMBERS)

OR:

- b) X The Undersigned owns no real estate in Cook County.

5. EXCEPTIONS TO CERTIFICATIONS OR DISCLOSURES.

If the Undersigned is unable to certify to any of the Certifications or any other statements contained in this EDS and not explained elsewhere in this EDS, the Undersigned must explain below:

If the letters, "NA", the word "None" or "No Response" appears above, or if the space is left blank, it will be conclusively presumed that the Undersigned certified to all Certifications and other statements contained in this EDS.

COOK COUNTY DISCLOSURE OF OWNERSHIP INTEREST STATEMENT

The Cook County Code of Ordinances (§2-610 *et seq.*) requires that any Applicant for any County Action must disclose information concerning ownership interests in the Applicant. This Disclosure of Ownership Interest Statement must be completed with all information current as of the date this Statement is signed. Furthermore, this Statement must be kept current, by filing an amended Statement, until such time as the County Board or County Agency shall take action on the application. The information contained in this Statement will be maintained in a database and made available for public viewing.

If you are asked to list names, but there are no applicable names to list, you must state NONE. An incomplete Statement will be returned and any action regarding this contract will be delayed. A failure to fully comply with the ordinance may result in the action taken by the County Board or County Agency being voided.

"Applicant" means any Entity or person making an application to the County for any County Action.

"County Action" means any action by a County Agency, a County Department, or the County Board regarding an ordinance or ordinance amendment, a County Board approval, or other County agency approval, with respect to contracts, leases, or sale or purchase of real estate.

"Entity" or "Legal Entity" means a sole proprietorship, corporation, partnership, association, business trust, estate, two or more persons having a joint or common interest, trustee of a land trust, other commercial or legal entity or any beneficiary or beneficiaries thereof.

This Disclosure of Ownership Interest Statement must be submitted by :

1. An Applicant for County Action and
2. An individual or Legal Entity that holds stock or a beneficial interest in the Applicant and is listed on the Applicant's Statement (a "Holder") must file a Statement and complete #1 only under **Ownership Interest Declaration**.

Please print or type responses clearly and legibly. Add additional pages if needed, being careful to identify each portion of the form to which each additional page refers.

This Statement is being made by the Applicant or Stock/Beneficial Interest Holder

This Statement is an: Original Statement or Amended Statement

Identifying Information:

Name Youth Advocate Programs, Inc. Chicago Youth
D/B/A: Advocate Program EIN NO.: 23-1977514

Street Address: 2007 North Third Street

City: Harrisburg State: PA Zip Code: 17102

Phone No.: (717) 232-7580

Form of Legal Entity:

Sole Proprietor Partnership Corporation Trustee of Land Trust

Business Trust Estate Association Joint Venture

Other (describe) Non-profit Corporation

Ownership Interest Declaration:

1. List the name(s), address, and percent ownership of each individual and each Entity having a legal or beneficial interest (including ownership) of more than five percent (5%) in the Applicant/Holder.

Name	Address	Percentage Interest in Applicant/Holder
None		

2. If the interest of any individual or any Entity listed in (1) above is held as an agent or agents, or a nominee or nominees, list the name and address of the principal on whose behalf the interest is held.

Name of Agent/Nominee	Name of Principal	Principal's Address
None		

3. Is the Applicant constructively controlled by another person or Legal Entity? [] Yes [] No
If yes, state the name, address and percentage of beneficial interest of such person or legal entity, and the relationship under which such control is being or may be exercised.

Name	Address	Percentage of Beneficial Interest	Relationship

Declaration (check the applicable box):

- I state under oath that the Applicant has withheld no disclosure as to ownership interest in the Applicant nor reserved any information, data or plan as to the intended use or purpose for which the Applicant seeks County Board or other County Agency action.
- I state under oath that the Holder has withheld no disclosure as to ownership interest nor reserved any information required to be disclosed.

Minette Bauer
Name of Authorized Applicant/Holder Representative (please print or type)

Minette Bauer
Signature

mbauer@YAPINC.org
E-mail address

Deputy CEO
Title

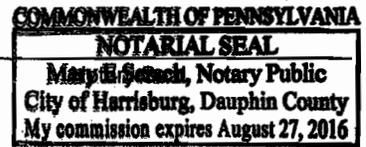
March 21, 2013
Date

(717) 232-7580
Phone Number

Subscribed to and sworn before me this 21st day of March 2013

My commission expires:

x Mary E. Leusch
Notary Public Signature





COOK COUNTY BOARD OF ETHICS

69 W. WASHINGTON STREET, SUITE 3040

CHICAGO, ILLINOIS 60602

312/603-4304

312/603-9988 FAX 312/603-1011 TT/TDD

FAMILIAL RELATIONSHIP DISCLOSURE PROVISION:

Section 2-582 of the Cook County Ethics Ordinance requires any person or persons doing business with Cook County, upon execution of a contract with Cook County, to disclose to the Cook County Board of Ethics the existence of familial relationships they may have with all persons holding elective office in the State of Illinois, the County of Cook, or in any municipality within the County of Cook.

The disclosure required by this section shall be filed by January 1 of each calendar year or within thirty (30) days of the execution of any contract or lease. Any person filing a late disclosure statement after January 31 shall be assessed a late filing fee of \$100.00 per day that the disclosure is late. Any person found guilty of violating any provision of this section or knowingly filing a false, misleading, or incomplete disclosure to the Cook County Board of Ethics shall be prohibited, for a period of three (3) years, from engaging, directly or indirectly, in any business with Cook County. *Note:* Please see Chapter 2 Administration, Article VII Ethics, Section 2-582 of the Cook County Code to view the full provisions of this section.

If you have questions concerning this disclosure requirement, please call the Cook County Board of Ethics at (312) 603-4304.

Note: A current list of contractors doing business with Cook County is available via the Cook County Board of Ethics' website at: http://www.cookcountygov.com/taxonomy/ethics/Listings/cc_ethics_VendorList_.pdf

DEFINITIONS:

"*Calendar year*" means January 1 to December 31 of each year.

"*Doing business*" for this Ordinance provision means any one or any combination of leases, contracts, or purchases to or with Cook County or any Cook County agency in excess of \$25,000 in any calendar year.

"*Familial relationship*" means a person who is related to an official or employee as spouse or any of the following, whether by blood, marriage or adoption:

- | | | |
|-----------|-------------------|----------------|
| ▪ Parent | ▪ Grandparent | ▪ Stepfather |
| ▪ Child | ▪ Grandchild | ▪ Stepmother |
| ▪ Brother | ▪ Father-in-law | ▪ Stepson |
| ▪ Sister | ▪ Mother-in-law | ▪ Stepdaughter |
| ▪ Aunt | ▪ Son-in-law | ▪ Stepbrother |
| ▪ Uncle | ▪ Daughter-in-law | ▪ Stepsister |
| ▪ Niece | ▪ Brother-in-law | ▪ Half-brother |
| ▪ Nephew | ▪ Sister-in-law | ▪ Half-sister |

"*Person*" means any individual, entity, corporation, partnership, firm, association, union, trust, estate, as well as any parent or subsidiary of any of the foregoing, and whether or not operated for profit.

SWORN FAMILIAL RELATIONSHIP DISCLOSURE FORM

Pursuant to Section 2-582 of the Cook County Ethics Ordinance, any person* doing business* with Cook County must disclose, to the Cook County Board of Ethics, the existence of familial relationships* to any person holding elective office in the State of Illinois, Cook County, or in any municipality within Cook County. Please print your responses.

Name of Owner/Employee: Minette Bauer Title: Deputy CEO

Business Entity Name: Youth Advocate Programs, Inc. Phone: (717) 232-7580

Business Entity Address: 2007 North Third Street, Harrisburg, PA 17102

_____ The following familial relationship exists between the owner or any employee of the business entity contracted to do business with Cook County **and** any person holding elective office in the State of Illinois, Cook County, or in any municipality within Cook County.

Owner/Employee Name:	Related to:	Relationship:
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

If more space is needed, attach an additional sheet following the above format.

X There is **no** familial relationship that exists between the owner or any employee of the business entity contracted to do business with Cook County and any person holding elective office in the State of Illinois, Cook County, or in any municipality within Cook County.

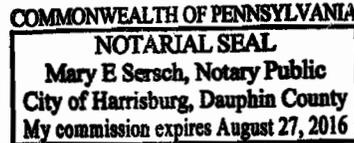
To the best of my knowledge and belief, the information provided above is true and complete.

Minette Bauer March 21, 2013
Owner/Employee's Signature Date

Subscribe and sworn before me this 21st Day of March, 2013

a Notary Public in and for Dauphin County

Mary E Sersch
(Signature)



NOTARY PUBLIC
SEAL

My Commission expires Aug 27, 2016

Completed forms must be filed within 30 days of the execution of any contract or lease with Cook County and should be mailed to:

**Cook County Board of Ethics
69 West Washington Street,
Suite 3040
Chicago, Illinois 60602**

SIGNATURE BY A SOLE PROPRIETOR
(SECTION3)

The Undersigned hereby certifies and warrants: that all of the statements, certifications and representations set forth in this EDS are true, complete and correct; that the Undersigned is in full compliance and will continue to be in compliance throughout the term of the Contract or County Privilege issued to the Undersigned with all the policies and requirements set forth in this EDS; and that all facts and information provided by the Undersigned in this EDS are true, complete and correct. The Undersigned agrees to inform the Chief Procurement Officer in writing if any of such statements, certifications, representations, facts or information becomes or is found to be untrue, incomplete or incorrect during the term of the Contract or County Privilege.

BUSINESS NAME: N/A

BUSINESS ADDRESS: _____

BUSINESS TELEPHONE: _____ FAX NUMBER: _____

FEIN/SSN: _____

COOK COUNTY BUSINESS REGISTRATION NUMBER: _____

SOLE PROPRIETOR'S SIGNATURE: _____

PRINT NAME: _____

DATE: _____

Subscribed to and sworn before me this

_____ day of _____, 20__.

My commission expires:

X _____
Notary Public Signature

Notary Seal

SIGNATURE BY A PARTNERSHIP (AND/OR A JOINT VENTURE)
(SECTION 4)

The Undersigned hereby certifies and warrants: that all of the statements, certifications, and representations set forth in this EDS are true, complete and correct; that the Undersigned is in full compliance and will continue to be in compliance throughout the term of the Contract or County Privilege issued to the Undersigned with all the policies and requirements set forth in this EDS; and that all of the facts and information provided by the Undersigned in this EDS are true, complete and correct. The Undersigned agrees to inform the Chief Procurement Officer in writing if any of such statements, certifications, representations, facts or information becomes or is found to be untrue, incomplete or incorrect during the term of the Contract or County Privilege. .

BUSINESS NAME: N/A

BUSINESS ADDRESS: _____

BUSINESS TELEPHONE: _____ FAX NUMBER: _____

CONTACT PERSON: _____ FEIN/SSN: _____

*COOK COUNTY BUSINESS REGISTRATION NUMBER: _____

SIGNATURE OF PARTNER AUTHORIZED TO EXECUTE CONTRACTS ON BEHALF OF PARTNERSHIP:

*BY: _____

Date: _____

Subscribed to and sworn before me this

_____ day of _____, 20__.

My commission expires:

X _____
Notary Public Signature

Notary Seal

* **Attach hereto a partnership resolution or other document authorizing the individual signing this Signature Page to so sign on behalf of the Partnership.**

SIGNATURE BY A LIMITED LIABILITY CORPORATION
(SECTION 5)

The Undersigned hereby certifies and warrants: that all of the statements, certifications, and representations set forth in this EDS are true, complete and correct; that the Undersigned is in full compliance and will continue to be in compliance throughout the term of the Contract or County Privilege issued to the Undersigned with all the policies and requirements set forth in this EDS; and that all of the facts and information provided by the Undersigned in this EDS are true, complete and correct. The Undersigned agrees to inform the Procurement Director in writing if any of such statements, certifications, representations, facts or information becomes or is found to be untrue, incomplete or incorrect during the term of the Contract or County Privilege.

BUSINESS NAME: N/A

BUSINESS ADDRESS: _____

BUSINESS TELEPHONE: _____ FAX NUMBER: _____

CONTACT PERSON: _____

FEIN: _____ * CORPORATE FILE NUMBER: _____

MANAGING MEMBER: _____ MANAGING MEMBER: _____

**SIGNATURE OF MANAGER: _____

ATTEST: _____

Subscribed and sworn to before me this

_____ day of _____, 20_____.

X _____
Notary Public Signature

Notary Seal

* **If the LLC is not registered in the State of Illinois, a copy of a current Certificate of Good Standing from the state of incorporation must be submitted with this Signature Page.**

** **Attach either a certified copy of the by-laws, articles, resolution or other authorization demonstrating such persons to sign the Signature Page on behalf of the LLC.**

**SIGNATURE BY A CORPORATION
(SECTION 6)**

The Undersigned hereby certifies and warrants: that all of the statements, certifications, and representations set forth in this EDS are true, complete and correct; that the Undersigned is in full compliance and will continue to be in compliance throughout the term of the Contract or County Privilege issued to the Undersigned with all the policies and requirements set forth in this EDS; and that all of the facts and information provided by the Undersigned in this EDS are true, complete and correct. The Undersigned agrees to inform the Chief Procurement Officer in writing if any of such statements, certifications, representations, facts or information becomes or is found to be untrue, incomplete or incorrect during the term of the Contract or County Privilege.

BUSINESS NAME: Youth Advocate Programs, Inc.

BUSINESS ADDRESS: 2007 N. Third Street
Harrisburg, PA 17102

BUSINESS TELEPHONE: (717) 232-7580 FAX NUMBER: (717) 233-2879

CONTACT PERSON: Minette Bauer

FEIN: 23-1977514 *IL CORPORATE FILE NUMBER: N 63509264
CO # 0106221

LIST THE FOLLOWING CORPORATE OFFICERS:

PRESIDENT: Lynette M. Brown-Sow, Chairman VICE PRESIDENT: NONE

SECRETARY: Jay Snyder TREASURER: Michael G. Horsey

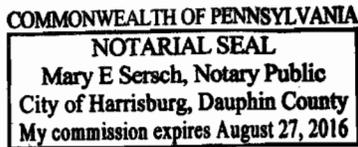
**SIGNATURE OF PRESIDENT: Minette Bauer, Deputy CEO

ATTEST: [Signature], CFO (CORPORATE SECRETARY)

Subscribed and sworn to before me this
21st day of March, 2013

X Mary E Sersch
Notary Public Signature

My commission expires:



Notary Seal

* If the corporation is not registered in the State of Illinois, a copy of the Certificate of Good Standing from the state of incorporation must be submitted with this Signature Page.

** In the event that this Signature Page is signed by any persons than the President and Secretary, attach either a certified copy of the corporate by-laws, resolution or other authorization by the corporation, authorizing such persons to sign the Signature Page on behalf of the corporation.

**Youth Advocate Programs, Inc.
2007 N. Third Street
Harrisburg, Pennsylvania 17102
(717) 232-7580**

*Board of Directors Meeting
November 15, 2006*

Amended Board Resolution Unanimously Approved by the Board of Directors

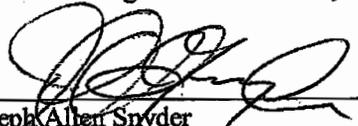
Resolved that the following employees are authorized to sign specific documents on behalf of Youth Advocate Programs, Inc.:

- Thomas Jeffers, Chairman of the Board, Emeritus, is authorized to sign all legal documents on behalf of Youth Advocate Programs, Inc.
- Jeffrey Fleischer, Chief Executive Officer, is authorized to sign all legal documents where the signature of the President of the Board is not required.
- Minette Bauer, Deputy Chief Executive Officer, is authorized to sign all legal documents where the signature of the President of the Board is not required.
- David White, President of Pennsylvania and Ohio Programs, is authorized to sign all legal documents where the signature of the President of the Board of Directors is not required.
- Richard Stottlemeyer, Acting Chief Financial Officer, is authorized to sign all legal documents where the signature of the President of the Board of Directors is not required.

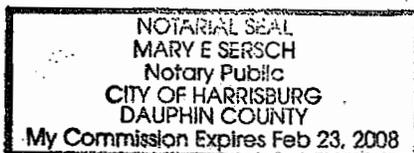
This Resolution was properly moved, seconded and approved by the members of the Youth Advocate Programs, Inc. Board of Directors at their regularly scheduled meeting on November 15, 2006.

Attested:

Mary E Sersch


Joseph Allen Snyder
Secretary of the Board of Directors

Date: 11-15-06



Subscribed and sworn to before me on this 15th day of November, 2006.



2007 North Third Street
Harrisburg, PA 17102
Phone: 717.232.7580 Fax: 717.233.2879

Board of Director's Resolution re YAP Chief Financial Officer

WHEREAS Jeff Fleischer, MSW, the Chief Executive Officer (CEO) of Youth Advocate Programs, Inc. (YAP), has sole discretion to name his executive staff; and

WHEREAS Richard L. Stottlemeyer, II, served YAP as Acting Chief Financial Officer (CFO) before CEO Fleischer designated him to serve as regular (non-interim) CFO; and

WHEREAS a YAP referring authority has sought a Board resolution affirming Mr. Stottlemeyer's current status as full-time CFO;

IT IS THEREFORE RESOLVED and affirmed that Richard L. Stottlemeyer, II, is the Chief Financial Officer of YAP and authorized to enter into and sign contracts on behalf of Youth Advocate Programs, Inc.

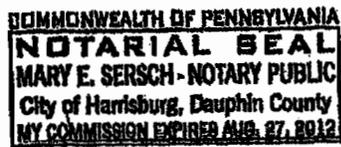
This 12 day of April, 2012, this Resolution was considered and approved by the YAP Board of Directors.

Attested: *Mary E Sersch*

Jay Snyder
Jay Snyder
Secretary of the Board of Directors

Date: 4-12-2012

Subscribed and sworn to before me
On this 12th day of April, 2012



SECTION II: GENERAL

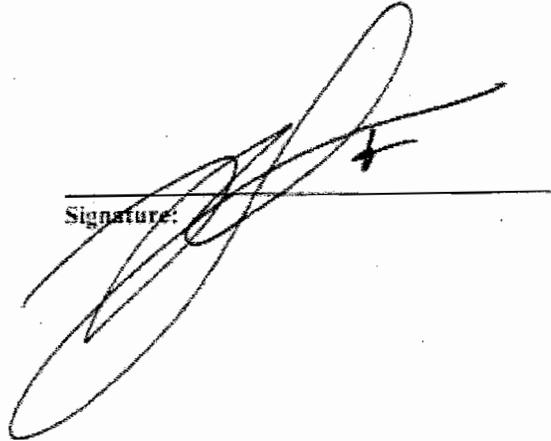
- A. **Limitations:** Use of the rate(s) contained in this agreement is subject to any statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated on the conditions: (1) that no costs other than those incurred by the grantee/contractor were included in its indirect cost pool as finally accepted and that such costs are legal obligations of the grantee/contractor and allowable under the governing cost principles; (2) that the same costs that have been treated as indirect costs are not claimed as direct costs; (3) that similar types of costs have been accorded consistent accounting treatment; and (4) that the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially incomplete or inaccurate.
- B. **Accounting Changes:** The rate(s) contained in this agreement are based on the accounting system in effect at the time the proposal was prepared and the agreement was negotiated. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this rate(s) require the prior approval of the office responsible for negotiating the rate(s) on behalf of the Government. Such changes include but are not limited to changes in the charging of a particular type of costs from indirect to direct. Failure to obtain such approval may result in subsequent cost disallowance.
- C. **Reimbursement:** Indirect cost reimbursement on all awards will be determined based upon the indirect cost rates established for the fiscal period in which the applicable direct expenditures are incurred.
- D. **Notification to Federal Agencies:** Copies of this document may be provided to other Federal offices as a means of notifying them of the agreement contained herein.
- E. **Special Remarks:** Federal programs currently reimbursing indirect costs to this Department / Agency by means other than the rate(s) cited in this agreement should be credited for such costs and the applicable rate cited herein applies to the appropriate base to identify the proper amount of indirect costs allocated to the program.

U. S. Department of Justice
Office of Justice Programs

Youth Advocate Programs, Inc.



Signature: William Park, Accountant
Grants Financial Management Division
Office of the Chief Financial Officer



Signature:

12/07/2012

Date:

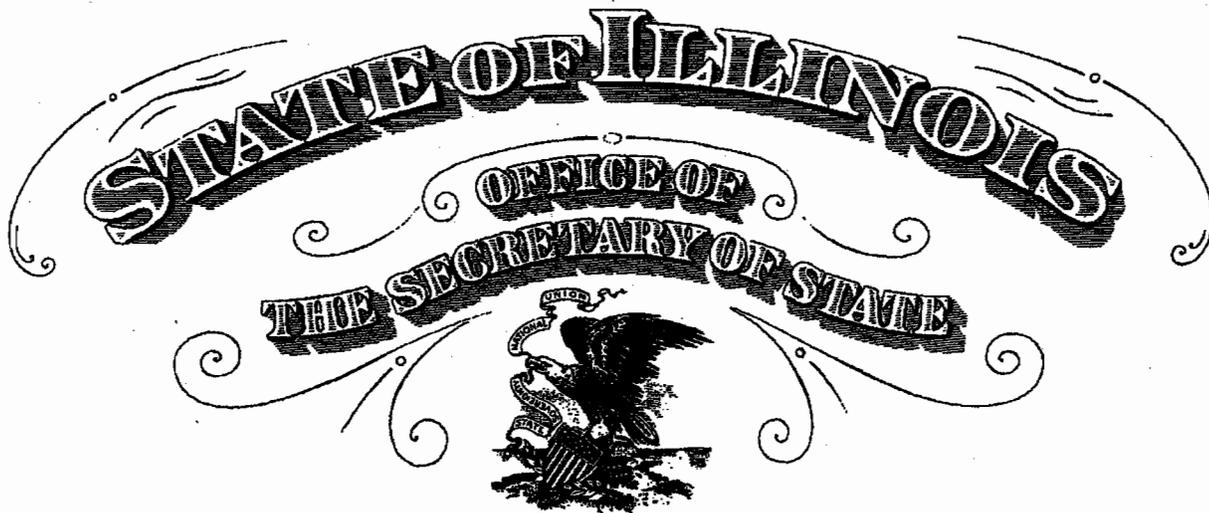
Richard Stottleneyer I / CFO

Name and Title:

11/29/2012

Date:

Negotiated by: William Park
(202) 514-4481



To all to whom these Presents Shall Come, Greeting:

I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that

YOUTH ADVOCATE PROGRAMS, INC., INCORPORATED IN PENNSYLVANIA AND LICENSED TO CONDUCT AFFAIRS IN THIS STATE ON APRIL 15, 2004, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE GENERAL NOT FOR PROFIT CORPORATION ACT OF THIS STATE, AND AS OF THIS DATE, IS A FOREIGN CORPORATION IN GOOD STANDING AND AUTHORIZED TO CONDUCT AFFAIRS IN THE STATE OF ILLINOIS.

In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 31ST day of DECEMBER A.D. 2012 .



Authentication #: 1236601216

Authenticate at: <http://www.cyberdriveillinois.com>

Jesse White

SECRETARY OF STATE

COOK COUNTY SIGNATURE PAGE
(SECTION 7)

ON BEHALF OF THE COUNTY OF COOK, A BODY POLITIC AND CORPORATE OF THE STATE OF ILLINOIS, THIS CONTRACT IS HEREBY EXECUTED BY:



COOK COUNTY CHIEF PROCUREMENT OFFICER

DATED AT CHICAGO, ILLINOIS THIS 18 DAY OF July, 2013

IN THE CASE OF A BID PROPOSAL, THE COUNTY HEREBY ACCEPTS:

THE FOREGOING BID/PROPOSAL AS IDENTIFIED IN THE CONTRACT DOCUMENTS FOR CONTRACT NUMBER

13-53-090-0

OR

ITEM(S), SECTION(S), PART(S): _____

TOTAL AMOUNT OF CONTRACT: \$ 200,000⁰⁰
(DOLLARS AND CENTS)

FUND CHARGEABLE: _____

APPROVED BY THE BOARD OF
COOK COUNTY COMMISSIONERS

JUL 17 2013

APPROVED AS TO FORM:

Not required

ASSISTANT STATE'S ATTORNEY
(Required on contracts over \$1,000,000.00)

COM _____