

Agreement between Washoe County, Nevada, and Youth Villages Inc.^R to Implement and Fund the LIFESET™ Model in Washoe County, Nevada

I.

Background

A. Summary of Agreement

1. The parties to this agreement are Youth Villages Inc.^R (sometimes referred to hereinafter as “YV”) and Washoe County, on behalf of the Washoe County Human Services Agency (sometimes referred to hereinafter “WCHSA”).
2. The term of this agreement (“**Term**”) is for fifty-four (54) months, to include up to 6 months of planning and 48 months of program implementation, beginning on June 1, 2023 (“**Effective Date**”) and ending on November 30, 2027, or such other date which may later be agreed upon by the parties in writing by those authorized to contract for the respective parties. WCHSA may terminate this agreement upon thirty (30) days written notice to YV if the Washoe County governing body fails to appropriate monies to fund WCHSA’ obligations under this agreement.
3. WCHSA desires and intends to implement through its own staff and/or service provider(s) mutually selected based on the Youth Villages partnering criteria (collectively, the “**Implementing Provider(s)**”) the proprietary program known as of the Effective Date as LIFESET™ (the “**YV Program**” or “**Model**”) in Washoe County, NV pursuant to the terms and conditions of this agreement.
4. WCHSA submitted a proposal to implement the YV Program dated March 13, 2023, and negotiated an updated budget during the process which are attached as **Exhibit A** hereto solely to provide context to this agreement and not as additional binding terms or obligations under this agreement unless otherwise specified.
5. Based upon the proposal and projected budget submitted to Youth Villages and attached as **Exhibit A** and anticipated minimum census capacity of 32 young adults served on one LifeSet team, WCHSA will receive matching funds at \$42.62/day per youth served in Implementation year 1, \$34.28/day per youth served in Implementation year 2, \$22.15/day per youth served in Implementation year 3, and \$9.15/day per youth served in Implementation year 4 in addition to planning and start-up funds in the amount of \$25,000 to cover the percentage requested in the Planning/StartUp costs outlined in **Exhibit A**. The first implementation year starts on the day of first participant enrollment into the program.
Per diem rates are calculated based on the total funds requested from Youth Villages as outlined in **Exhibit A** divided by expected daily census divided by 365 days. Should

changes be made to the scope of the implementation that differ from the proposed budget, such as a change in the number of Implementing Provider(s) and number of teams per provider, Youth Villages may adjust the per diems accordingly.

The funds will be disbursed as set forth in **Section C. Payments of Matching Funds.**

6. WCHSA is charged with maintaining and disbursing the funding to the Implementing Provider(s) in accordance with this agreement.
7. Youth Villages Inc.^R is responsible for (a) entering into the LIFESET™ Model License Agreement (attached as **Exhibit B** hereto) (the “**License Agreement**”) with the Implementing Provider(s), (b) training the Implementing Provider(s) in respect to the YV Program and (c) monitoring the Implementing Provider(s) for Fidelity in implementation. As used herein, “Fidelity” means meeting all YV Program elements and in good faith completing the duties of the Implementing Provider as outlined in YV’s *Implementing Provider/Licensee Obligations*, which are incorporated herein by reference.

B. Contingencies and Caveats

1. To the extent that any term of any exhibit to this agreement is ambiguous or contradictory to the terms contained herein, the body of this agreement controls. The Exhibits referenced are Exhibit A Proposal by WCHSA, Exhibit B License Agreement, Exhibit C Data Sharing and Confidentiality Agreement.
2. Upon a material breach of this agreement by either party that is not cured within sixty (60) days of the non-breaching party’s written notice thereof, or upon a non-curable material breach, the non-breaching party may, at its election, terminate this agreement immediately by delivering written notice thereof to the breaching party without limitation to any other right or remedy available to the non-breaching party in law or in equity, except to the extent otherwise provided for in this agreement.
3. No more than ten percent (10%) of the total funding hereunder may be used or held back by WCHSA for costs of administering the YV Program. At least ninety percent (90%) of the funding here under must be used to pay the Implementing Provider(s) for implementing services to service recipients, if providers are selected to implement the Model, or must be used in accordance with the budget referenced in Exhibit A to pay WCHSA direct program expenses.

II.

Duties and Rights of the Parties

A. Duties and Rights of Washoe County Human Services Agency

1. *Proprietary Matters.*

Upon their identification as proprietary matters pursuant to Nevada and/or federal law, WCHSA agrees that the LIFESET™ trade dress and associated materials (“**YV Intellectual Property**”) are unique and are entitled to the protections offered by:

- Federal and state laws protecting proprietary trade information as defined in those laws, including but not limited to original ideas, data reports, costs and pricing and original writings describing the processes used by the program; and
- Copyright and Trademark laws;

2. *Adherence to LifeSet Brand Guidelines.*

WCHSA will implement the YV Program labeling and refer to it by its model name “LifeSet” and following the *LifeSet Brand Guidelines* in correspondence or materials related to the YV Program. Prior to implementing the YV Program, WCHSA will request a copy of the *LifeSet Brand Guidelines* from Youth Villages, Inc.

3. *Duty to Designate Staff or Select Provider(s) to Implement the YV Program/YV Right to Reject.*

WCHSA will implement the YV Program with its staff selected based on the *LifeSet™ Model Elements*© in accordance with the License Agreement (Exhibit B).

4. *Duty to Monitor Monthly Census.*

WCHSA will monitor the average monthly census throughout implementation ensuring that on or before the first day of the fourth month after program start date, i.e. the date of enrollment of first youth into the program, the program census for each implementing team is at or near 100% of capacity and will remain at or near 100% of capacity for the remaining duration of this agreement.

5. *Payment to the Implementing Provider(s).*

WCHSA will be responsible for disbursement of funding to the Implementing Provider(s), if such are selected, for services rendered under the YV Program.

6. *Duty to Monitor Project Scope and Implementation.*

WCHSA will appoint appropriate staff, as described in **Exhibit A** hereto, to oversee the implementation of the YV Program and the full scope of the project and proposed sustainability plan. Implementing Provider(s) will be required to submit to monitoring and program audits by YV staff or other YV designees at least twice a year at mutually agreeable times set by the Implementing Provider(s) and YV staff. Youth Villages Inc.^R will

in good faith, but at its sole discretion, determine if the YV Program has been implemented with Fidelity. As used herein, “Fidelity” means meeting all YV Program elements and in good faith completing YV’s *Implementing Provider/Licensee Obligations*, which are incorporated herein by reference.

7. *Duty to enter into service contracts with selected Implementing Provider(s).*

In addition to the License Agreement (attached as **Exhibit B** hereto), the Implementing Providers, if such are selected, will enter the standard service contract required of WCHSA service providers.

8. *Institutional Review Board (“IRB”).*

If WCHSA pursues any evaluation studies associated with this project, WCHSA agrees to engage a certified federally approved IRB to review and approve of any studies associated with this project. This requirement is in addition to, and not a substitute for, the requirement that WCHSA obtain approval from the Youth Villages Inc.^R and the Youth Villages Research and Evaluation Advisory Committee for any such evaluation. YV reserves the right to reject any such proposals.

9. *Duty to Account to YV for Award Management.*

For the mutual interest of both parties, WCHSA agrees to submit an annual report which includes the following components:

- a. Program Report: A program implementation summary which includes an implementation update referencing the implementation timeline and scale, outcomes and impact on young people, any strengths and areas for development identified to date, how LifeSet implementation impacts the service array and vision for transition age youth system, and update on path to funding sustainability with clear plans to address any anticipated near-term and long-term barriers.
- b. Fiscal Report: A fiscal reconciliation associated with the implementation of the Model at the end of each 12-month period after program start date, i.e. the date of enrollment of first youth into the program. The initial report will include expenditures incurred during the planning phase of the project. This report will be utilized in a collaborative review of expenditures against budget, in addition to monitoring committed funds.

After receipt and review of the annual reports, a meeting will be conducted with Youth Villages and Washoe County project teams and key leadership to discuss any specific concerns, areas for future improvement and ongoing collaboration.

10. *Commitment to LifeSet funding sustainability.*

WCHSA will be responsible for ongoing funding sustainability of LifeSet recognizing that grant funds from YV are intended to support start-up of an ongoing LifeSet program beyond the completion of YV grant funds awards. WCHSA commits to engage in activities to support long-term sustainability including requesting and designating ongoing funding in agency budget requests, sharing highlights of the program with key stakeholders,

including LifeSet within agency strategic and program plans, educating relevant stakeholder groups of the priority to maintain LifeSet within the continuum of care, and ultimately supporting ongoing funding of LifeSet through the agency budget. Notwithstanding the foregoing, if the Washoe County governing body fails to appropriate monies for any ensuing fiscal year sufficient to maintain the sustainability of LifeSet, WCHSA' obligations under this paragraph shall terminate.

11. *Commitment to seek young adult feedback, share program experiences, and raise awareness.*

From time to time, Youth Villages may seek out opportunities to interview young adults regarding their service experiences in LifeSet and overall experience with the child welfare system. WCHSA agrees to collaborate with Youth Villages on any such activities and potential opportunities for young people to share their experiences via media channels and in public forums or panels. WCHSA agrees to collaborate with Youth Villages on any media stories pertaining to young adults in the LifeSet program. Such media engagement can be initiated by either party in so long the other party is able to explicitly agree or decline to agree to such engagement.

12. *YV Right to Modify the Model.*

From time to time, in its sole discretion, Youth Villages Inc.^R may modify the Model or its supporting documentation. WCHSA agrees to use reasonable efforts to implement and adopt the changes and, if necessary, enforce those changes with its Implementing Provider(s). WCHSA agrees to implement the proposed changes within thirty (30) days of notification of any such change and notify Youth Villages Inc.^R that the changes have been made. However, Youth Villages Inc.^R has no duty to modify the Model.

B. Duties and Rights of Youth Villages Inc.^R

1. *Non-Exclusive Limited License.*

Youth Villages Inc.^R grants a non-exclusive license to WCHSA to implement and use the YV Program in Washoe County, NV (the "Area").

2. *Support of the Model by YV.*

Youth Villages Inc.^R will support WCHSA and its Implementing Provider(s), if such are selected, in implementing the Model as described in the License Agreement (**Exhibit B**).

3. *Payments to WCHSA by YV.*

Youth Villages Inc.^R will disburse funds to WCHSA, subject to the conditions identified in Section II.C below, Payments of Matching Funds.

4. *Disbursements from YV to WCHSA.*

YV will match funding for the implementation of the Model through WCHSA as set out in this agreement. This funding is contingent on the implementation of the YV Program with the Fidelity contemplated by this agreement. For clarity, if implementing the Model

through Implementing Provider(s), the Implementing Provider(s) will be paid for services rendered under this agreement by WCHSA, not YV.

5. *Contract with Implementing Provider(s).*

Youth Villages Inc.^R will contract directly with the Implementing Provider(s), and/or the party to this agreement if implementing the Model with its own staff, as set out in YV's *Implementing Provider/Licensee Obligations*, which are attached to the License Agreement (Exhibit B) , concerning the Implementing Provider(s)' obligations in respect to faithful implementation of the YV Program, but the Implementing Provider(s) will not be considered to be a contractor, subcontractor, agent or employee of YV for the purposes of the delivery of services. The Implementing Provider(s) will have no lien, statutory or common law, nor any other interest in the assets of YV or payment hold backs relating to this agreement. Payment to the Implementing Provider(s) will be solely the responsibility of WCHSA.

6. *Data Sharing Agreement*

Since it is anticipated that a service recipient's information will be exchanged with Youth Villages for the purpose of providing consultative activities and model fidelity monitoring, it is agreed that YV, WCHSA, or any Implementing Provider(s) implementing the YV Program will execute a separate data sharing and confidentiality agreement as set out in **Exhibit C**.

C. Payments of Matching Funds

1. After dual execution of this agreement, Youth Villages will disburse matching funds for the initial planning and start-up phase of the project based on the submitted budget in **Exhibit A**. No invoice is necessary to obtain planning funds.
2. Thereafter, for all implementation matching funds, Youth Villages will generate a roster based on youth level enrollment data entered into the Youth Villages GuideTree™ platform. Beginning after the date of first enrollment of youth into the program, a roster will be generated by the 5th of each month for the previous month of service to determine total days of service and to issue matching funds. Funds will be disbursed by the 15th of the month with corresponding roster. WCHSA should review roster for accuracy and submit for any corrections/adjustments before the next roster is generated. WCHSA will be responsible to ensure that any corrections made on the roster are also made in the youth level data of GuideTree™.

For the purpose of this agreement and the payment of matching funds, youth enrollment shall be defined as the following:

- A youth is enrolled in the program after the completion of the pre-enrollment assessment (PEA) and when consent for participation in the program is signed.

Generally, this will occur during the initial face-to-face session with the youth and the date of that session will be the first day of program enrollment.

When questions of eligibility arise due to functioning level of youth or safety concerns, the staff completing the assessment will consult with the team supervisor and assigned model expert to make an enrollment decision. In these circumstances, enrollment begins on the day the youth signs consent for participation in the program.

The first day of enrollment is the first day the per diem payment for that youth will be payable.

- A youth is exited from the program when the team, including the model expert, agree that the youth has met maximum therapeutic benefit through program participation. A session should be held with the youth to complete a formal program exit. The date of the program exit session will be the last day of program enrollment.

If a youth is not consistently meeting for face-to-face sessions and whereabouts are unknown, a letter will be sent to the youth's last known address after 20 days of not meeting to inform youth of pending program exit. The date of program exit should be the date the youth cancels services, and, if youth does not re-establish contact, the date of program exit should be the 30th day after the youth's last face-to-face session.

The last day of program enrollment/date of program exit is the last day the per diem payment for that youth will be payable. If youth re-enrolls into program, the new enrollment date will initiate a new per diem payment for that youth.

3. Address for delivery of invoices to Youth Villages Inc.^R:

Managing Director of Financial Services
Youth Villages Inc.^R
3320 Brother Blvd.
Memphis, TN 38133
Telephone: (901) 251-5000

Address for delivery of funding to Washoe County Human Services Agency:

Address: _____
Attention: _____
Telephone: _____

4. If at any point during the duration of this project, supporting documentation indicates that funds have not been expended by WCHSA as outlined in the budget submitted and updated prior to grant award referenced in **Exhibit A**, then WCHSA will return that portion of the funds. If the first enrollment into the program does not occur within 365 days from

date of disbursement for initial planning and start-up funding, planning and start-up funds are due to be returned to Youth Villages.

D. Mutual covenants

1. *Authority to Contract.*

The undersigned individuals represent that they are fully authorized to execute this agreement and make all representations, warranties and covenants set forth herein.

2. *No Joint Venture, Partnership or Other Business Relationship.*

It is expressly understood and agreed that the parties shall at all times be independent of one another. It is expressly understood and agreed by the parties that nothing contained in this agreement shall be construed to create a joint venture, partnership, joint employer relationship, association or like relationship between the parties with respect to the subject matter hereof, nor shall it create joint or joint and several liability. In no event shall either party be liable (i) for the debts or obligations of the other party, or to (ii) the employees, agents or contractors of the other party.

3. *Responsibility for acts of own employees.*

The parties agree that each will be solely responsible for any claims, attorney's fees and other defense cost arising out of the execution or performance of this contract for acts which are attributable to its own employees, agents or independent contractors and will not be so liable for such acts of the employees, agents, or independent contractors of the other party.

4. *Compliance with Local, State and Federal Laws.*

Each party shall be responsible for complying with all applicable local, state and federal laws, rules, regulations and ordinances pertaining to its services, the YV Program or any of its obligations hereunder, including, but not limited to, financial liability laws, wage and hour laws, EEO requirements, privacy laws and laws related to immigration and naturalization.

5. *Dispute resolution*

Any controversy or claim arising out of or relating to this agreement, or the breach thereof, shall be settled by arbitration before a single arbitrator. The arbitration shall be administered by the American Arbitration Association ("**AAA**") under the Federal Arbitration Act and the AAA, Commercial Arbitration Rules, with the "Expedited" rules being used in cases which meet the jurisdiction requirements for those rules. The AAA Rules will apply, unless a conflicting provision is contained in this agreement, in which case the contract rule will apply. Judgment on the arbitration award rendered by the arbitrator may be entered in any court having jurisdiction. The parties may elect at the time of dispute by mutual agreement to mediate any dispute, but the parties are not required to agree to mediate.

6. *Entire Agreement.*

This agreement (together with Exhibits hereto which are hereby incorporated by this reference) constitutes the entire agreement between the parties relating to the subject matter hereof and supersedes all prior or contemporaneous agreements, whether written or oral, among themselves or their agents and representatives relating to the subject hereof. This agreement may be altered, amended, or revoked only by an instrument in writing signed by all the parties hereto.

7. *Venue.*

In the event of a dispute, the parties shall agree that venue shall lie in the Second Judicial District Court in and for the State of Nevada.;

8. *Survival.*

The parties agree that all duties and responsibilities pertaining to proprietary matters, confidentiality and non-disclosure shall survive termination or expiration of this agreement. Any payment obligations incurred prior to the termination or expiration of this Agreement and not yet paid as of the date of termination or expiration of this agreement shall be honored.

9. *Headings.*

The captions and headings are inserted in this agreement for convenience only, and shall in no event be deemed to define, limit or describe the scope or intent of this agreement, or of any provision thereof, nor in any way affect the interpretation of this agreement.

10. *Counterparts and Facsimile Signatures.*

This agreement may be executed in two or more counterparts, each of which shall be deemed an original and all of which, taken together, shall constitute one agreement. A facsimile signature to this agreement shall be deemed an original and binding upon the party against whom enforcement is sought.

[Signature Page Follows]

Youth Villages Inc.^R,
a Tennessee non-profit corporation

Washoe County, by and through the Washoe
County Human Services Agency

By: _____
Name: Pat Lawler
Title: CEO
Date: _____
Federal EIN: 58-1716970

By: _____
Name: _____
Title: _____
Date: _____
Federal EIN: _____

Exhibit A



WASHOE COUNTY HUMAN SERVICES AGENCY

350 S. CENTER STREET
RENO, NEVADA 89501
PHONE: (775) 785-8600
FAX: (775) 785-5640

Date: February 28, 2023

Dear Youth Villages,

Washoe County Human Services Agency (WCHSA) looks forward to the opportunity to collaborate with Youth Villages and institute the LifeSet evidence-based program through our Independent Living program for foster youth ages 14 to 21. I am writing this letter of support for the WCHSA proposed application for the Youth Villages LifeSet Opportunity Grant 2022-2023.

The four-year budget period aimed at providing service provisions, evaluation, and technical assistance will support our continued and sustainable services to help youth aging out of foster care become self-sufficient and successful adults.

On behalf of our agency, I thank you for the grant opportunity and guidance Youth Villages provided to this application process. We look forward to collaborating with Youth Villages to improve outcomes for this age population of our foster youth. Please give us an equitable and heart-felt consideration for our application.

Sincerely,

Amber Howell, Director
Department Director
Washoe County Human Services Agency



INTEGRITY



EFFECTIVE
COMMUNICATION



QUALITY
PUBLIC SERVICE

Summary

The mission of Washoe County Human Services Agency (WCHSA) is to promote the health, safety, and well-being of children, adults, and seniors who are vulnerable to abuse, neglect, and exploitation. WCHSA provides an array of protective and supportive services for families and individuals to enhance their quality of life by ensuring they are optimizing their self-reliance and self-sufficiency. WCHSA strives to have a strengthened, safe, and thriving community for all ages. The 2022 population of Washoe County was 493,392 with an annual growth rate near 1.5% since 2010. WCHSA serves the entirety of County's 6,500 square miles through three primary divisions: Children's Services, Adult Services, and Senior Services.

The Children's Services Division Permanency units, including the Independent Living program, serve foster youth ages 14 to 21 with an average of 30 youth annually aging out of the foster care system. Through implementation of the Youth Villages Lifeset evidence-based model program that supports foster youth ages 17 to 20, WCHSA intends to improve the outcomes of youth transitioning from foster care to independence. Outcomes include permanent relationships, education/vocation achievement, living wage employment, housing stability, emotional and physical well-being, youth expectations of safe and healthy relationships, and reduced intimate partner violence.

I. Fits in Services Array

A. Current Service Landscape

WCHSA's Independent Living program is the central hub of services for foster care youth ages 14 to 21. Between fiscal year (FY) 2018 and 2022, there was an average of 147 youth served annually. Services include a county-funded version of Extended Foster Care (EFC), which may be moving toward the Title IV-E federal program for EFC effective January 2024. Foster youth turning 18 and not returning to their parent(s) are eligible to enroll in this EFC AB350 Court Jurisdiction program under the Nevada Revised Statute 432B.040 and receive the equivalent of a foster care payment that is currently \$27.96 per day the youth is eligible monthly to support their housing and basic needs. To be eligible to participate in the program, a young adult must commit to a formal agreement with WCHSA that includes the following obligations and to work toward achieving their goals established in the agreement. Enroll in secondary education or a qualified education program to earn a general education or equivalent certificate. Enroll in postsecondary or vocational education. Enroll or participate in a program leading to employment or that removes barriers to employment. Employed at least 80 hours a month. The participating youth are provided a caseworker who assists with the development of an action plan and goals to meet these requirements. The assigned caseworker contacts youth on a monthly basis and meets with them in person quarterly to review or modify activities so they have the necessary support and guidance for achieving their goals. There was an average of 27 youth aged 18 aging out of foster care annually between FY 2018 to 2022. In the past three years, approximately 75% of those youth have chosen to enroll in the AB350 EFC program. The reasons the others do not enroll are: 1) they remain on runaway status at the time of their 18th birthday; 2) they returned to the parental home, although the case was not closed in court prior to their 18th birthday; or 3) they received Supplemental Security Income (SSI) and related development services and transition to the adult service delivery system that supports their on-going needs.

Additionally, WCHSA provides services for foster youth through the federally funded John H. Chafee Foster Care program that supports youth ages 14 to 18 and the state funded Funds to Assist for Former Foster Youth (FAFFY) program supporting youth ages 18 to 21. The Chafee Program assists youth who are likely to remain in foster care until age 18 and provides them with services to help them transition from foster care to independent living and adulthood. Through the passage of Nevada's Assembly Bill 94, the FAFFY program provides financial assistance to former foster youth with purpose of assisting youth ages 18 to 21 and youth 17.5 who will leave foster care at age 18 with transitioning to adulthood upon leaving foster care and attain economic and well-being self-sufficiency. Through these services, the qualifying youth receive case management, guidance, support, referrals, and financial assistance for such things as normalcy activities, housing and transportation, and education/employment.

Within Washoe County, the following services support youth through WCHSA's partner and referral agencies to provide mental health services, independent living skill-building, housing and shelter, and opportunities for youth voice.

Mental Health: Well Care Medical and Behavioral Clinic is a medical group in Reno that provides services through a Community Triage Center funded in part by a Interlocal Agreement between Washoe County, City of Reno, and City of Sparks government agencies and health partners. This program offers the full continuum of mental health support including substance abuse and treatment services. Well-Care also offers supportive housing options for individuals in the community who require a higher level of oversight, case management, and monitoring, including youth who age out of the foster care system. WCHSA coordinates with Well Care to provide aged out foster youth needing these services. Additionally, WCHSA refers youth aging out of foster care with significant mental health challenges to Northern Nevada Adult Mental Health Services (NNAMHS). This State agency provides wraparound support for the youth that includes therapy, psychiatry, case management, rehabilitation services, and housing support. Lastly, WCHSA has access to a variety of individual therapists in the community that provide Medicaid supported services to youth for achieving their on-going mental health goals.

Independent Living Skill Building: Live to Learn is a local nonprofit group home that developed an independent living skill-building training. WCHSA contracts with Live to Learn to offer youth aging out of foster care the opportunity to participate in this eight-week course, which helps them meet their self-sufficiency goals. Additionally, WCHSA contracts with Lyft Learning which offers an online learning platform to accommodate youth at their own pace. Learning module topics vary from housing to social emotional learning, nutrition, and self-advocacy.

Housing and Shelter: The Eddy House is a non-profit organization that works with homeless and at-risk youth ages 18 to 24. They provide outreach services to youth experiencing homelessness, a drop-in center, emergency shelter, and community and transitional living programs through wraparound services to help youth develop life skills and achieve independence. The Eddy House connects youth who aged out of foster care to WCHSA Independent living programs and services. The Eddy House offers a variety of coaching and classes designed to assist youth with acquiring basic needs resources in the community, such navigating and accessing food banks, food stamps, Medicaid, clothing, employment resources, and more. Furthermore, WCHSA has 15 Foster Youth to Independence (FYI) Vouchers annually for young people aging out of foster care who are at

risk of experiencing homelessness and employs a housing specialist to assist young people with applications for the housing vouchers.

Youth Voice: Nevada Youth Empowerment Project (NYEP) is a nonprofit organization that applies a principle-based approach to serving with youth. In addition to providing homeless young women ages 18 to 24 a chance to redirect their lives through a structured program that provides housing and basic needs, life skills training and practice, and the support and love of a family, WCHSA contracted with NYEP to develop a youth advisory board. Through this partnership, the Washoe County Youth Advisory Board (YAB) was created in 2019 by foster youth ages 13 to 25. The aged out youth with lived experience have been creating videos on the importance of youth voice in the foster care system and disseminating the videos through social media and other outlets to target the aging out of foster care youth population.

WCHSA's goals for serving this population center on youth achieving self-sufficiency, meaningful and dependable relationships, and physical and emotional well-being. The objectives for these goals are meeting youth 'where they are at' and providing youth with positive adult role models, guidance, resources, referrals, skill building opportunities, and support for emotional well-being. In FY 2022, WCHSA served between approximately 130 foster youth between the ages of 14 and 21. The Independent Living program has five caseworkers serving youth ages 14 to 18 with an average caseload of 20 youth per caseworker. One supervisor, one caseworker, and one support specialist serve youth ages 18 to 21. Currently this aftercare program is serving 51 youth ages 18 to 21 and most of the youth are on the caseworker's caseload as the supervisor has additional responsibilities for program development and administrative. The pressing challenges WCHSA faces serving this population are youth disengagement and youth in constant crisis. One of the issues instigating the challenges is caseload size. The caseworkers' caseload of youth ages 14 to 18 averages 20 youth and the aftercare population with one caseworker and one supervisor is more significant. The caseloads exceeding the recommended ratio of 10 to 1 does not allow caseworkers sufficient time to work with each youth and quite often they are responding to youth in crisis rather than spending meaningful time with each youth.

B. LifeSet Fit within Existing Array.

WCHSA envisions the Lifeset evidenced-based program enhancing and strengthening existing services by providing a structured model-program for case management, clinical consultation, and empowering youth to develop skills for self-advocacy, nurturing positive permanent relationships, attaining self-sufficiency, and accomplishing self-directed goals. WCHSA endeavors to bring out the best in the youth served and Lifeset has the potential to maximize existing services and efforts, engage youth voice, and establish a data collection system by implementing and integrating this evidence-based program into the existing Independent Living program. With the Youth Villages LifeSet grant opportunity, WCHSA will employ the LifeSet program as the model for case management and services provided. With a more intensive service delivery system, youth will be more prepared for adulthood. WCHSA anticipates achieving similar outcomes that Youth Villages demonstrates through LifeSet such as improved mental health, increased employment and wage earnings, reduced homelessness, and reduced domestic and partner violence.

WCHSA will initiate the program by offering LifeSet to eligible youth through the youth's caseworker. Minors still in custody will have the option to participate while preparing to age out

of foster care. Youth between the ages of 18 and 21 interested in LifeSet will be assigned a specific LifeSet Specialist and transition via a soft handoff to an after-care caseworker once they complete the program. The youth served will continue receiving existing services provided through the AB350 EFC, Chafee, and FAFFY programs. Following the initial implementation phase, WCHSA will incorporate the model into ongoing services through implementation and practice of LifeSet. The staff serving this population will participate in a learning process as well using the LifeSet resources, trainings, and clinical consultations for a successful transition of existing services to the LifeSet model. Lastly, the Independent Living program will conduct youth focus groups and work with the YAB to infuse youth voice into services and obtain youth guidance on program implementation.

C. Target Population.

In FY 2022, WCHSA served 130 (point in time on June 30) foster youth between the ages of 14 and 21. Of those youth, 24 were age 17 and 38 were between the ages of 18 and 21. To add, 30 youth aged out foster care, 24 are on track to age out of foster care in 2023, and 21 youth participated in AB350 EFC with an additional 25 who participated in the EFC program funded through FAFFY. Between FY 2018 and 2022, an average of 31 youth were enrolled in AB350 EFC annually with an average of seven youth completing the program at age 21. Some of the risk factors this population experiences include interpersonal relationship challenges, social and emotional regulation, poor self-esteem, negative family environment, parental mental health and substance use disorders, parental transient lifestyle, insecure attachment, and poverty. Circumstances that some of the youth face include premature parenting, victims of sexual exploitation, victims of abuse and neglect, sexual abuse, juvenile delinquency, runaway status, and prior foster care home and adoption disruptions.

While youth consistently report on National Youth Transition Survey that they have an identified permanent connection, WCHSA youth often lose touch with their connection and avoid reaching out to them for help and support with their growth. The risk factors identified above may have some influence on this and other factors impacting disengagement with WCHSA youth. Through implementation of the LifeSet model, WCHSA looks forward to learning more about the foster youth population served and services provided with the data collection requirements.

WCHSA does collect data on outcomes for youth 18 to 21 that include youth returning home and on runaway status when they turned 18, youth who completed the AB350 EFC program, and youth who left the program due to lack of compliance or opted out of the program. In FY2022, four youth returned home at 18, two youth were on runaway status when they turned 18, five youth completed the AB350 EFC program at age 21, 34 youth remained in the AB350 program, nine left the program due to non-compliance, and five youth opted out of the program. The Independent Living program collects data on the percentage of youth who achieve a high school or HiSet diploma by age 18 or at some point later in their life. In 2020, 37% of youth achieved a high school diploma before transitioning to EFC and an additional 21% earned a high school or HiSet diploma while receiving EFC services. In 2021, 46% of youth achieved a high school diploma before they left foster care for EFC and an additional 15% completed their high school or HiSet diploma while in EFC services. Providing the trend of about 60% achievement of a high school or hi-set diploma prior to age 21.

WCHSA will target serving 40 youth to be served by the LifeSet model program in year one, with an average program duration per youth of nine months. During the following years of the grant award, the target is 50 youth per year with the nine months program duration. With the addition of the LifeSet team, caseloads will be capped at 10 per caseworker serving the target population. Through the LifeSet program, WCHSA hopes to see an increase of youth completing the program designed to improve youth engagement and developing self-sufficiency skills.

II. Impact

A. Implementation Scale

Upon grant award, WCHSA will hire a LifeSet Team Supervisor and four LifeSet Specialist caseworkers during the planning phase. These five staff will comprise the LifeSet team led by the Human Services Coordinator (Program Director) who oversees the Independent Living program and the Children's Services Division Director (Admin Lead). Based on this size of the jurisdiction, four caseworkers will allow adequate delivery of the LifeSet program with approximately 10 youth per caseworker. The Youth Villages LifeSet grant will support 50% of the total funds for model implementation. In year two, grant funding will support 40%, year three 25%, and year four 10% with the goal of WCHSA absorbing the costs parallel to LifeSet model integration into existing services. The addition of a LifeSet supervisor and four LifeSet caseworkers will help the existing program reduce caseworker caseloads, increase regular contact with the youth, engage the youth, improve outcomes for youth, and guide youth toward success.

B. Implementation Metrics.

Unfortunately, WCHSA's Independent Living program does not have an adequate nor reliable system for collecting data and measuring youth outcomes such as permanent relationships, education/vocation achievement, obtaining and retaining employment, increasing wage earnings, housing stability, health and safety, and risk and protective factors impacting each youth's life. WCHSA intends to develop a quality data collection tool through the LifeSet grant opportunity.

WCSHA's intended purpose for LifeSet is to ensure youth achieve goals for independence and to reduce negative outcomes such as criminal involvement, homelessness, and youth pregnancy. For the youth who receive Lifeset, WCHSA will include data on the following goals in addition to risk and protective factors and LifeSet document and data requirements:

- Goal 1: Decrease youth disengagement with aging out of foster care services.
- Goal 2: Improve youth job experience and increase in pay rate over time.
- Goal 3: Increase the percent of youth who connect with their permanent connection on a routine basis and maintain that connection long-term.
- Goal 4: Increase the percent of youth annually who achieve a high school or HiSet diploma.
- Goal 5: Enhance young people's expectation of safe and healthy relationships and reduce intimate partner violence.
- Goal 6: Decrease the of months per year that a youth experiences housing instability and/or homelessness.

C. Viability of Implementation:

a. Referral Process.

The LifeSet model will be delivered by a team who will be trained in model implementation. The Team Supervisor and Program Director will ensure appropriate caseloads for each team member dedicated to the program and accept new referrals when openings allow.

WCHSA proposes the following criteria to enroll a youth into the LifeSet program:

- The youth is at least 17 years of age and under the age of 21.
- The youth is either currently in custody of the child welfare agency or enrolled in an Extended Foster Care program.
- The youth's living arrangement can be variable including supportive living, personal apartment, homeless, etc.

Factors that might prevent or delay enrollment in the LifeSet program:

- An identified disability that qualifies for Regional Center Services and therefore supported with that lifelong service delivery.
- Possibility of a safety threat to meeting in-person, such as significant gang involvement and/or threats of violence and assaultive behavior.
- The youth is currently in a residential treatment program.

b. Project Lead and Support.

Steve McBride

Steve McBride, Children's Human Services Division Director, will oversee the LifeSet program. Mr. McBride has worked in mental health and services for 31 years and has been a HSA Division Director the past 5 years. Prior to that, he served as a counselor and caseworker for young people in the youth parole system. In addition to being the Division Director, Mr. McBride manages 80 full-time employees at more than 20 physical locations. Mr. McBride has a fellowship and certificate from Georgetown University's Center for Juvenile Justice Reform on Juvenile Justice and Child Welfare Multi-System Integration and is dedicated promoting the health, safety, and well-being of children vulnerable to abuse, neglect, and exploitation.

Shannon McCoy

Shannon McCoy, Human Services Coordinator for the WCHSA Children's Services Permanency units will be the main project lead in collaboration with Mr. McBride. Ms. McCoy has worked in child welfare for 27 years and has been the lead program manager of Independent Living program for 15 years. Prior to that, she served as a frontline staff and supervisor for young people aging out of the child welfare system. In addition to the youth population in child welfare, Ms. McCoy is the Human Services Coordinator overseeing eight permanency units and ensuring service delivery is offered to the children and families served at a level that is continually meeting or close to achieving the Child and Family Services metrics for casework in Child Welfare. Ms. McCoy is a licensed social worker with a Master's in Social Work. The teenage population in child welfare has been a passion of hers for more than 15 years.

c. Collaborative Process Utilized to Develop Application.

In 2019, lead staff from WCHSA, along with their Clark County partners, visited a Youth Villages site in Tennessee. The Tennessee Youth Villages site visit prompted a discussion on the possibility of implementation in three of the Nevada jurisdictions: Clark County, Washoe County, and Rural

communities. Clark County proceeded with an application and upon award, implemented the LifeSet model. At that time, Washoe County did not meet the threshold for an application; however, Clark County has shared their challenges and success with Washoe County. In late 2022, WCHSA began pursuing the Youth Villages LifeSet grant by submitting the Agency Interest form and has been working with a Youth Villages Single Point of Contact for guidance on the submission of this grant application.

d. Implementation Timeline.

Should WCHSA receive the Youth Village LifeSet grant award targeted to start July 1, 2023, recruitment and hiring would begin as soon as possible with the goal of having a full team on board by August 15, 2023. Training in the LifeSet model will then begin and development of a concurrent policies and procedures and a plan for enrolling youth into the program will ensue at the estimated date of October 31, 2023. The target number of youth served in year one is 40 and increase to 50 in year two through four.

e. Letters of Endorsement.

Washoe County has provided three letters of endorsement from partnering organizations and a letter of support from the Washoe County Manager and Washoe County Human Services Director to demonstrate Washoe County leadership's investment in our aging out of foster care youth.

Jeff Briggs is the lead attorney for Nevada Legal Aid that represents youth in foster care and maintains that representation into extended foster care. The attorney's assign to the youth can be helpful team members in engaging youth to consider options and take charge of their outcomes. Understanding and support the LifeSet service delivery model will assist in developing a team approach that can benefit the youth being served.

Trevor Macaluso is the CEO of Eddy House. The Eddy House is a local organization that seeks to eradicate youth homelessness. They have a multitude of services available to young people and work collaboratively with the agency on youth that are experiencing housing instability. They also provide case management and the LifeSet model offered by Youth Villages might be a model that could be helpful to add to their service delivery model of support.

Zaide Martinez works for the National Council of Family Court Judges and participates in Statewide programming work groups and helps bridge information between the child welfare agencies and the court. Zaide is also a youth with lived experience and her input and support around programming to the youth in our community is highly valued.

III. Mode of Service Delivery

The indicated mode of service delivery will be the public child welfare staff training to deliver LifeSet. The following Child Welfare staff will be trained for service delivery: four LifeSet Specialist caseworkers, one LifeSet Team Supervisor, one Program Director, and the Admin Lead over the LifeSet program for program implementation and later transition to integration into the WCHSA Independent Living program. As the program progresses, existing Independent Living program staff will receive LifeSet training to ensure caseload caps are maintained. Established official position titles and qualifications for these positions are as follows. Human Services Caseworkers III to be hired and serve as LifeSet Specialists must have a bachelor's degree in social

work, criminal justice, psychology, sociology, or closely related field or a Nevada Social Work license and two-years full time work experience. The qualifications for the Human Services Supervisor position to be hired and serve as the LifeSet team supervisor resemble the Human Services Caseworker III position with the addition of one-year supervisory experience in the field. The LifeSet Program Director will be Shannon McCoy. The official title of her position is Human Services Coordinator. The Admin Lead will be Steve McBride and his position is Children's Services Division Director. Under the guidance of Youth Villages and through LifeSet training and resources, the WCHSA LifeSet team will deliver the model program to fidelity because the youth outcomes gained and knowledge learned will occur through the shared goals that WCHSA and Youth Villages LifeSet have for improving the lives of youth aging out of foster care.

Once funding is secured for LifeSet implementation, WCHSA will begin recruitment for the Human Services Supervisor and four Human Services Caseworkers. Recruitment for these positions will initially be internal and targeted to WCHSA staff with prior experience serving foster youth ages 14 to 21. Additional duties beyond LifeSet service delivery and intensive case management will include attending court as needed (approximately once every six months), managing transition and related support to after foster care programming, assisting with housing stability, as well as making referrals for community supports around mental health, transportation, job enhancement, and more.

IV. Grant Request Amount

WCHSA projects the total cost of the LifeSet program at \$4,100,450.00 with funding requested from Youth Villages at 50% in year one and reducing the requested amount in subsequent years to 40%, 25%, and 10% respectively with year five WCHSA funding the program 100%. The total request from Youth Villages is \$1,282,498. The committed and requested funding will cover the LifeSet program planning and delivery costs and support program fidelity and data collection/reporting. Administrative costs are not included as the program is intended to be integrated into existing services as the driver for serving to youth aging out of foster care. Committed funds to support the LifeSet program include WCHSA's general funds, Title IV-E federal reimbursement funds, and the annual federal pass-through Chafee grant funds.

V. Sustainability

WCHSA is a fiscally solvent agency, with diverse funding streams that promote long-term sustainability. The agency's FY23 budget is \$65,997,918, 56% of which is funded by Federal sources and 44% from non-Federal sources. The dedicated staff of 365 represents the full gamut of operations, from fiscal and administrative staff to licensed social workers and clinicians to frontline support staff. Further, WCHSA is a highly qualified agency with a track record of successful funds management. The Division of Finance and Administration under the leadership of a Division Director, Fiscal Manager, and Fiscal Compliance Officers with a combined 25 plus years of experience managing, projecting, and ensuring funds to support programs. The WCHSA fiscal team is skilled and dedicated to managing the financial health of the whole organization and ensuring services continue for the various populations served. As noted in Exhibit B on the Projected Funding Source sheet, WCHSA will increasingly absorb the LifeSet program costs over the four-year award period and continue using the committed funds identified for program sustainability. As LifeSet influences outcomes for the targeted population, the funds increased annually will be justified. In addition, acquiring a data collection system for serving the targeted

population will strengthen WCHSA's ability to pursue additional grant funding to support the program.

VI. Data

WCHSA will collaborate with the Youth Villages Evaluation and Research Advisory Committee to develop a data collection plan to meet the evaluation guidelines and protocols for continued research. WCHSA will collect various data points ensuring a statistically significant sample size throughout the duration of the LifeSet program. WCHSA is committed to reporting on the required data elements through Youth Villages' GuideTree portal. This will include the participant clinical information, demographic information, program enrollment and exit, baseline, and outcome data, as well as the staff-level information and aggregate data. Additionally, the Program Director will work with the WCHSA Statistician to develop a data collection tool for gathering the required aggregate data as well as data to measure youth risk and protective factors and the performance indicators for meeting the following goals. Decrease youth disengagement with services, improve youth job experience and wage earnings over time, increase contact with youths' permanent connections, increase achievement of a high school or HiSet diploma, enhance youth expectations of safe and health relationships, reduce incidences of intimate partner violence, and decrease housing instability and homelessness.

Attachment B
LifeSet Budget for Program Implementation - Service Delivery Cost

Instructions: Complete the Service Delivery Costs Worksheet first. Please enter data into the YELLOW fields ONLY. This data can be changed to adjust for local variance in salaries, travel, and provider operating expenses. Do not input data into gray fields as they contain formulas and/or will self-populate.

Note: The staffing ratios outlined below are a minimum to implement LifeSet. Any contracts with private implementing providers should cover the expense categories included in the estimated program services costs tables below. Year 1 starts the day the first young person is enrolled in the program and the pilot period runs for four full years after day 1.

Table 1. Expenses for LifeSet Implementation

| Role or Expense Item | Number of staff and ratios | Estimated Salaries |
|---|----------------------------|--------------------|
| Team Supervisor | 1 | \$ 110,674 |
| LifeSet Specialists | 4 | \$ 98,687 |
| Program Director | 0.25 | \$ 126,478 |
| Admin Lead | 0.10 | \$ 150,000 |
| Fringe benefits percentage | | 43% |
| Annual salary increase | | 3.5% |
| Number of Teams | | |
| Year 1 | | 1 |
| Year 2 | | 1 |
| Year 3 | | 1 |
| Year 4 | | 1 |
| Number of Implementing Agencies | | |
| Year 1 | | 1 |
| Year 2 | | 1 |
| Year 3 | | 1 |
| Year 4 | | 1 |
| Other Expenses | | |
| Occupancy costs per team | | \$ - |
| Equipment, supplies, and fees per team | | \$ 12,500 |
| Average Annual Training costs associated with staff turnover per team | | \$ 4,500 |
| Annual Implementation Fees | | |
| Start-Up Fee (Year 1 only) | | \$ 22,500 |
| Annual Model Implementation Fee - 1st Team | | \$ 59,100 |
| Annual Model Implementation Fee - Additional Teams | | \$ 25,000 |

Table 2. Estimated Program Services Costs

| | Year 1 | Year 2 | Year 3 | Year 4 |
|--|-------------------|---------------------|---------------------|---------------------|
| a. Personnel (Salary) | | | | |
| Team Supervisor | \$ 110,674 | \$ 114,548 | \$ 118,421 | \$ 122,295 |
| LifeSet Specialist | \$ 394,748 | \$ 408,564 | \$ 422,380 | \$ 436,197 |
| Program Director | \$ 31,620 | \$ 32,726 | \$ 33,833 | \$ 34,940 |
| Admin Lead | \$ 15,000 | \$ 15,525 | \$ 16,050 | \$ 16,575 |
| Total Personnel (Salary) | \$ 552,042 | \$ 571,363 | \$ 590,684 | \$ 610,006 |
| b. Personnel (Fringe Benefits) | \$ 237,378 | \$ 245,686 | \$ 253,994 | \$ 262,303 |
| c. Travel (includes mileage reimbursement for staff) | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| d. Occupancy | \$ - | \$ - | \$ - | \$ - |
| e. Equipment and Supplies | \$ 12,500 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| f. Start Up Fee | \$ 22,500 | \$ - | \$ - | \$ - |
| g. Model Implementation Fees | \$ 59,100 | \$ 58,000 | \$ 61,100 | \$ 64,400 |
| h. Additional training fees (to account for staff turnover) | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| i. Wraparound/Emergency Assistance | \$ 12,000 | \$ 22,500 | \$ 22,500 | \$ 22,500 |
| Total - (a. + i.) | \$ 905,019 | \$ 910,049 | \$ 940,779 | \$ 971,708 |
| j. Indirect | \$ 90,502 | \$ 91,005 | \$ 94,078 | \$ 97,171 |
| TOTAL | \$ 995,521 | \$ 1,001,054 | \$ 1,034,857 | \$ 1,068,879 |

Attachment B

LifeSet Budget for State and Local Jurisdictions - Administrative Expenses

Instructions: If you are a public agency that intends to select private provider(s) to be trained in LifeSet, please complete the YELLOW fields. Administrative costs are intended to cover the cost of providing administrative oversight during implementation if services are contracted out. The gray fields contain formulas and will self-populate. If you are intending to have public agency staff be trained, please leave administrative costs fields blank.

| Table 1. Administrative Costs | Year 1 | Year 2 | Year 3 | Year 4 |
|--|--------|--------|--------|--------|
| <i>Annual administrative costs cannot exceed 10% of annual Program Services Costs each year.</i> | | | | |
| | 0% | 0% | 0% | 0% |
| a. Personnel | | | | |
| b. Fringe benefits | | | | |
| c. Travel | | | | |
| d. Equipment | | | | |
| e. Supplies | | | | |
| f. Other | | | | |
| g. Indirect | \$ - | \$ - | \$ - | \$ - |
| TOTAL Administrative Costs | \$ - | \$ - | \$ - | \$ - |

Selected jurisdictions will be awarded new team grants at a rate of \$25,000 per new team to cover ramp-up costs. The planning phase prior to year 1 should be at most 6 months, and year 1 starts at the date the first young person is enrolled in LifeSet.

Attachment B

LifeSet Budget for State and Local Jurisdictions - Youth Served and Per Diem

Instructions: Please enter data into the YELLOW fields ONLY. Do not input data into gray fields as they contain formulas and will self-populate. Please take into consideration the number of specialists per team and anticipated average caseload to determine daily service capacity per team. Youth Villages will take into consideration the estimated annual youth served number and cost/grant request per youth in issuing grants. As good steward of our funding, our goal is to have the greatest impact on the greatest number of young people.

| Table 1. Youth Served | Year 1* | Year 2 | Year 3 | Year 4 | |
|--|----------------|---------------|---------------|---------------|------------|
| Youth served in LifeSet on a single team on any given day after ramp up | 32 | 32 | 32 | 32 | |
| Estimated average daily census across all teams | 32 | 32 | 32 | 32 | |
| Your estimated average program duration in months for any given young person | 9 | 9 | 9 | 9 | |
| Estimated number of young people admitted to LifeSet each year | 20 | 40 | 40 | 40 | 140 |
| Estimated annual youth served based on daily census and average program duration | 48 | 72 | 72 | 72 | |

| Table 2. Per Diem | Year 1* | Year 2 | Year 3 | Year 4 |
|------------------------------------|----------------|---------------|---------------|---------------|
| Total per diem | \$ 85.23 | \$ 85.71 | \$ 88.60 | \$ 91.51 |
| Per diem grant from Youth Villages | \$ 42.62 | \$ 34.28 | \$ 22.15 | \$ 9.15 |

| Table 3. Cost per youth | Year 1* | Year 2 | Year 3 | Year 4 |
|--------------------------------|----------------|---------------|---------------|---------------|
| Cost per youth served | \$ 23,333 | \$ 23,462 | \$ 24,254 | \$ 25,052 |
| Grant request per youth served | \$ 11,666 | \$ 9,385 | \$ 6,064 | \$ 2,505 |

* Year 1 begins at the date of the first young person enrolled in the program.

Attachment B

LifeSet Budget for State and Local Jurisdictions - Projected Funding Sources and Net Revenue

Instructions for completion of budget: First, complete the Service Delivery Cost Worksheet, second the Non-Service Delivery Costs worksheet, and finally, fill in the YELLOW fields in this worksheet. Do not fill in the gray fields as they contain formulas and will self-populate. For Committed Funds, please label in **Table 3.** the specific funding streams or private foundations that will be utilized per category and whether funds are Committed (secured) or Projected (unsecured). Year 1 starts the day the first young person is enrolled in the program and the pilot period runs for four full years after day 1. **Before you complete this worksheet please make sure the Net Revenue is approximately 0, cells E23:I23.**

| Table 1. | Committed and Projected Funds | Planning | Year 1 | Year 2 | Year 3 | Year 4 | Multi-year TOTAL |
|-----------------|---|------------------|-------------------|---------------------|---------------------|---------------------|-------------------------|
| | State and Local Funds - state general revenue | | \$ 356,742 | \$ 456,794 | \$ 628,709 | \$ 810,871 | \$ 2,253,116 |
| | State and Local Funds - other agency | | | | | | \$ - |
| | Federal Funds - IV-E | | \$ 27,294 | \$ 27,840 | \$ 28,535 | \$ 29,249 | \$ 112,918 |
| | Federal Funds - Chafee | | \$ 113,725 | \$ 115,999 | \$ 118,899 | \$ 121,871 | \$ 470,494 |
| | Federal Funds - Other | | | | | | \$ - |
| | Local Philanthropic Funds | | | | | | \$ - |
| | Other | | | | | | \$ - |
| | Funds requested from Youth Villages | \$ 25,000 | \$ 497,760 | \$ 400,421 | \$ 258,714 | \$ 106,888 | \$ 1,288,783 |
| | Total Project Funds | \$ 25,000 | \$ 995,521 | \$ 1,001,054 | \$ 1,034,857 | \$ 1,068,879 | \$ 4,125,311 |
| | Grant request (% of total revenue) | | 50% | 40% | 25% | 10% | 31% |

| Table 2. | Summary of Project Expenses | | Year 1 | Year 2 | Year 3 | Year 4 | Multi-year TOTAL |
|-----------------|------------------------------------|------------------|-------------------|---------------------|---------------------|---------------------|-------------------------|
| | Program Services Costs | \$ 25,000 | \$ 995,521 | \$ 1,001,054 | \$ 1,034,857 | \$ 1,068,879 | \$ 4,125,311 |
| | Administrative Costs | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total Project Costs | \$ 25,000 | \$ 995,521 | \$ 1,001,054 | \$ 1,034,857 | \$ 1,068,879 | \$ 4,125,311 |
| | Net Revenue | \$ - | \$ (0) | \$ (0) | \$ 0 | \$ (0) | \$ (0) |

| Table 3. | Committed and Projected Funds - Detail | Indicate specific funding stream | Committed/Projected |
|-----------------|---|---|----------------------------|
| | | | |

State and Local Funds - state general revenue
State and Local Funds - other agency
Federal Funds - IV-E
Federal Funds - Chafee
Federal Funds - Other
Local Philanthropic Funds - name source
Other

| | |
|-------------|-----------|
| Local funds | Committed |
| | |
| Federal | Projected |
| Federal | Projected |
| | |
| | |
| | |



WASHOE COUNTY
OFFICE OF THE COUNTY MANAGER

1001 E. 9th Street
Reno, Nevada 89512
Phone: (775) 328-2000
Fax: (775) 328-2491
www.washoecounty.gov

February 28, 2023

Ms. Kimberly Taxiera
Youth Villages National Headquarters
3320 Brother Boulevard
Memphis, Tennessee 38133

Dear Ms. Taxiera,

I am writing today as the Washoe County Manager to express my support for Washoe County's application for the Youth Village's LifeSet Opportunity Grant. As the County Manager of Washoe County since 2019, I have personally seen the growing need for helping youth in our County.

Funding from this grant will help our youth thrive in our foster care system and help ensure a better future. This funding will assist Washoe County's Human Services Agency in building on existing services by implementing and integrating a structured model program for case management, clinical consultation, and empowering youth to develop skills for self-advocacy, nurturing positive, permanent relationships, attaining self-sufficiency, and accomplishing self-directed goals. The LifeSet program will be a game changer in countless lives. This holistic support framework of more intensive service delivery will support significant positive outcomes for our youth in care. For these reasons and more, I am in complete and total support of this grant application.

Please contact me if you have any questions.

Sincerely,

Eric Brown
County Manager



To Whom it May Concern:

I am writing to extend my full support on behalf of Washoe County in their application for the LifeSet Opportunity Grant. I am the supervising attorney for the Northern Nevada Legal Aid Child Advocacy Program that represents youth in foster care and maintains that representation into extended foster care. My team of 10 attorneys and I understand the unique needs of older foster care youths and work for them as they navigate the legal system and transition into legal adulthood.

Funding from this grant will enable Washoe County to help our clients moving from one care system to the next. Having an attorney assigned to meet their legal needs is often paramount in their engagement and consideration of options such that they take charge of important choices and have the best possible outcomes. I firmly believe that understanding, supporting, and utilizing the LifeSet service delivery model will assist in helping a youth both develop and trust a team approach that will benefit the youth and community being served.

The infusion of funds from this grant will serve to overcome current budgetary shortfalls and provide vital support to safeguard the health, safety, and future prospects of our clients in the Washoe County area. I am wholeheartedly in favor of this grant application and encourage you to reach out to me in case of any queries.

Sincerely,

Jeffery Briggs

Child Advocacy Supervising Attorney

Northern Nevada Legal Aid

299 S. Arlington Ave.

Reno, NV 89501

775.785.5705

Eddy HOUSE

Board of Directors

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Member

Kathleen Taylor
Member

Robert Angius
Member

Trevor Macaluso
Chief Executive Officer

To Whom it May Concern:

On behalf of the Eddy House, I am writing to express my support to Washoe County in their application for the LifeSet Opportunity Grant. As the Chief Executive Officer of the Eddy House, a local organization that seeks to eradicate youth homelessness, I am intimately familiar with the plight of youths experiencing housing instability.

Funding from this grant will enable Washoe County to support and work collaboratively with the multitude of services provided by the Eddy House. Washoe County averages nearly 30 youths each year that age out of foster care. The Eddy House also provides case management and I firmly believe the LifeSet model offered by Youth Villages might be a model that could be helpful to add to our service delivery model of support. The Eddy House works with homeless and at-risk youth to develop life and job skills necessary for sustainable independence as well as offering emergency housing and a community living program for young people to get them off the street.

Funding from this grant will build a foundation to help get Washoe County area youths off the streets as well as preparing them for a seamless transition into independent living. For these reasons, the Eddy House is in total support of this grant application. Please contact me with any questions you might have.

Sincerely,



Trevor Macaluso



Supreme Court of Nevada
ADMINISTRATIVE OFFICE OF THE COURTS

KATHERINE STOCKS
Director and State Court
Administrator



JOHN MCCORMICK
Assistant Court Administrator

February 23, 2023

To Whom it May Concern:

I am writing to extend my full support to Washoe County in their application for the LifeSet Opportunity Grant. By working with the National Council of Family Court Judges and participating in statewide programming work groups, I understand the importance of supporting strong programs built around nurturing the youths in a community.

Funding from this grant will enable Washoe County to bridge the gap and allow additional opportunities as youths age out of foster care, preventing them from falling between the cracks. Washoe County averages nearly 30 youths each year that age out of foster care. In the past 3 years, nearly 3 out of 4 youths choose to enroll in after care programs. What is not known is the data surrounding the benefits afforded these youths that partake in the after-care programs. Additional funds are needed to assess these programs and bridge the gap between child welfare agencies and the courts to determine if they are accomplishing their intended purposes and steering youths towards prosperity and reducing instances of incarceration, homelessness and young adult pregnancy.

Funding from this grant will surmount budgetary shortfalls to ensure the health, safety, and future of the Washoe County area youths. For these reasons and drawing from my own lived experiences, I support this grant application. Please contact me should any questions arise.

Sincerely,

Zaide Martinez
Court Improvement Program Coordinator

Steve McBride

271 River Flow Drive, Reno, Nevada 89523

Phone: 775.848.2141, E-mail: scmcbride@charter.net

EDUCATION

University of Nevada, Reno, Nevada

Degree: Bachelor of Arts, Criminal Justice, December 1991

PROFESSIONAL EXPERIENCE

4/2018-present

Washoe County Human Services Agency

Human Services Division Director, Adult/Senior Services 350 S. Center Street, Reno, NV 89520

- Responsible for leadership, administration, and oversight of County-wide Adult Services and Senior Services to include Senior Nutrition (Meals on Wheels and 6 Congregate Dining Sites), 3 Senior Centers, Daybreak Adult Day Health Program, Homemaker Program, Case Management Services, Representative Payee Services, Burial and Cremation Assistance, Senior Ambassador Program, Referral and Resource Advocacy, Our Place Women's and Families' Homeless Shelter, Crossroads Sober Supportive Housing Programs, Mobile Outreach Safety Team (MOST), Adult Group Care, Nursing Home Support, and other indigent support services.
- Management of over 80 full-time employees in excess of 20 physical office/program locations throughout the County.
- Develop and administer the Division's budget covering areas such as staffing, office space, equipment and supplies, training, program development and implementation; review and evaluate budget expenditures to ensure expenses fall within established limits.
- Develop and implement policies, monitor and evaluate legislation and regulations, establish and maintain provider contracts, write scopes of work for RFP/RFQ's, professional solicitations and sole source agreements that comply with County Code.
- Lead and represent mission of the Human Services Agency (HSA) to promote the health, safety and well-being of children, adults and seniors who are vulnerable to abuse, neglect and exploitation.

10/2015-4/2018

State of Nevada Youth Parole Bureau

Youth Parole Counselor II

751 Ryland Street, Reno, NV 89502

- Parole Supervision and Case Management of assigned delinquent youth, enforced parole agreements, determined appropriate placement, counseling, educational goals and work programs of assigned youth.
- Complete investigative reports and obtain delinquent history of offenders to prepare dispositional recommendations for the court; present testimony on facts in consideration by the court in related hearings.
- Perform peace officer duties and function as needed in performing supervision and enforcement activities including making arrests, conducting searches, booking youth in detention and transporting wards.
- Perform home, school, employment, and program field contacts to monitor compliance with parole conditions.
- Work directly with foster homes, rehabilitation and counseling programs, schools, all entities of the juvenile justice system, local law enforcement agencies, and families in developing appropriate parole and treatment programs.
- Document all activities into the UNITY system in accordance with policy.

Reason for leaving: Accepted leadership position with Washoe County.

2/2012 – 10/2015

State of Nevada, Division of Child and Family Services

Deputy Administrator

Juvenile Justice Services

4126 Technology Way – 3rd Floor, Carson City, Nevada 89706

- Appointed by the Governor, the Deputy Administrator reports to the DCFS Division Administrator and provides leadership, direction, and executive oversight in the area of statewide juvenile

justice. Develops and administers a Juvenile Justice Services budget in an amount of \$38,056,493, which includes 232 employees within five program areas.

- Responsible for the leadership, operations and oversight for the statewide Juvenile Justice Services, which consists of five programs: three youth centers, Caliente Youth Center (CYC) in Caliente, Nevada Youth Training Center (NYTC) in Elko, and the Summit View Youth Center in Las Vegas, the Youth Parole Bureau, which includes the Interstate Compact Office; and the Juvenile Justice Programs Office.
- Coordinate program planning, development and implementation within the division; ensures compliance with federal and state laws, regulations, and policies; monitors juvenile justice operations through review of management information and program evaluation reports and on-site visits; participates in the research and development of legislative proposals; develops comprehensive reports and recommendations; provides testimony before committees and the legislature; participates in the development and monitoring of operating budgets; provides guidance to subordinates regarding operational and human resource issues; collaborates with and represents the division's interests to a variety of advisory boards, committees and stakeholders; addresses the media upon request; provides administrative direction and supervision to assigned staff.
- Preserve and promote an organizational culture that is adaptive and supportive of reform and change processes.

Reason for leaving: Sought opportunity to return to direct service position within the Nevada Juvenile Justice system allowing me to utilize my knowledge, experience and efforts in my local community.

9/2009 – 2/2012

State of Nevada Youth Parole Bureau

Unit Manager

560 Mill Street, Ste. 250, Reno, Nevada 89502

- Under direction of the Chief, manage the operation of the Reno Youth Parole Unit and the supervision and direction of a staff of Youth Parole Counselors, Mental Health Counselors, and Administrative Assistants. Responsible for parole planning, supervision, and placement of assigned juvenile offenders between the ages of 12-25. Provide coverage for the Parole Chief when absent and/or requested.
- Manage the operation of the Reno/Northern Unit by supervising and coordinating activities of assigned staff; ensuring the Bureau's policies and procedures are followed through the review of assigned caseloads, review and approve parole reports, court documents, placement recommendations and referrals for supervision, counseling and treatment; ensure reports are completed accurately and within appropriate time frames; and evaluate performance of assigned personnel and provide direction.
- Assist the Parole Chief in development of policy and procedure in reference to federal and State guidelines, programs and organizational needs.
- Develop and administer the Unit's budget covering areas such as staffing, office space, equipment and supplies, training, program development and implementation; review and evaluate budget expenditures to ensure expenses fall within established limits.
- Conduct liaison activities with human services agencies, local law enforcement, juvenile court, school districts, treatment centers, foster homes, juvenile and placement centers to ensure an understanding of the Bureau's mission; maintain awareness of needed services and current programs; and provide information regarding case management goals and objectives.
- Represent the Youth Parole Bureau in court regarding recommendations, termination of wardship, and adult certification; provide necessary court documents, case summaries, and recommendations.
- Develop, coordinate and implement training programs for Youth Parole Counselors in all phases of professional development consistent with the dynamic needs of youth, families and communities.
- Review and approve/deny crisis level supervision and enforcement requests to ensure youth are treated properly to ensure safety of the youth, community and department; ensure changes are in compliance with agency and Division policy and procedure.
- Prepare statistical reports for the Unit regarding caseload, placement, budget, Interstate Compact for Juveniles (ICJ), youth status, and submit reports to the Chief for review.

- Perform peace officer duties and function in the capacity of a Youth Parole Counselor as needed in performing supervision and enforcement activities including making arrests, conducting searches, and transporting wards.
- Work in conjunction with youth training center superintendents and their staff to determine proper correctional placement and appropriate programming upon the youth being paroled.
- Develop and implement policies, assess budget, monitor changes in legislation, establish and maintain provider contracts, write scopes of work for RFP/RFQ's, professional solicitations and sole source agreements that comply with state protocols.
- Available to Parole staff, attend to employee concerns and/or performance issues.
- Facilitate recruitment activities, training, and professional development, performance improvement plans, and progressive discipline.
- Completion of the Center for Juvenile Justice Reform's -The Juvenile Justice and Child Welfare: Multi-System Integration Certificate Program for Public Sector Leaders at Georgetown University's Public Policy Institute. Fellowship, November 2011.

Reason for leaving: Accepted leadership promotion within the Division.

5/2004 – 9/2009

State of Nevada Youth Parole Bureau

Senior Youth Parole Counselor/Supervisor 560 Mill Street, Ste. 250, Reno, Nevada 89502

- Simultaneously performed full-time Acting Unit Manager duties January-September 2009.
- Accepted Supervisory assignment as of March 2005 in addition to regularly assigned Senior Youth Parole Counselor duties.
- Field Training Officer – Trained and oriented new Youth Parole Counselors to job duties and agency policies/requirements. Coordinated and oversaw duty equipment inventory and assignment.
- Coordinated all ward transportation involving the Northern Parole District. This included coordination with county probation departments, detention facilities, treatment programs, State correctional facilities, and Southern Parole District.
- Parole Supervision and Case Management of assigned delinquent youth, enforced parole agreements, determined appropriate placement, counseling, educational goals and work programs of assigned youth.
- Completed investigative reports and obtained delinquent history of offenders to prepare dispositional recommendations for the court; presented testimony on facts in consideration by the court in related hearings.
- Coordinated and oversaw the drug testing program for Youth Parole.
- Performed peace officer duties and functioned as needed in performing supervision and enforcement activities including making arrests, conducting searches, booking youth in detention and transporting wards.
- Performed home, school, employment, and program field contacts to monitor compliance with parole conditions.

Reason for leaving: Accepted leadership promotion within the Youth Parole Bureau.

11/2000 – 5/2004

State of Nevada Youth Parole Bureau

Youth Parole Counselor II 560 Mill Street, Ste. 250, Reno, NV 89502

- Parole Supervision and Case Management of assigned delinquent youth, enforced parole agreements, determined appropriate placement, counseling, educational goals and work programs of assigned youth.
- Field training orientation/Peace Officers' Standards and Training (POST) Cadet. Oriented to the job of a Youth Parole Counselor as directed by Field Training Officer. Attended 10-week Category II Peace Officer's Academy, completed the Basic Certificate.
- Completed investigative reports and obtained delinquent history of offenders to prepare dispositional recommendations for the court; presented testimony on facts in consideration by the court in related hearings.
- Performed peace officer duties and functioned as needed in performing supervision and enforcement activities including making arrests, conducting searches, booking youth in detention and transporting wards.

- Performed home, school, employment, and program field contacts to monitor compliance with parole conditions.
- Worked directly with foster homes, rehabilitation and counseling programs, schools, all entities of the juvenile justice system, local law enforcement agencies, and families in developing appropriate parole and treatment programs.

Reason for leaving: Accepted promotion within the Youth Parole Bureau.

12/1997 – 11/2000

SageWind (DBA-OIKOS, Inc.)

Clinical Specialist, LADC

1725 S. McCarran Blvd. Reno, Nevada 89502

- Staff training and development.
- Program development.
- Case Management – Treatment planning, facilitated individual counseling, drug testing, and correspondence with juvenile justice partners on client status.
- Coordinated and developed group counseling curriculum. Facilitated group counseling.
- Supervised BADA Counselor Interns in providing substance abuse treatment to outpatient clients, including case staffings, treatment planning, and all forms of substance abuse service delivery.

Reason for leaving: Accepted employment with the Youth Parole Bureau.

10/1995 – 12/1997

Saint Mary's Hospital/McClearn Center

Chemical Dependency Associate

235 West 6th Street, Reno, Nevada 89503

- Supervised adult and adolescent chemical dependency patients. Monitored behavior and safety.
- Corresponded with juvenile justice partners on patient status/progress.
- Created and implemented new employee orientation and training program.
- 1:1 Counseling, facilitated small groups, educational workshops, recreational therapy, patient chart documentation/medical records.

Reason for leaving: Accepted employment that offered the opportunity to obtain Alcohol and Drug Abuse counseling licensure (LADC) to further career advancement.

1/1992 – 10/1995

BHC-Willow Springs Center

Mental Health Counselor II

690 Edison Way, Reno, Nevada 89502

- Documented patient behavior and incidents.
- Individual processing with patients.
- Created and implemented new employee orientation and training program.
- Projected Adventure-Ropes course facilitation.
- Organized and assisted in group therapy.
- Supervised adolescent and pediatric patients through treatment and daily living in the residential treatment center.

Reason for leaving: Accepted employment that offered the opportunity to earn BADA Internship hours needed to become Licensed Alcohol and Drug Counselor (LADC).

CERTIFICATIONS

Georgetown University - Center for Juvenile Justice Reform – Fellowship, Certificate Program on Juvenile Justice and Child Welfare Multi-System Integration

REVISED
2/1/2023

Community Engagement
Community Outreach Coordinator
Chris Ciarlo 1043
H S Program Specialist
Josh Noble 11553

WASHOE COUNTY HUMAN SERVICES AGENCY
Amber Howell 935*
Director
CHILDREN'S SERVICES DIVISION

Administrative Secretary
Supervisor
Diane Madole 1034

Children Services
Ryan Gustafson 984
Division Director

Children's Services
Steve McBride 983
Division Director

Tammi Williamson 1055
Coordinator
Assessment/CAC

Kim Martin 1057
Coordinator
Training/CQI

Stacey Lance 1053
Coordinator
Visitation

Amy Sandvik 10400 (G)
Coordinator
Foster Care /Adoption
Child Care

John Bryant 1058
Coordinator
Intake/Legal/Special Projects

Shannon McCoy 1054
Coordinator
Permanency

Assessment Unit 1
Human Services Supervisor
Amber Hurtado 997
Assessment Staff

Mary Jean San Filippo 9272
Morgan Bamreiter 4858
Kyra Dixon 6626
Michelle Pavia 11334
Vacant

Swing Shift 1
(Sunday - Wednesday)
Human Services Supervisor
Cassie Pasley 987
Staff

Andrea Menesini 1086
Nancy Quintero 1116
Madalena Vivolo 9779 (G)F
Haley Hart 1137
Susan Thomas 11504 (GY)
Placement Services & Support
Case Worker III
Marcela Hlade 9778 (G)
DV Advocate
Cristina Ferguson 11225

Diligent Search
Program Coordinator
Joe Thomas 1036
Office Support Specialist
Diligent Search
Adella Puentes 1030
Kecia Olney 1029
Rochelle Rose 937
HSSSII
Michelle Saldate 1046
Michelle Gazaway 1050

Training & Development Unit

Human Services Supervisor
Kacie Schwin 4051

Human Services Case Worker

Human Services Case Worker Trainers
Emily Ruff 1102
Eddie Martinez 1130

Placement & Prevention
Services Team
Staff
Human Services
Supervisor
Jessica Goicoechea*1554

Case Workers
Alaina Eggers 1072
Cindy Lupo 1117

Human Services
Supervisor
Stephanie Walker* 1153

FC Placement Support
Mele Peaua 1123
Dayan Vaquera 5860

Office Support Specialist
Amy Nichols 9330

Visitation Center
Human Services Supervisor
Jesse Brown 988

Human Services
Case Workers
Betty Sharkey 1083
Kim Minor 1076

Sr. HSSS
Leona Lopez (G) 1041
HSSS Staff
Mayra Quiroz 5851
Olivia Lynch 9275
Patricia Daniel 5849

Clerical Staff
Rhonda Walker 1025
Ashley Quintero 6635
Tim Hurst 1021
Kaliegh Bowen 11679

**FC Recruitment, Training
and Placement Support**
Human Services
Supervisor
Laura Caprioli 998
Human Services
Case Workers
Heather Wenker 6568
Katie Proctor 11107
Mitch Matthews 1127
Tawnya Robertson 1135
Brenda Slis-Gutierrez 1129
Myra Yeargen 1100
Vanessa Rollinson
Sandra Espino 1150
Relative Liaison
Ana Bassett 1071

QPI Liaison
Kylee Spring 1068
Rainy Lawstemma, Raise the Future
Molly Bernard, Raise the Future

**Child Care Licensing and
Foster Care Support**
Human Services Supervisor
Lindsarae Klaes 10188
Childcare Licensing
Jamie Pugh 1066
Heather Jessop 10402 (G) (4/10)
Jamie Pugh 1066 (4/10)
Katie Nichols 10401 (G)
Matt Polley 1069

FC Clerical Support
Office Support Specialist
Anne Dahms 1022
Office Assistant II
Dayna Berry 1020
Janet Alvarez Gonzalez 938
Monica Kirkendall 1012
Vanessa Pavia 1013

Intake Days
Human Services supervisor
Kristen Monibi 992
Screeners
Dianna Mann 1062
Michelle Phillips 6561
Ruben Garcia 10194
Laura Calvo 1120
Jayme Kenneson 1088
Maura Navarro 1061

Intake Swing/Graveyard
Human Services Supervisor
Jennifer McKeirnan 1080
Screeners- Swing
Christina Giron 9679 (G)
Andrea King 10191
Laura Harper 10193
Kierra Bracken 11335
Screeners - Graveyard
Jessica Pardinaz (G) 10192
Kimberly Graham (G) 1064
Pamela Babbitt-Cook (G) 6627

Permanency Unit 1
Human Services Supervisor
Tara Sterrett 9267
Staff
Lisa Wright 4056
Lourdes McDowell 1090
Allison French 4055
Vacant
Sharon Goodman 9271
HSSS II
Jenna Saunders 1051
Marian Najarro 1049
Gabrielle Falcon 1052

Permanency Unit 5
Human Services Supervisor
Kasey Pomerleau 9266
Staff
Cira Craighead 1103
Jessica Frank 6571
Jennie Ballou 1114
Sidney Camara-Hurtado
1094
Anita Smith 9274
Vacant

Assessment Unit 2
Human Services Supervisor
Megan Aguayo 991
Assessment Staff
Kimberlee Winkelman 1084
Vacant
Vacant
Megan Hildenbrand 1079
Maria Yasmin Rodriguez-Elenes
1087

Swing Shift 2
(Wednesday - Saturday)
Human Services Supervisor
Kassi Morris 990
Staff
Felecia Hohman 1075
Samantha Elkins 6563
Curtis Butler 11503 (GY)
HSSS
Marisol Rubio-Rodriguez
9780(G)

**Quality Improvement
Case Compliance Reviewer**

*Amber Cummins 9265
Tara Goodsell 1047
Samantha Sevcik 1065

**Human Services Program
Specialist**
Lisa Lee 3590
Molly Blanchette 11548

Human Services Supervisor
Julia Nesser 4867

**Human Services Case Worker
Trainers**
Whitney Vasquez 1115
Rayna LaBarry 1110

Trainees
Vanessa Orellana 4863(A)
Ashley Myers 9537
Navneet Kaur 4052
Madison Rivers 1085
Akeem Greene 1124
Elayna Winter 1081
Briana Bruciaga 6565
Kymberly Laine 1097
Monica Martinez 11258

Human Services
Supervisor
Stephanie Walker* 1153

FC Placement Support
Mele Peaua 1123
Dayan Vaquera 5860

Office Support Specialist
Amy Nichols 9330

Human Services
Supervisor
Jimmy Casarez* 10327

Case Workers
Danielle Viquez 9329
Danielle Pyne 11502

Adoption Unit
Human Services
Supervisor
Emily Smith 996
Human Services
Case Workers

Michelle Rosencrantz 1118
Roni Branson 1109
Carmen Cognian 9270
Office Support Specialist
Casey Berry 1016
Heather Threewitt 10100 (G)

FC Licensing Investigations
Human Services Supervisor
Melissa Coates 994

ICPC Liaison/Institutional
Investigations
Pierre Marche 1082

Human Services Case
Workers
Barbara Jaime 1070
Jessica Shepherd 1136
Tracey Rodriguez 1113
Anastasia Cooper 5857
*Codi Soap 6625

Office Assistant II
Irene Habacon 1017

**Kid's Kottage I & II
Liaison**
Human Services CW III
*Codi Soap 6625

FTC/Safe Babies Court
Human Services Supervisor
Cheryl Sluis-Moreno 4866
Permanency Staff
Stacia Harty 1139
Jillian Iacovelli 1132
Krystal Hoople 6628
Reanna Retterath 10198
Eva Heter 1104

Permanency Unit 2
Human Services Supervisor
Rocio Lopez 9268
Staff
Brisa Aguilar 6570
Cecilia Gonzales 9273
Whitney Hoote 1095
Katherene Alvarez 1098
Vacant

Permanency Unit 7
Human Services Supervisor
Melony Elam 5846
Staff
Stacey McClure 1122
Megan Daters 1099
Lori Bradshaw 1074
Laura Osterman 1119
Erica Pinto 1106

HSSS
Joana Villanueva 10187

Assessment Unit 3
Human Services Supervisor
Jennifer Kelly 986
Assessment Staff
Andrea Lee 4751
Differential Response
Kacey Grissette 6629 (G)
Colleen Duvall 10195
HSSS II
Tanya Defehr 5848
Christina Segura 5847
Lisa Wilson 5850

Child Advocacy Center
Human Services Supervisor
Denise Tyre 995
Staff
Terra Luck 1125
Chelsea Pitts 4862
Melisa Schillinger 4860
Clint Veil 1096
Crissy Pratt 1113

Safety Services Team
Case Compliance Reviewer
*Amber Cummins 9265
Staff
Erick Becerra 10197
Elizabeth Myers 6564

Data Team
Management Analyst
Jeremy Wilson 9279

Office Support Specialist
Jahnel Smith 1024

Management Analyst
Eduardo Villaneuva 1026

Office Assistant II
Patricia Johnson 1009
Dina Orellana 1000
Willis Couvillier 6637

Clerical Support
Administrative Secretary
Supervisor
Paige Haubold 1048

Office Support Specialist
Rochelle Hunter 1027
Eros Norlander 1006

Runners
Estela Mendoza 941
Samuel Solorio 11555
Joe McCoy 11336 (G)
Jamie Swanson 944
Melissa Lopez 11554
Emily Albin 11556
Melissa McGuinan 1002
Gabriel Vilalobos-Duron
1010
Nichole Shepard 5856

Adoption Unit
Human Services
Supervisor
Jessie Cohen 8853
Subsidy Negotiator
Sr. Human Services
Case Worker
Mary Encamacion 1128
Case Workers
Alexandra Clark 1131
Lisa Nielson (PT)(1138)
Rachael McGarrah 4864
Erika Meszaros 6571
Vacant 11678

FC Licensing Investigations
Human Services Supervisor
Melissa Coates 994

ICPC Liaison/Institutional
Investigations
Pierre Marche 1082

Human Services Case
Workers
Barbara Jaime 1070
Jessica Shepherd 1136
Tracey Rodriguez 1113
Anastasia Cooper 5857
*Codi Soap 6625

Office Assistant II
Irene Habacon 1017

Vacant CW Positions
11678 (12/13)
11503 (GY) (1/17)
1078 (1/30)
962 (4/10)

**Other Vacant
Positions**
GC 11546 (TBD)
GC 8076 (12/5)
OA II RNR 11680 (12/13)
MgmtAnaly 11677 (12/13)
FCO 10186 (1/30) Hold

Court Liaison Program
Admin Secy Supervisor
Melissa Ayrault 1035
Office Support Specialist
Jillian Cowl 1033
Legal Support
Office Assistant III
Stephen Quinlin 11557
Travis Figueroa 1011
Blanca Sanchez 4869
Word Processing
Office Assistant II
Edward Kindrick 1004
Carlos Mejia 1018
Tori Dunlap 1007
Ashley Soriano 1019

Permanency Unit 3
Human Services Supervisor
Steve Canale 995
Staff
Sierra Finck 4859
Amnisty Peterson 1112
Margaret Craddock 10196
Justin Bennett 1105
Vacant

Permanency Unit 8
Human Services Supervisor
Natalie Miller 8852
Staff
Molech Blythe 1093
Rebecca Lopez 6569
Nick Simone 9269
Christine Turner 1073
Jake Wilson 9538

Assessment Unit 4
Human Services Supervisor
Jennifer Bascom 6631

Assessment Staff
Tonya Anderson 1126
Alli Gilbreth 6566
Vacant
Vacant
Differential Response
Gaudy Castaneda 6630 (G)

Assessment Unit 5
Human Services Supervisor
Ryan Williamson 10457
Assessment Staff
Karina Baires Ramos 6567
Heather Jessop 962 (4/10)
Tara-Marie Spang 1111
Natasha Eagan-Ambos 1108
Vacant

Medical
Advanced Practice Nurse
Steven Schell 2219

HSSS II
Jessica Rivas 999

Permanency Unit 4
Human Services Supervisor
Scott Sheldon 993
Staff
Julie Ryle 5858
Denna Smout 1101
Denise Benally 1089
Mackenzie Christensen 1091
Casey Tegins 4861

ILP/AB350
Senior Human Services
Case Worker
Valerie Welsh (Sr.) 1121
Steve Jachimowicz 1092

Life Set Unit
Human Services Supervisor
Vacant
Staff
Vacant
Vacant
Vacant
Vacant

Educational Services
Program Coordinator
Keri Pruitt 7155

Housing Specialist
Kristyna Gibson

REVISED
2/1/2023

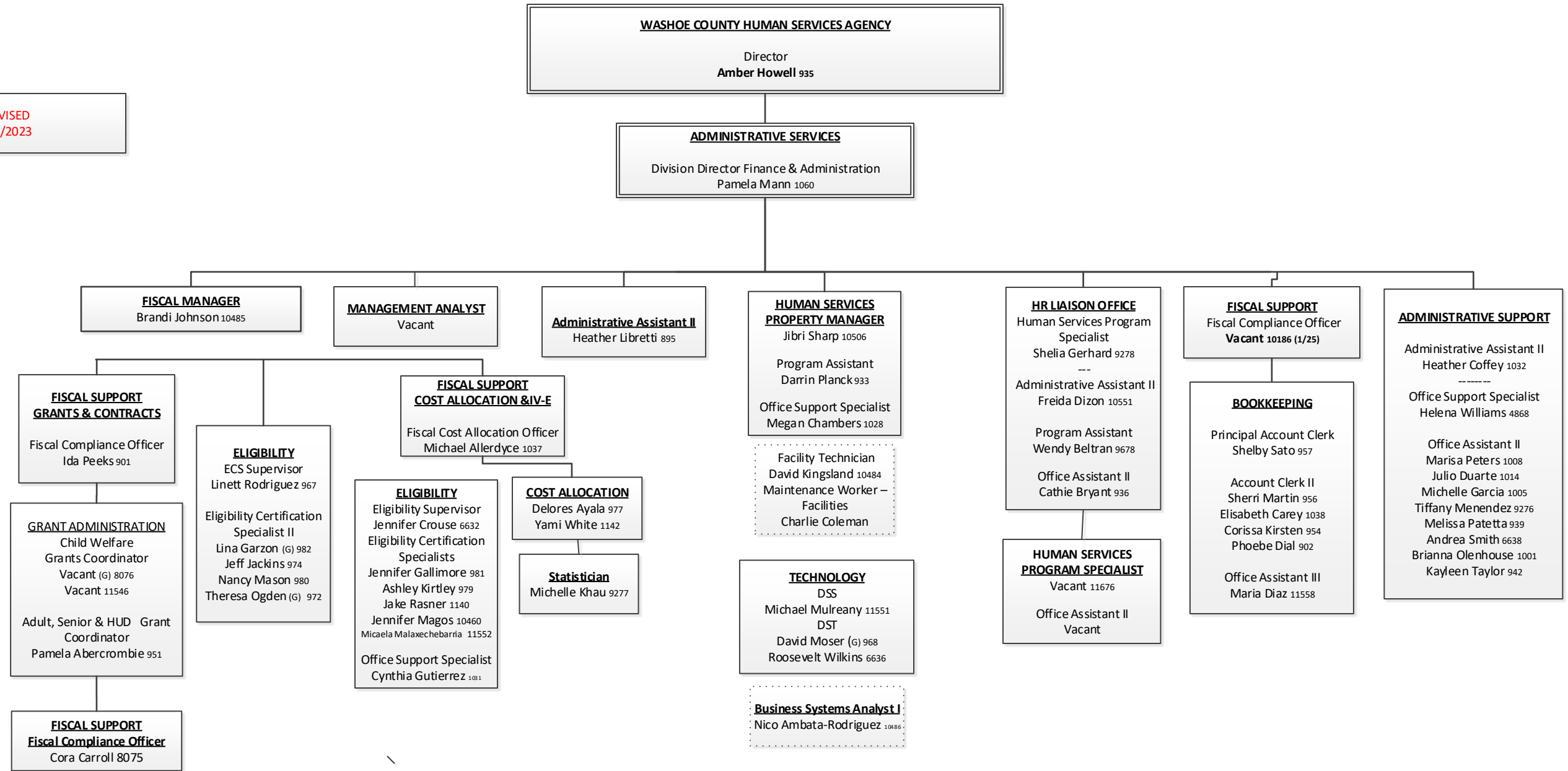


Exhibit B

Youth Villages, Inc.
A Memphis, TN Non-profit Corporation
3320 Brother Blvd
Bartlett, TN 38133

June 1, 2023

Shannon McCoy
Washoe County Human Services Agency
350 South Center Street
Reno, NV 89501

Dear Shannon,

Youth Villages, Inc. is a private nonprofit organization dedicated to helping emotionally and behaviorally troubled children and their families live successfully. We help more than 30,000 children and families each year from more than 23 states and Washington, D.C. Since 1999, LifeSet™, a program of Youth Villages, has helped more than 20,000 young people aging out of state custody or other care arrangements successfully transition to independence. LifeSet™ is a proven method for helping young adults get it right and provide the most vulnerable young people with the support they need to realize their own amazing potential.

This LifeSet™ model License Agreement summarizes certain provisions of your Implementing Provider/Licensee agreement and other information. Please read this agreement carefully. You must sign this agreement and pay any fees associated with this licensing agreement to receive the right to the license.

The terms of your agreement will govern your Provider/Licensee relationship with Youth Villages, Inc.

If you have any further questions about the provisions of this agreement, please feel free to contact our General Counsel, Mr. John Norris at (901) 251-4913 or john.norris@youthvillages.org.

Sincerely,

Katja Russell
Managing Director, Strategic Partnerships
Youth Villages, Inc.
3320 Brother Blvd
Bartlett, TN 38133

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LIFESET™ MODEL
LICENSE AGREEMENT

This Agreement (“Agreement”) is made and executed on _____ 20__ (the “Effective Date”), by and between Washoe County, on behalf of the Washoe County Human Services Agency (“Implementing Provider/Licensee”) and Youth Villages, Inc., a non-profit corporation (“Youth Villages”/Licensor) (each a “Party” and together, the “Parties”).

I.
Background Understandings

A. Summary of the Model.

Whereas, Youth Villages, Inc. has experience providing support for young people with a proprietary program known as LIFESET™ sometimes referred to in this agreement as the “Model.” LIFESET™ is an intensive community-based treatment model for helping vulnerable young people make a successful transition to adulthood. The Program includes procedures and interventions to help youth maintain stable and suitable housing, remain free from involvement with the law, participate in educational and vocational programs and develop other critical life skills. The LIFESET™ model, includes all studies, databases, reports, websites, blogs, training, instructional materials, and other documents and data which support and analyze the Model. Youth Villages claims proprietary, copyright, trademark, and trade secret rights in these materials.

B. Acknowledgement by Licensee of YV Proprietary Interest.

Whereas, upon identification as proprietary matters pursuant to Nevada and federal law by Youth Villages, Inc., Implementing Provider/Licensee acknowledges Youth Villages proprietary, trademark, trade secret, and copyright interests in the LIFESET™ model and agrees that the associated materials are unique and are entitled to the protections offered by:

- Federal and state laws protecting proprietary trade information as defined in those laws, including but not limited to original ideas, data reports, costs and pricing, and original writings describing the processes used by the program;
- Copy Right and Trademark laws.

C. Implementation Area.

Whereas, Implementing Provider/Licensee desires to implement the Model to serve young people and children in the geographic area it serves which is within a 60 mile radius of Implementing Provider/Licensee’s principal location at: 350 South Center Street, Reno, NV 89501 (hereinafter referred to as “Area”); and

D. License.

Whereas, Youth Villages desires and intends to train the Implementing Provider/Licensee in the LIFESET™ model and provide a license to use the Model in delivery of service to the youth that Implementing Provider/Licensee serves, provided Implementing Provider/Licensee meets the requirements set forth herein.

In consideration of the foregoing and for other good and valuable consideration, the Parties agree as follows:

II.
Terms of the License Agreement

A. Term.

The “Term” of this agreement will begin on June 1, 2023 and end on November 30, 2027.

B. Non-Exclusive License.

Youth Villages grants a non-exclusive license to Washoe County Human Services Agency in order to implement and use LIFESET™ in the Area.

C. Modifications of the Model.

From time to time, in its sole discretion, Youth Villages, Inc. may modify the Model, or its supporting documentation. Implementing Provider/Licensee agrees to implement and adopt the changes communicated to it by Youth Villages within thirty (30) days of receipt of the changes by licensee. However, Youth Villages has no duty to modify the Model.

D. Support of the Model by Youth Villages.

Youth Villages will support Implementing Provider/Licensee in implementing the Model by providing implementation planning/technical assistance, initial model training, consultation and training as well as ongoing implementation support as described in the implementation start-up guide and staff training manuals. (“Support”).

E. Model and Intellectual Property Ownership.

The LIFESET™ model, all Youth Villages Confidential Information, and any and all inventions or other intellectual property, including improvements or modifications to anything disclosed to Implementing Provider/Licensee, shall be owned by Youth Villages regardless of who invented, conceived, developed, contributed to, or made the invention, improvement, or other intellectual property. Youth Villages specifically reserves the right to reject any proposed change and to prohibit Implementing Provider/Licensee from using the Proprietary Program in connection with any changes or modifications. The rights established under this paragraph will survive the termination of this Agreement. These rights extend to all trademarks and trade dress of LIFESET™ as well as that of Youth Villages and all of its programs.

F. Access to Proprietary, Trade Secret and Confidential Information.

1. Unless specifically authorized in writing by Youth Villages, Implementing Provider/Licensee may allow access to Youth Villages’ Confidential, Proprietary and Trade Secret Information (sometimes referred to hereafter as “Confidential Information”) only to its employees whose employment duties with Implementing Provider/Licensee require access to such Confidential Information in order to perform their employment duties. Before access to Youth Villages’ Confidential Information is provided to such employees, Implementing Provider/Licensee must inform those employees about the confidential nature of Youth Villages’ Confidential Information and must ensure that such persons are legally bound to maintain the confidentiality of Youth Villages’

Confidential Information. Each such employee may access Youth Villages' GuideTree digital platform only after agreeing to comply with the GuideTree Terms of Use. Implementing Provider/Licensee agrees that it will treat Youth Villages' Confidential Information with at least that amount of care with which it treats its own Confidential Information.

2. The Parties agree that they shall not create for promotional or marketing use anything that contains the names, trademarks, trade dress, logos, symbols or a description of the business or activities of the other Party without in each instance obtaining the prior written consent and approval of the specific type of use of the Party owning the rights thereto.
3. Public Records. The Parties agree that pursuant to NRS 239.010, information or documents received from Youth Villages may be open to public inspection and copying. Washoe County Human Services Agency has a legal obligation to disclose such information unless a particular record is made confidential by law. Youth Villages may label specific parts of an individual document as "trade secret" or "confidential" in accordance with NRS 332.061, provided that Youth Villages thereby agrees to indemnify and defend the Washoe County Human Services Agency for honoring such a designation. The failure to so label any document that is released shall constitute a complete waiver of any and all claims for damages caused by any release of records.

G. Implementing Provider/Licensee Obligations in Respect to Implementation.

1. The Implementing Provider/Licensee will implement with fidelity, consistent with the *Implementing Provider/Licensee Obligations* as described in Exhibit 1 and the *LifeSet™ Model Elements*© attached as Exhibit 2 (proprietary and confidential) which are incorporated herein by reference.
2. Implementing Provider/Licensee shall advise each of its employees trained or tasked with implementing the Model of Youth Villages' interest in the Model, and said employees shall acknowledge their obligation under Nevada state and federal law to protect that information. This paragraph is not intended to create obligations under this contract in respect to those employees.
3. Implementing Provider/Licensee will maintain client confidentiality and obtain any necessary written client consents for data analysis or disclosure of protected health information in accordance with applicable federal and state laws, including, but not limited to, authorizations and data use agreements.
4. Implementing Provider/Licensee assumes responsibility for knowledge of and compliance with all local, state and federal laws, rules, regulations, and licensing requirements pertaining to its services and the implementation of the Model. Implementing Provider/Licensee is an independent legal entity and does not, by entering or executing this Agreement, become a joint venture, joint employer nor partner with Youth Villages. Nor does it enter into any other type of legal relationship with Youth Villages that results in liability of any kind to Youth Villages other than is described in this contract.

5. Implementing Provider/Licensee assumes full responsibility and accountability for any and all professional clinical decision-making for its clients in compliance with any applicable corporate practice of medicine principles. All medical and other clinical decisions shall be made by the Implementing Provider/Licensee or appropriately licensed professional in the best interest of the client. Youth Villages shall neither have nor exercise any control over the methods or manner of the delivery of medical care and services to Implementing Provider/Licensee's clients so as to avoid violation of any applicable corporate practice of medicine principles.

H. Monitoring Fidelity of Implementation.

Implementing Provider/Licensee agrees to undertake the following duties and obligations:

1. Implementing Provider/Licensee shall cooperate with Youth Villages in assessing the fidelity and quality of Proprietary Program implementation.
2. Youth Villages may conduct such review, including the use of audio recordings of sessions and team supervision, as it may consider to be appropriate and as allowed by applicable law, consistent with the maintenance of client confidentiality.
3. In the event that Youth Villages determines that Implementing Provider/Licensee is failing to implement the Proprietary Program with fidelity and otherwise in a manner consistent with this Agreement, including, without limitation, the *LifeSet™ Model Elements*© (Exhibit 2 – proprietary and confidential), *Implementing Provider/Licensee Obligations* (Exhibit 1), and the provision of monthly required data elements set forth in YV's *Data Requirements* (Exhibit 3 – proprietary and confidential), which are incorporated herein by reference, Youth Villages shall advise Implementing Provider/Licensee regarding implementation of performance improvement measures.
4. Implementing Provider/Licensee will make reasonable efforts to collect additional data and/or participate in research intended to improve the Proprietary Program and the Model Elements as requested, required, or approved by Youth Villages, Inc. subject to any legally required protection of client confidentiality.
5. In particular, Implementing Provider/Licensee agrees to make reasonable efforts to collect additional data and/or participate in research or improvements or modifications to the Proprietary Program as Youth Villages may, from time to time, request. Implementing Provider/Licensee agrees that Youth Villages may, subject to the protection of client confidentiality and as allowed by law: (i) include any such information (including the identification of Implementing Provider/Licensee as appropriate) in research, publications, presentations, and marketing materials developed by Youth Villages; and (ii) publish or present information or results in research reports, books, book chapters, peer-reviewed journal articles, and at academic or professional conferences. Youth Villages shall provide attribution to Implementing Provider/Licensee in such publications, as determined by the parties to be reasonable and appropriate, and Implementing Provider/Licensee shall have the right to review any such publications prior to release.

6. Implementing Provider/Licensee will not participate in any research or evaluation in any way related to the Proprietary Program without the prior written consent of Youth Villages. Implementing Provider/Licensee agrees not to reference Youth Villages or LIFESET™, or any of its constituent components in any research, publications, presentations, or marketing materials without the prior written consent of Youth Villages.
7. All fees due to Youth Villages shall be paid to Youth Villages by Implementing Provider/Licensee as invoiced and are not conditional upon or subject to reimbursement or any other conditions except as set out in Section L. Implementing Provider/Licensee shall pay a not-to-exceed amount of \$86,100 for Year One, and a not-to-exceed amount of \$62,500 for Year Two, \$65,600 for Year Three, and \$68,900 for Year Four to implement one LifeSet team annually.

I. Permitted copying and use.

Implementing Provider/Licensee is authorized to reproduce certain published materials specified below and used in the implementation of the Proprietary Program so long as (1) this Agreement is in effect, (2) Implementing Provider/Licensee uses the reproductions solely for Proprietary Program implementation, (3) Implementing Provider/Licensee does not sell, copy, or otherwise distribute the reproductions to any third party (other than the young people served by the Proprietary Program) except as required by law, and (4) Implementing Provider/Licensee complies with all confidentiality provisions in this Agreement. Implementing Provider/Licensee understands and agrees that the entire LIFESET™ is owned exclusively by Youth Villages, Inc. Implementing Provider/Licensee will use the Proprietary Program solely as permitted by this Agreement and as instructed by Youth Villages, Inc. from time to time and will not use or implement any change without the express written permission of Youth Villages, Inc. Implementing Provider/Licensee expressly agrees that it will comply with any third party licenses to any portions of the Proprietary Program as disclosed by Youth Villages so as to prevent a breach thereof by Youth Villages as a result of Implementing Provider/Licensee's actions.

J. Branding.

Implementing Provider/Licensee will follow the brand directions as set out by the *LifeSet Brand Guidelines* for correspondence or materials related to the YV Program. Prior to implementing the YV Program, Implementing Provider/Licensee will request a copy of the *LifeSet Brand Guidelines* from Youth Villages, Inc.

K. Fees, Payment and Consideration.

1. **Payment to Youth Villages for Services.** Youth Villages shall invoice Implementing Provider/Licensee monthly for Proprietary Program and Support based on the annual amount set forth in Paragraph H.7. Youth Villages will notify Implementing Provider/Licensee at least sixty (60) days prior to any change in fees becoming effective. Implementing Provider/Licensee will send payments, identifying the Youth Villages, Inc. invoice, within thirty (30) days of each invoice. Notwithstanding whether Implementing Provider/Licensee appropriately implements the Model Elements in accordance with this Agreement or whether Implementing Provider/Licensee is reimbursed for fees made payable to Youth Villages for its services hereunder, Implementing Provider/Licensee shall

nonetheless remain liable for the payment of fees or other expense to Youth Villages in accordance with this Agreement.

L. Term and Default.

1. Term of Agreement. This Agreement shall remain in full force and effect for an initial term as described in section II.A. Term (the “Initial Term”) unless terminated as provided herein. The agreement may be renewed for subsequent terms upon the signatures of both parties. “Term” shall refer to the Initial Term and any extensions. Upon each written agreement of the Parties, the Term of Agreement shall extend for an additional year.
2. Upon a material breach of this Agreement by either Party that is not cured within thirty (30) days of non-breaching Party’s written notice thereof, or upon a non-curable material breach, the non-breaching party may, at its election, either: (1) terminate this Agreement immediately by delivering written notice thereof to the breaching Party; or (2) exercise any other right or remedy available in law or in equity, except to the extent otherwise provided for in the Agreement.

M. Liability.

1. **Warranty.** Based on the nature of the Proprietary Program, Youth Villages does not make representations or warranties with respect to the Proprietary Program. Implementing Provider/Licensee may not return any Proprietary Program for any refund or credit.
2. **Responsibility for Acts of Own Employees**
The parties agree that each will be solely responsible for any claims, attorney’s fees and other defense cost arising out of the execution or performance of this contract for acts which are attributable to its own employees, agents or independent contractors and will not be so liable for such acts of the employees, agents, or independent contractors of the other party.

N. Assignment; Subcontracting.

This Agreement and the rights and obligations hereunder are not assignable or transferable by Implementing Provider/Licensee without the prior written consent of Youth Villages. Without limiting the previous sentence, Implementing Provider/Licensee shall not have the right to engage or utilize the services of any subcontractor to perform any of Implementing Provider/Licensee services hereunder or to access the Proprietary Program at any time without the prior written consent of Youth Villages.

O. Notices.

All notices and other communications that are required or permitted to be given to the Parties under this Agreement shall be sufficient in all respects if given in writing and delivered by overnight courier or certified mail, postage prepaid, return receipt requested, to the receiving Party at the following address:

With a required copy to:

Original to:

Youth Villages, Inc
3320 Brother Blvd.
Memphis, TN 38133
Attention: John Norris
General Counsel

Katja Russell
Executive Director, Strategic Partnerships
Youth Villages, Inc.
3320 Brother Blvd.
Bartlett, TN 38133

Address for delivery of payment to Youth Villages:

Managing Director of Financial Services
Youth Villages, Inc.
3320 Brother Blvd.
Memphis, TN 38133
(901) 251-5000

For Implementing Provider/Licensee:

Original to:

Attention: _____

Telephone: _____

Email: _____

Address for delivery of invoices:

Attention: _____

Telephone: _____

Email: _____

Or to such other address as such Party may have given to the other by notice pursuant to this Paragraph. Notice shall be deemed given on the delivery or refusal date, as specified on the return receipt in the case of certified mail or on the tracking report in the case of overnight courier.

P. Binding Upon Successors and Assigns. This Agreement, and all covenants, terms, provisions, and agreements contained herein, shall be binding upon and shall inure to the benefit of the Parties' respective successors and permitted assigns.

- Q. Waivers.** No covenant, term, or condition, or the breach thereof, shall be deemed waived, except by written consent of the Party against whom the waiver is claimed; and any waiver of the breach of any covenant, term, or condition shall not be deemed to be a waiver of any preceding or succeeding breach of the same or any other covenant, term, or condition.
- R. Authority to Contract.** The undersigned individuals represent that they are fully authorized to execute this Agreement and make all representations, warranties and covenants set forth herein. Implementing Provider/Licensee represents and warrants that the execution, delivery, and performance of this Agreement have been duly authorized by all necessary corporate actions of the Parties and do not violate any laws or any provisions of any agreement to which Implementing Provider/Licensee is bound, and that Implementing Provider/Licensee is not excluded from participating in any “Federal health care program” as that phrase is defined in 42 U.S.C. § 1320a-7b(f) (“Excluded”), or (ii) debarred, suspended, declared ineligible, or voluntarily excluded by any Federal department or agency (collectively, “Debarred”). In the event that during the Term of this Agreement, Implementing Provider/Licensee is Excluded or Debarred, Implementing Provider/Licensee shall notify Youth Villages in writing within three (3) days after such event. Upon the occurrence of such event, Youth Villages may terminate this Agreement immediately.
- S. No Joint Venture.** Partnership or other business relationship. It is expressly understood and agreed that Implementing Provider/Licensee and Youth Villages shall at all times be independent of one another. It is expressly understood and agreed by the Parties that nothing contained in this Agreement shall be construed to create a joint venture, partnership, joint employer relationship, association or like relationship between the Parties with respect to the subject matter hereof, nor shall it create joint or joint and several liability. In no event shall either Party be liable (i) for the debts or obligations of the other Party, or to (ii) the employees, agents or contractors of the other Party.
- T. Further Assurances.** The Parties shall cooperate fully with each other and execute such further instruments, documents, and agreements, and shall give such further written assurances, as may be reasonably requested by another Party to better evidence and reflect the transactions described herein and contemplated hereby, and to carry into effect the intent and purposes of this Agreement. This includes but is not limited to corporate documents, supporting authority to contract, business license, and proof of insurance.
- U. Entire Agreement.** This Agreement (together with Exhibits hereto, which are hereby incorporated by this reference,) constitutes the entire agreement between the Parties relating to the subject matter hereof and supersedes all prior or contemporaneous agreements, whether written or oral, among themselves or their agents and representatives relating to the subject hereof. This Agreement may be altered, amended, or revoked only by an instrument in writing signed by all the Parties hereto.

III.
Construction and Election of Law

- A. Severability.** Whenever possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under applicable law. However, in the event that any provision of this Agreement becomes prohibited or invalid under applicable law, or is otherwise held unenforceable, then such provision, upon the mutual agreement of the Parties, shall be modified to reflect the Parties' intent, consistent with applicable law. The Parties shall work together in good faith in an effort to agree on an appropriate modification within a reasonable period of time. Absent such agreement, such provision shall be ineffective to the extent of such prohibition or invalidity without invalidating the remainder of such provision or the remaining provisions of this Agreement.
- B. Applicable Law.** Unless otherwise specified in this Agreement, this Agreement shall be governed by and construed in accordance with the internal substantive laws of the State of Nevada without regard to its conflicts of laws provision.
- C. Election of Forum and Venue**
1. **Forum:** Any controversy or claim arising out of or relating to this contract, or the breach thereof, shall be settled by arbitration administered by the American Arbitration Association under its Commercial Arbitration Rules, unless a conflicting provision is contained in the contract in which case the contract rule will apply and judgment on the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.
 2. **Venue:** In the event of a dispute the parties shall agree upon a mutually convenient venue; in the absence of such agreement, venue shall lie in the Second Judicial District Court in the State of Nevada.
- D. Survival.** The terms and conditions of this Agreement shall survive the expiration or termination of this Agreement to the full extent necessary for their enforcement and for the protection of the Party in whose favor they operate.
- E. Counterparts and Facsimile Signatures.** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original and all of which, taken together, shall constitute one agreement. A facsimile signature to this Agreement shall be deemed an original and binding upon the Party against whom enforcement is sought.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the date set forth herein by their duly authorized representatives.

Youth Villages, Inc.
a Tennessee non-profit corporation

Washoe County Human Services Agency

By: Pat Lawler
Name

By: _____
Name

Signature: _____

Signature: _____

Title: CEO

Title: _____

Date: _____

Date: _____

Federal EIN: 58-1716970

Federal EIN: _____

Exhibit 1

IMPLEMENTING PROVIDER/LICENSEE OBLIGATIONS

Washoe County Human Services Agency (WCHSA) shall:

1. Deliver the Proprietary Program to a minimum number of eligible young people as agreed to with Youth Villages during each year of the Term of the Agreement.
2. Proprietary Program use and scale:
 - A. Provide Proprietary Program services to at least 32-40 young people on any given day at full capacity with standard caseloads per implementing team in each year of the Agreement;
 - B. Provide services only to those eligible for the Proprietary Program consistent with the Model Elements;
 - C. Provide the Proprietary Program only within the Area agreed upon in writing with Youth Villages;
 - D. Provide the Proprietary Program as defined and updated by Youth Villages;
 - E. Assume full liability for the delivery of services to young people, and for hiring, training, and overseeing WCHSA personnel implementing the Proprietary Program and all employment decisions related to the same, and fully indemnify Youth Villages with respect to WCHSA use of the Proprietary Program.
3. Operational requirements.
 - A. Staff frontline LIFESET™ staff and LIFESET™ Supervisors full-time to the Proprietary Program consistent with the ratios in the Model Elements and identify staff leader to oversee program and serve as central point of contact with Youth Villages;
 - B. Operate the program consistent with all Model Elements.
4. Training and ongoing support
 - A. Ensure that all employees participating in the Proprietary Program delivery attend required Youth Villages foundations trainings before starting to support Proprietary Program delivery;
 - B. LIFESET™ Supervisors and Specialists must participate in ongoing supervision and training as required by the Model Elements.
5. Performance management obligations.
 - A. Provide to Youth Villages youth level, staff level, and aggregate level data in the Data Requirements. WCHSA shall submit such data to Youth Villages as outlined in the Data Requirements and WCHSA agrees and acknowledges that Youth Villages will rely on these datasets and the Key Performance Indicators calculated based on these datasets when determining provider performance during the annual recertification process.
 - B. WCHSA must meet or exceed standards, as described in the Model Elements, and otherwise agreed upon with Youth Villages;

- C. Support Youth Villages in collecting outcome data for young adults who participated in the Proprietary Program by submitting data as outlined in the Data Requirements;
 - D. Collaborate with Youth Villages to develop a performance improvement plan, if the WCHSA fails to meet the standards required by this Agreement and implement all interventions outlined in such plan;
 - E. Report critical incidents (as defined by Youth Villages in the Data Requirements) to designated Youth Villages staff within 24 hours of occurrence;
 - F. Conduct an internal review of every critical incident and share the review with designated Youth Villages staff;
 - G. Collect and share all data with Youth Villages in a timely fashion as required or requested by Youth Villages;
 - H. LIFESET™ Supervisors and Program leader must attend monthly data review and analysis call as described in the Data Requirements.
6. Network participation.
- A. As requested by Youth Villages, LIFESET™ staff must regularly participate in calls with other users of the Proprietary Program on operational, clinical, and executive management topics.
 - B. As Youth Villages engages in ongoing conversations with potential providers and funders to expand the network of LIFESET™ providers, the WCHSA may be asked to host potential implementing providers or potential funders to observe program operations and meetings, interview key staff and leadership, and/or conduct field observation.
 - C. From time to time, Youth Villages may request WCHSA to participate in pitching and/or securing local and regional media opportunities to raise awareness of LIFESET™.
 - D. WCHSA will be asked to share summaries of success for program participants on a quarterly basis with Youth Villages.
 - E. When interacting with media, WCHSA staff will follow LIFESET™ media guidelines and refer to the program by its name, LIFESET™.
7. Financial obligations.
- A. Pay all fees and expenses to Youth Villages as agreed upon in this Agreement;
8. Program Sustainability.
- A. WCHSA has secured funding for the term of the agreement.
 - B. In order to ensure the sustainability of the LifeSet program in Washoe County, NV, WCHSA commits to:
 - Alert Youth Villages to, and when possible include in, any workgroups or meetings pertaining to transition age youth service provisions and system change efforts, including but not limited to extension of foster care
 - Coordinate introductions and continued meetings between Youth Villages and key stakeholders including but not limited to: County and State Child Welfare leaders, key legislators, advocacy groups who can influence the sustainability and scalability of LifeSet in Nevada

PROPRIETARY

Exhibit 2

MODEL ELEMENTS[©]

All attachments hereto and descriptions herein are copyrighted to Youth Villages and are the sole property of Youth Villages. Any unauthorized use or duplication of any Proprietary Program, LIFESETTM model, Model Elements or any Youth Villages Confidential Information, including excerpts and summaries thereof, without the express written permission of Youth Villages is strictly prohibited.

LifeSetTM Model Elements

1. Treatment is voluntary and youth-driven in the LifeSetTM Proprietary Program.
2. The typical age range of young adults in the LifeSetTM program is 17-22.
3. Staff provide services in the young person's residence, or in community locations convenient to the young person.
4. In general, young adults are seen by a specialist at least one time per week, with the option to be seen more frequently based on clinical need.
5. Each young person is assigned to a LifeSetTM specialist who is accountable for the young person's success.
6. Young people participating in the LifeSetTM have access to program staff support 24 hours a day, 7 days a week.
7. Each LifeSetTM specialist carries a caseload of 8-10 young adults.
8. LifeSetTM specialists and supervisors must have a Bachelor's degree in a social services or a related field and have at least one year of experience at a minimum; a Master's degree in a social services field is preferred.¹
9. A full time LifeSetTM supervisor directly supervises a team of 4-5 LifeSetTM Specialists.
10. LifeSetTM specialists complete core clinical and programmatic training and deliver the Model with fidelity to the LifeSetTM Proprietary Program Model.
11. Supervisors provide weekly case supervision using a structured supervision Model that includes case conceptualization and staff development in clinical intervention implementation.
12. Supervisors and specialists participate in weekly one-on-one individual supervision with their respective supervisor for skill-building and professional development as outlined in a development plan. Development plans are updated at minimum monthly.

¹ Youth Villages' internal requirements for LifeSetTM Specialists differ from those listed in the Program Model expectations for external providers and are drafted to meet current standards for exempt status under the Fair Labor Standards Act.

13. Clinical consultation is provided by a licensed LifeSet™ clinical consultant weekly. Clinical consultation ensures adherence to the LifeSet™ Proprietary Program Model and use of the LifeSet™ Treatment Design to drive appropriate clinical interventions.
14. LifeSet™ clinical protocols dictate the appropriate use of evidence-based practices and/or best practices for interventions.
15. LifeSet™ specialists complete a comprehensive initial clinical assessment of each young adult upon his or her entry into the Proprietary Program to determine his or her individual strengths and needs and to ensure treatment addresses unique youth circumstances.
16. LifeSet™ specialists target core independent living goals to include maintaining safe and stable housing, acquiring and maintaining employment, achieving individual educational goals, building and maintaining healthy relationships, and remaining free from legal involvement.
17. LIFESET™ Supervisors and Specialists must participate in ongoing trainings by Youth Villages as relevant, to include additional operational training, quarterly clinical boosters, and periodic evidence-based intervention trainings, and as required by the Model Elements.
18. Monitoring for program fidelity occurs at least annually through an annual review process.

PROPRIETARY

Exhibit 3

DATA REQUIREMENTS

Youth Villages requires Implementing Providers to submit key data through the GuideTree platform in order to effectively monitor program model adherence through monthly key performance indicators, outcome evaluation data and annual program model adherence reviews.

Key Performance Indicators

Data entered into GuideTree

Youth-level Data
Staff-level Data
Aggregate-level Data

Measures

Average Daily Census
Total Youth Served
Staff Caseload
Length of Stay
Housing Status at Discharge
Education Status at Discharge
Employment Status at Discharge
Avoidance/Reduction in Arrests at Discharge
Staff Turnover
Staff Tenure
Serious Incident Rate
Serious Incident Report Rate
Session Completion Rate

Program Model Adherence Review

Data entered into GuideTree

Youth-level Data
Staff-level Data
Aggregate-level Data
Document Uploads
REDCap Surveys

Measures

Staff Caseload
Supervisor to Staff Ratio
Consultant Caseload
Systemic Assessment Quality
Team Service Planning Quality
Clinical Skill Development Quality
Use of Evidence Informed Practices
Level of Safety Focus
Level of Young Adult Focus
Quality of Educational/Vocational Interventions
Quality of Community Support Interventions
Effectiveness of Hiring Process
Effectiveness of Staff Engagement and Training
Instrumental Outcomes
 Serious Incident Rate
 Staff Turnover
 Effective Census
 Housing Status at Discharge
 Education/Employment Status at Discharge
Long Term outcomes
 Avoidance/Reduction in Arrests
 Supervisor retention rate

Outcome Evaluation

Data entered into GuideTree

Youth-level Data
Staff-level Data
Collateral-level Data

Measures

At Program Discharge
 Young Adult Satisfaction with Program
At Six and Twelve Months Post-Discharge
 Housing Status
 Educational Attainment
 Employment
 Criminal Justice Involvement

Implementing providers should expect to upload, enter, or update (if needed) youth and staff level data at minimum weekly and aggregate level data monthly. The type of data required is explained in further detail in the following sections. The data submitted will be utilized to calculate performance metrics and adherence measures. Youth Villages will provide support to the implementing providers regarding the data requirements and reporting processes and will guide the analysis of the metrics during a monthly discussion meeting.

Youth Level Data

Youth level data to be entered into the platform includes basic demographic information of the young adults served, with service start and end dates, and status at program enrollment and program exit in the areas of housing, education, employment, legal involvement, and permanent connections.

Long-term outcomes are established through surveys conducted at 6 and 12 months after program exit. Youth Villages conducts the phone surveys; therefore youth collateral data (contact information) will need to be uploaded or entered at discharge.

Outcomes collected during the 12-month survey feed into the program model adherence measures. Youth level data collected during follow-up calls will be shared with the implementing provider in conjunction with the annual re-certification review.

Staff Level Data

Staff level data to be reported includes names, e-mail addresses, and LifeSet position start and end dates, position changes, and termination/rehire dates. The staff data is also utilized to create GuideTree user accounts with access to the platform based on role-specific user permissions.

Aggregate Level Data

Aggregate level data to be reported consist of a monthly count of sessions due and held, critical incidents reported within 24 hours of discovery, and number of critical incidents in the following categories: loss of housing, injury due to domestic violence or other, psychiatric hospitalization, medical hospitalization, suicide attempt, suicide intent/ideation with plan, non-suicidal self-injurious behavior, arrest with formal charge, police involvement, imminent safety risk.

Key Performance Metrics

Youth level data, staff level data, and aggregate level data are calculated monthly into a set of key performance indicators. These metrics are reviewed in the monthly meeting with the implementing agency to determine the health of program operations and inform program improvement activities. Specifically, the following indicators are calculated and discussed:

| Indicator | Why We Measure This | What Is Measured | Goal |
|--|---|--|--|
| Actual Average Daily Census vs. Projected Census | The number of young people being served annually plays a key role in the ability to implement and deliver services based on funder expectations. | What is the ratio of young people predicted to be in the program to the actual number of young people served in the program? | The actual census will be equal to or greater than 2% of the projected census. |
| Staff Retention | The ability to retain qualified employees has a profound impact on the success with the young people in the program and contributes to positive outcomes. | What is the percentage of front-line employees who maintain employment with the program each month? | High-quality front-line employees are retained over time. |

| Indicator | Why We Measure This | What Is Measured | Goal |
|--------------------|---|--|---|
| Caseloads | The caseload range allows for the appropriate level of intensity and support to young people in accordance with the model elements and impacts the program's outcomes. | What is the percentage of specialists who serve young people in the expected caseload range? | All specialists stay within the expected caseload range. |
| Session Completion | Completing sessions at the frequency consistent with the model elements allows for appropriate intensity of therapeutic support and intervention in order to impact outcomes. | What is the percentage of completed sessions out of all sessions due? | 90% of expected/due sessions are held. |
| Serious Incidents | Focusing attention on high-risk areas to prioritize interventions will alleviate and mitigate safety risks and ensure a safe and therapeutic environment for young people in the program. | What is the ratio of incidents related to hospitalizations (psychiatric/ medical), injuries (DV/other), suicide attempts/intent or behavior, arrests, police involvement, and loss of housing to total monthly census? | Incidents occur at a rate less than 3 per 1000 units of service. |
| Discharge Status | If young people make improvements and meet goals in areas related to transitioning to adulthood (housing, employment, education, decreased arrests) during the program, then they will be more likely to succeed as adults and expected program outcomes will be met. | Are young people discharging the program with desirable outcomes that will lead to long-term success? | 80% of young people discharge with positive instrumental outcomes |

In addition to these key performance indicators, Youth Villages will support implementing providers in building internal capacity to use data for program improvement purposes. Youth Villages will assist implementing providers and organizations in establishing or improving the internal data collection and analysis process that allows for monthly review and analysis of key operational data. This information is critical in understanding trends in key indicator data reported through the portal and will allow the implementing agency to identify and distill issues in real time to solve operational problems efficiently. Examples of important operational data include number of sessions held, current status of young adults in key outcome areas, projected program exits, and length of services. These data are collected at the youth level by the agency and are reviewed for operational performance improvement at the aggregate level; these data are not reported to Youth Villages but may be discussed by the agency in the monthly data review meeting.

Program Model Adherence Metrics

As Youth Villages supports providers in the implementation of LifeSet, program model metrics will be collected as the primary method to assess model adherence. Program model adherence reviews define the key practice areas and activities that are unique to the LifeSet model and are intended to quantify, from multiple sources and multiple views, the key program elements. The specific model elements that are measured will be shared during the planning phase to ensure that key elements and practices are documented by the implementing agency. The adherence review includes staff and youth interviews, as well as document and case record review. The program model adherence review also includes measures that utilize the key performance metrics and data collected during outcome evaluation at 12 months after program exit. A wide variety of factors can influence the outcomes experienced by young people; only through regular measurement of those outcomes can implementing providers demonstrate that their implementation of the model results in the expected outcomes. This practice will allow Youth Villages to analyze model drift and efficacy of the program. A baseline review is conducted at 6 months after initial program implementation. The annual program model adherence review will be the pathway through which implementing providers will gain recertification to utilize the model.

Exhibit C

DATA SHARING AND CONFIDENTIALITY AGREEMENT

This Agreement is hereby entered into between Youth Villages, Inc. and Washoe County, on behalf of the Washoe County Human Services Agency (“WCHSA”).

WHEREAS, both parties may have access to, view or be provided information, in conjunction with the LifeSet Agreement and the LifeSet Model License Agreement, that is confidential and must be treated and protected as such.

NOW, THEREFORE, the parties agree as follows:

I. DEFINITIONS

The following terms shall have the meaning ascribed to them in this Section. Other capitalized terms shall have the meaning ascribed to them in the context in which they first appear.

1. “Agreement” shall refer to this document and “Primary Agreements” shall refer to the LifeSet Agreement and the LifeSet Model License Agreement to which this Agreement is made a part.
2. “Confidential Information” shall mean any individually identifiable information or health information in any form or media and any information governed by NRS Chapter 432B.
3. Required by law shall mean a mandate contained in law that compels a use or disclosure of information.

II. TERM

The term of this Agreement shall commence as of the effective date of the Primary Agreements and shall expire when all information provided by either party or created by either party from that Confidential Information is destroyed or returned, if feasible, to the originating party pursuant to Clause VI(4).

III. LIMITS ON USE AND DISCLOSURE

The parties hereby agree they shall not use or disclose the Confidential Information provided, viewed or made available by the other party for any purpose other than as permitted by this Agreement, the Primary Agreements, and as required or allowed by law.

IV. PERMITTED USES AND DISCLOSURES OF INFORMATION BY THE PARTIES

The parties shall be permitted to use and/or disclose information accessed, viewed or provided from the other party for the purpose(s) required in fulfilling its responsibilities under the Primary Agreements.

V. USE OR DISCLOSURE OF INFORMATION

The parties may use Confidential Information as stipulated in the Primary Agreements as necessary for the proper management and administration of the Primary Agreements; to carry out legal responsibilities of the parties; and to provide data aggregation services relating to the health care operations of the parties. The parties may disclose information if:

1. The disclosure is required by law; or
2. The disclosure is allowed by the Primary Agreements to which this Agreement is made a part and by applicable law; or
3. The party seeking to disclose the Confidential Information has obtained written approval from the non-disclosing party.

VI. OBLIGATIONS OF BOTH PARTIES

1. Agents and Subcontractors. Both parties shall ensure by subcontract that any agents or subcontractors to whom it provides or makes available Confidential Information, will be bound by the same restrictions and conditions on the access, view or use of Confidential Information covered by this Agreement.
2. Appropriate Safeguards. Both parties will use appropriate safeguards to prevent use or disclosure of Confidential Information other than as provided for by this Agreement.
3. Reporting Improper Use or Disclosure. Both parties will immediately report in writing to the other party any use or disclosure of Confidential Information not provided for by this Agreement of which it becomes aware.
4. Return or Destruction of Confidential Information. Upon termination of this Agreement, each party will return or destroy all Confidential Information it has created or received from the other party. If returning or destroying Confidential Information at termination of this Agreement is not feasible, each party will extend the protections of this Agreement to that Confidential Information as long as the return or destruction is infeasible. All Confidential Information of which each party maintains will not be used or disclosed.

IN WITNESS WHEREOF, the parties have agreed to the terms of the above written Agreement as of the effective date of the Primary Agreements to which this Agreement is made a part.

YOUTH VILLAGES, INC.

WASHOE COUNTY

Signature Date

Signature Date

Print Name

Print Name

Title

Title