



Lease of  
Brownwood Facility  
Submitted by  
Rite of Passage, Inc.

RECEIVED

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3:16pm

A handwritten signature in black ink, appearing to be a stylized 'J' or similar character.

December 10, 2018  
(Exhibit #3)

RITE OF PASSAGE  
LAKE GRANBURY YOUTH SERVICES

*"Dedicated to Improving the Lives of Youth."*

1300 CROSSLAND ROAD • GRANBURY • TEXAS • 76048 • 817.579.0852 • FAX 817.579.0853



**SHARON FERGUSON**

Brown County Clerk  
200 South Broadway, Suite 101  
Brownwood, Texas 76801

lost by Fed ex  
≡  
have proof.

JF

Electronic record  
Enclosed in this  
envelope



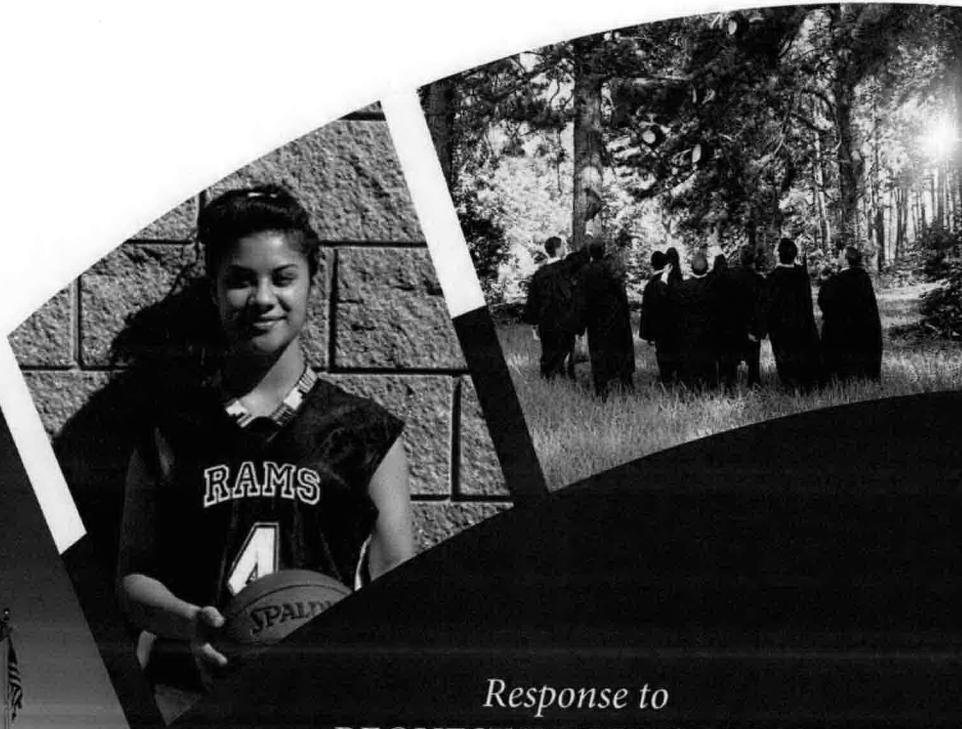
**RITE OF PASSAGE**  
LAKE GRANBURY YOUTH SERVICES

**STEPHEN L. PARKER**  
*Program Director*

PHONE: 682-489-6359 • CELL: 480-262-5384 • FAX: 817-579-0853  
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www.lakegranburyyouthservices.com

# RITE OF PASSAGE

IMPROVING THE LIVES OF YOUTH



*Response to*  
REQUEST FOR PROPOSAL

## Brown County Facility Lease

COPY

*Submitted to*

Brown County Judge E. Ray West, III  
200 S. Broadway, #111  
Brownwood, Texas 76801

*Submitted by*

RITE OF PASSAGE, INC  
2560 Business Parkway, Suite A  
Minden, Nevada 89423



November 29, 2018

Brown County  
Judge E. Ray West  
200 S. Broadway, #111  
Brownwood, Texas 76801

RE: Lease of Brownwood facility for juveniles

Dear Judge West:

Rite of Passage is pleased to submit our proposal to lease the Brownwood juvenile facility and to operate this Secure Residential Specialized Program Services for Texas' at-risk male and female youth. After a thorough review of the proposal and its timeline, Rite of Passage is confident our agency can fulfill upon the service requirements. We are also committed to work, in partnership, with the County to enter into a mutually-agreeable lease agreement and prove ourselves as responsible stewards of the County's facility.

Since 1999, ROP has been proud partners with the State of Texas and many of its counties, having worked with hundreds of adjudicated youth in our out-of-state programs. When Lake Granbury Youth Services opened in 2014, this marked not only our first facility in Texas, but a culmination of our 15+ years of work with the State. With our knowledge of the region and the system, we are cognizant of the importance of providing a seamless continuity of care should our agency successfully secure a lease of the facility. Therefore, our agency recommends a February 1, 2019 start date to allow for an efficient, yet expedited, transition.

To support this smooth transition, ROP will utilize its existing TJJD and county contracts to avoid service disruption of the youth. We also have a plan to on-board existing Brownwood staff, and have previous experience on-boarding TruCore (G4S) staff who worked at the 100-bed Arkansas Juvenile Assessment and Treatment Center prior to ROP assuming operations. Further, our transition plan includes the purchase of existing furniture, fixtures and equipment to avoid meal, program and operational disruption. Your goal of a successful transition is also our goal.

Within this facility, ROP will provide consistent, safe, appropriate and evidence-based programs to meet the needs of the population served, and the community. We will also collaborate with TJJD

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**RITE OF PASSAGE, INC.**

*"Dedicated to Improving the Lives of Youth"*

2560 BUSINESS PARKWAY, SUITE A • MINDEN • NV • 89423 • 775-267-9411 • FAX 775-267-9420 • [INFO@RITEOFPASSAGE.COM](mailto:INFO@RITEOFPASSAGE.COM)

and the counties in creating a system that produces immediate and long-term positive outcomes for youth, families, and communities by:

- Providing the best practices in caring for and treating youth in the most cost-effective manner;
- Using evidenced-based treatments;
- Rehabilitating youth in the least restrictive, normalized environment while taking into account the risk a youth poses to himself/herself and others in the community;
- Building on the strengths of young people and encouraging them to develop skills necessary for success
- Conducting quality assurance and continuous quality improvement activities.

We feel uniquely qualified to compete for this proposal. As a privately held company our fiduciary responsibility is not to our shareholders but to our stakeholders. As a result, we are committed to attracting retaining the best possible work force by providing the most comprehensive compensation packages to our employees. Over time we have also developed a reputation for being a continuous learning organization, constantly improving our programs using evidence-based research. As a result, we have gained experience allowing us to expand our services from our roots in long-term residential care to short-term high impact programs, secure community and gender specific programs.

Regardless of the type of program ROP operates, our mission exists in every program: "Improving the lives of youth." If selected ROP will effectively preserve maintain the County's asset and provide consistent, safe, appropriate and evidence-based and trauma-informed programs to meet the needs of the population served.

Thank you for the opportunity.

Sincerely,



S. James Broman  
Chief Executive Officer

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# Respondent Data Form (Exhibit A)

EXHIBIT A  
RESPONDENT DATA FORM

1. Full Legal Name of Respondent: Rite of Passage, Inc.  
Federal Employer's ID: 88-0235002  
or Texas Vendor ID: \_\_\_\_\_

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

3. Address of Respondent  
2560 Business Pkwy Ste A      Minden      NV      89423  
Street Address      City      State      Zip

Same as above  
Mailing Address      City      State      Zip

4. Executive Director/Chief Executive Officer/Owner

Name Ski James Broman  
Title Chief Executive Officer  
Phone 775-267-9411  
FAX \_\_\_\_\_  
Email Ski.Broman@rop.com

5. Contact Person (person who can answer questions and take calls regarding this proposal)

Name Michael Cantrell  
Title Executive Director  
Phone 402-679-9347  
FAX \_\_\_\_\_  
Email Michael.Cantrell@rop.com

# Assurances and Certification Form (Exhibit B)



**EXHIBIT B**  
**ASSURANCES AND CERTIFICATION FORM**

Legal Name of Respondent: Rite of Passage, Inc.

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

- | YES                                 | NO                       |    |  |
|-------------------------------------|--------------------------|----|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 1. | Respondent has no outstanding debts that would result in a lien(s) or levy(ies) to be placed on payments made to the Respondent.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 2. | Respondent agrees to accept training, technical assistance, and monitoring from TJJD or its monitoring contractor throughout the contract period.  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 3. | Respondent certifies that no one connected with the potential provider has participated in the development of specific criteria for this proposal.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 4. | Respondent agrees to provide TJJD with information necessary to substantiate claims made in this application, including but not limited to on-site observation, appearance before the Proposals Evaluation Committee, third-party interviews, and inspection of records. |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 5. | If Respondent uses subcontractors in the provision of services under this contract, subcontractors will adhere to and comply with the main contract.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 6. | Respondent has sufficient resources to operate for at least two months while waiting for initial reimbursement from counties or the State.   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 7. | Respondent certifies that a State or Federal agency has not terminated any contract with the Respondent in the previous 36 months for deficiencies in performance.   |

**CERTIFICATION:**

I certify that the information reported in this proposal is, to the best of my knowledge, complete and accurate.

Carolyn Jenkins-Bower  
Signature of Authorized Representative/Respondent

11-28-18  
Date

Carolyn Jenkins-Bower  
Name of Authorized Representative/Respondent (Typed or Printed)

Chief Financial Officer  
Title of Authorized Representative/Respondent

# History, Experiences, Credentials and Requirements

## 1. History, Experience and Qualifications

Rite of Passage was established in 1984, and during its nearly 35-year history of improving the lives of youth, our agency has cared for, counseled and educated 35,000 at-risk and disadvantaged youth within our family of programs. These programs are in 15 states, including Texas, and consist of secure and staff-secure residential treatment services as well as community-based programs, charter and day schools, foster care, and group homes. While ROP's programs and services are provided across the continuum, residential treatment services remain our core competency. Our residential programs (for males and females) provide trauma-informed and culturally-sensitive services using a strength and evidence-based, cognitive-behavioral approach that follow program fidelity principles. Our quality programming and capabilities have led to demonstrated, positive outcomes for the youth in our care as evidenced by our culture of safety, engaging positive youth development activities and high levels of educational attainment.

Beginning with our current Texas specialized treatment program, the following represents a selection of relevant ROP-operated residential programs that are secure and/or staff secure, which further demonstrate our programming background and experience in serving this target population. A common characteristic of all these programs is that they offer trauma-informed and specialized care while promoting community safety and offering diverse social and educational interactions essential to the competency development of the students in our care.



*Lake Granbury Youth Services* is a secure residential treatment program which supports both male and female youth. Operated since 2014, the facility features newly renovated classrooms, gymnasium and outdoor recreational areas. At Lake Granbury, youth are provided Specialized Level of Care, that meet their risks and needs.



*Canyon State Academy* and *Desert Lily Academy* are co-located on 178-acre campus in Arizona featuring an accredited school, library, dining hall, swimming pool, football field, stables, baseball field, track, gymnasium and chapel. ROP has operated Canyon State Academy since 2000 and opened Desert Lily Academy in 2016. These programs offer Specialized Level of Care to youth from multiple Texas counties.

Additional residential programs operated by ROP include:



AR Juvenile Assessment Treatment Cntr

- Alexander, AR
- 120 high risk boys and girls
- Operated since 2016



Sierra Ridge Academy

- San Andreas, CA
- 100 moderate to high risk boys
- Operated since 1999



Silver Oak Academy

- Keymar, MD
- 96 moderate to high risk boys
- Operated since 2009



Sierra Sage Academy

- Yerington, NV
- 65 moderate to high risk girls
- Operated since 2015



Uta Halee Academy

- Omaha, NE
- 56 moderate risk girls
- Operated since 2012



Hillcrest Academy

- Cincinnati, OH
- 70 moderate to high risk boys
- Operated since 2012

Rite of Passage has demonstrated core competencies and skills that were developed through 30 years of service in the juvenile justice field. Our experience and capabilities include:

**Knowledge of juvenile justice industry:**

- 30+ years in the juvenile justice industry including 15 years working with young women
- Provide programs and service for 2,000 male and female youth each day including residential and non-residential programs
- Operate 40 residential facilities (group homes, academic model programs, and secure facilities) and non-residential programs (independent living, day schools)
- ROP programs are licensed and operate with accredited education, state-approved athletics, engaging vocational programs with industry-recognized certifications, and cognitive-based treatment based on best practices
- Well-developed operations aligned with licensing and exceeding industry standards

**Business process and organization structure:**

- Regional management structure with well-defined communication and chain of command
- ROP operates a compliant and independently audited business and financial model
- Measurement of program, operation and financial performance through Key Performance Indicators (KPIs) and Continuous Quality Improvement (CQI) processes

**Corporate assets and resources:**

- ROP is supported by 1,700 staff and consultants who are experts in the industry, including an embedded start-up team
- Financially stable organization, as evidenced by strong financial statements
- Corporate resources include corporate leadership as well as a wide-range of strong support services (administrative, accounting/finance, business, human resources, information technology, purchasing, food services, education, etc.) to ensure successful operations
- Educated and well-trained workforce
- Low employee turnover rate, competitive benefits and salary

**Culture of innovation:**

- Develops and integrates best practices into our program including an assessment process that determines individual risk, needs and strengths into a prescriptive treatment plan
- Leading provider of evidence-based practices
- Gender-responsive services with staff who are experts in the industry
- Community service and restitution activities directed by restorative justice guidelines

**Socially Responsible Corporation.** Rite of Passage is a privately-held corporation that was established in 1984. We are a Socially Responsible Corporation that is organized in the State of Nevada and is in Good Standing in all states in which we operate, including Texas. Since ROP was formed, the corporation has been independently operated, and answers to our stakeholders, not shareholders.

Driven by our values of corporate social responsibility, ROP programs provide hundreds of community service volunteer hours, sponsors community events, and offering eligible young men and women from Texas, with scholarships for college or trade school scholarships through the Passageway Scholarship Foundation. This not-for-profit organization awarded over \$1,000,000 in scholarships to eligible ROP students since its inception, and each eligible student may receive up to \$7,000 per academic year.

**Management Capabilities.** Services will be delivered by an experienced management team that represents expertise in business, operations and start-ups. These individuals represent over 150 years of collective and related experience; they have also worked together for decades. ROP is proud of the expertise represented by its experienced corporate and regional team and we plan on using these professionals as resources to support the successful operation of the Brownwood program. Our human resource capacity includes:

- Human resource department with regional expertise in recruitment, labor laws and training
- Low employee turnover rate, competitive benefits and salary
- Ability, capacity and experience to facilitate a start-up
- Proven leadership team of experts
- Quality Assurance and Continuous Quality Improvement teams to monitor programs

A further example of ROP's extensive human resources capability is our training program. We

will utilize the most up-to-date, relevant information that is culturally sensitive, trauma-informed and gender-specific.

Training resources include:

- Staff Trainer positions provided at each site, including a position assigned to Brownwood
- Subject Matter Expert Trainers available throughout the program on multiple topics
- Pay incentives provided for completing training modules
- Training curriculum that includes Tech22™ training and Essential Skills Training
- eLearning utilizes electronic technologies to allow staff access through ROP University
- Train the Trainer programs that allow sustainable training practices
- Cultural competence training to ensure that staff are cognizant and sensitive to the identity and ideas of fellow staff and students

**Experience with State and Federal Contracts.** Our capacity also includes managing nearly 200 contracts from placing agencies in 20 states as well as managing approximately \$10,000,000 annually in federal, state and local grants including a contract with the U.S. Department of Health and Human Services, National School Lunch and Breakfast Program, e-rate funding, Title I, Title II and an investment in education (i3) grant from the U.S. Department of Education.

## **2. Proposed Program Overview (one page)**

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Rite of Passage is pleased to offer Brown County quality and innovative specialized residential services for moderate-high and high-risk male and female youth through a lease-agreement for the Brownwood facility. ROP will enter into lease-agreement negotiations in good faith and in partnership with the County with a commitment to responsible stewardship of the county-owned facility. Our agency recognizes the start-up timeline is brief, the safety and stability of the student population is paramount, and that livelihood and employment of the program's staff must be preserved. We are presenting this proposal with a recommended February 1, 2019 start-date which will be accomplished by drawing upon ROP's corporate resources and regional team in Texas, its dedicated start-up team (called a Technical Assistance Team), and the knowledge, policies and experience ROP has gained operating a similar secure program in Lake Granbury.

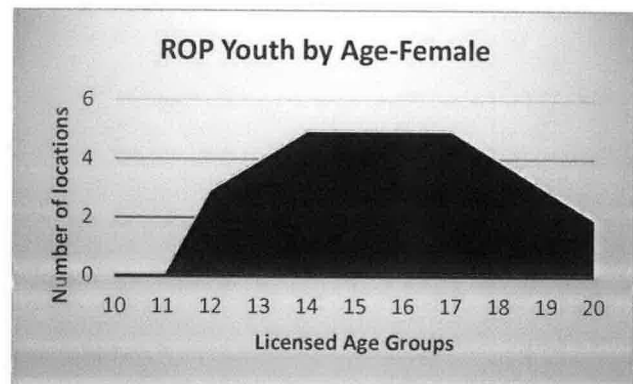
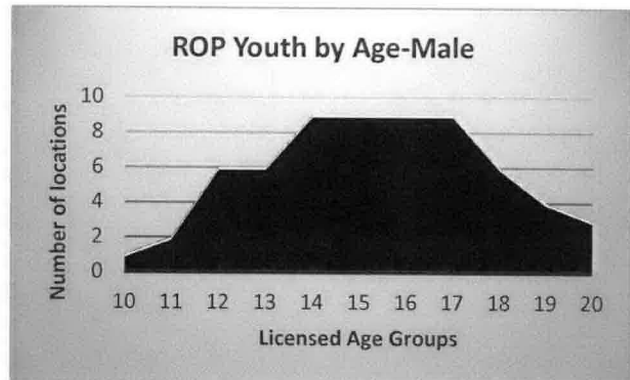
Within Brownwood, ROP is offering secure residential specialized program services for the provision of alcohol and other drug treatment, mental health and anger management treatment. Service delivery will be provided within a therapeutic, trauma-informed environment that emphasizes normalcy, cultural competency, and gender-specific approaches while recognizing the strengths each young man and woman possess. Our proposed program will include a thorough assessment process using validated assessment instruments and prescribe evidence-based interventions through a collaborative case management system that involves parents and families. Mental health and medical services will be provided by licensed professionals and daily supervision will be provided trained and caring child care professionals. Utilizing an LEA, licensed teachers will deliver on-site, accredited education and career and technical education (CTE) that focuses on a culture of rigor, relevance and relationships within a positive academic environment.



### 3. Experience Providing Services to Male and Female Juveniles

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Since our program was established in 1984, approximately 35,000 youth have been through our programs. We have 35 years of experience working with males and over 15 years of experience working with the female offender population. Our experience includes operating residential programs that are co-ed as well as programs that are specifically for males or females. Please refer to the charts (right) that illustrate the number of locations currently operated by ROP that are comparable to the proposed Brownwood facility.



**Gender-specific programming for young men.** Through its practice, ROP has offered programming to young men, and has developed best practices which conform to the emerging research about how best to rehabilitate young men who become involved in the juvenile system. ROP's Academic Model™ offers young men a program that comprehensively addresses the special needs of adolescent boys. Our program achieves positive outcomes through:

- Ensuring the young man's safety and security, established through caring, respectful relationships with competent staff
- Providing programming that is strength-based, trauma-informed and appropriate to the social and psychological needs of young men

- Employing trained, knowledgeable staff who reflect the culture(s) and race(s) of those served
- Providing staff with on-going training in evidence-based practices, trauma and restorative justice
- Providing positive, pro-social and appropriate relationships with our professional staff, the program fosters positive gender identity development where boys feel safe to share their feelings and discuss their problems
- Offering incentives and goal-driven program which complements a young man's need to find his identity through action, achievement and self-advocacy

**Gender-specific programming for young women.** Our agency has honed our specific work with justice-involved young women. Today, multiple gender-specific programs across the country that provide trauma-informed services using a relational, strengths-based, cognitive-behavioral approach that are based on evidence and follow program fidelity principles. Our corporate competency has led to demonstrated, positive outcomes for the young women as evidenced by our culture of safety, low recidivism rates and high levels of educational attainment.

Gender-responsive services begin at admission. Newly admitted young women will be greeted by welcoming staff and a gender-responsive environment. The design, color scheme and overall "tone" of normalcy reflect the campus ambiance of an all-female academy attuned to providing trauma-informed services. Strategically placed artwork, motivational posters and photography will contain overt and implied positive messages of female empowerment, hope, comfort and inspiration. Young women will be able to personalize their living spaces with pictures, posters, and other decorations of their choice as incentives for goal attainment. We will provide colorful,

feminine comforters for the beds, and outfit common areas with colors that set the stage for a therapeutic, calming and welcoming environment.

The most recent studies assert that an integrated approach that incorporates both a relational model and a cognitive-behavioral model is needed to work effectively with girls. To maximize program effectiveness for young women, ROP will continue to rely on assessment practices and evidence-based principles, directed by research on gender-specific programming, which is critical in developing therapeutic alliances that provide the foundation for positive change.

#### **4. Experience in providing programs for young offenders 10-14 years**

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Rite of Passage proposes providing Specialized Program Services to the population of male and female youth, between the ages of 15 to 19. However, our organization remains flexible to address the needs of the County and State. Above all, in our commitment to minimize any disruption to the population and the services the youth receive, our agency will maintain existing admission practices of the age cohorts currently served at Brownwood. Should the counties and TJJD have a continued need to serve the younger age category, ROP has over a decade of experience working with youth that are 10 years of age or younger, as shown below.

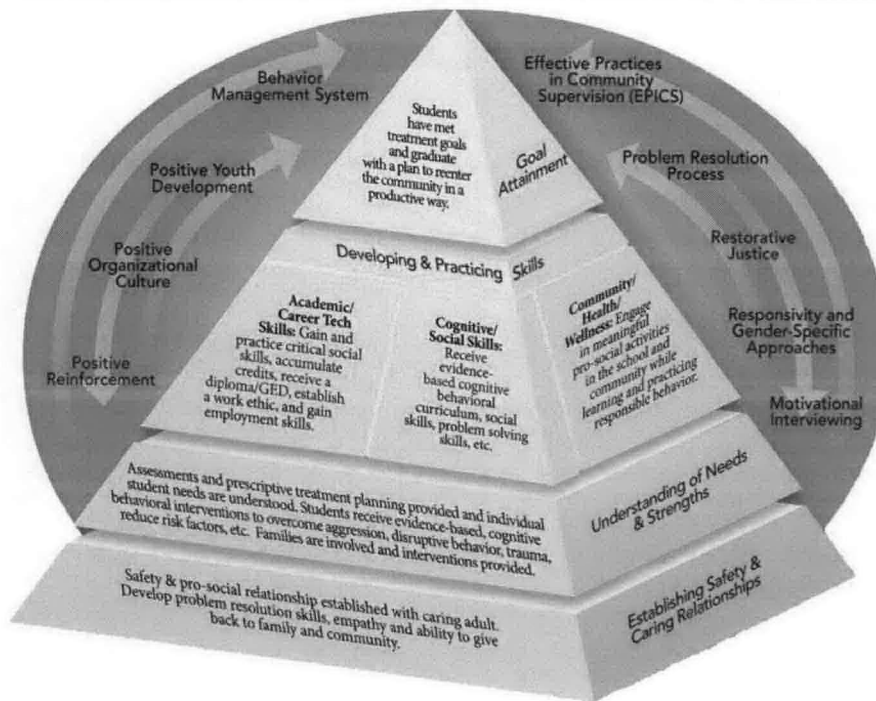
<b>Population</b>	<b>Program Experience</b>		<b>Years</b>
<b>18-20</b>	<ul style="list-style-type: none"> <li>✓ Ridge View Academy (in CO)</li> <li>✓ Youthful Offender System program (in CO)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hillcrest Academy (in OH)</li> <li>✓ J. Walter Wood Center (in AL)</li> <li>✓ Robert E. DeNier Center (in CO)</li> </ul>	30
<b>10-17</b>	<ul style="list-style-type: none"> <li>✓ Ridge View Academy (in CO)</li> <li>✓ Sierra Ridge Academy (in CA)</li> <li>✓ Q-Houses (in CO/CA)</li> <li>✓ Lake Granbury Youth Services (in TX)</li> <li>✓ Arkansas Juvenile Assessment and Treatment Center (in AR)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Silver Oak Academy (in MD)</li> <li>✓ Hillcrest Academy (in OH)</li> <li>✓ DePaul Academy (in IN)</li> <li>✓ Canyon State Academy (in AZ)</li> <li>✓ Sycamore Canyon Academy (in AZ)</li> <li>✓ J. Walter Wood (in AL)</li> </ul>	30

## 5. Types of treatment provided, including assessment tools used

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Rite of Passage is pleased to have the opportunity to propose a comprehensive, evidence-based residential treatment program located at the leased Brownwood facility. The proposed program will deliver a cognitive-behavioral based treatment within a normalized milieu to address mental health, anger management and substance abuse issues of the target population.

From an operational perspective, ROP will address, incorporate and coordinate all components of our programming by operating within its Academic Model paradigm. Studies by Lipsey et al. (2010) investigating the effectiveness of juvenile justice programs challenged practitioners to establish an operating platform that brings all these evidenced-based practices together. As a response, we defined ROP's approach as the Academic Model™. The following is the pictorial representation of the powerful paradigm for change that Rite of Passage utilizes within its Academic Model program.



**Establishing Safety and Caring Relationships.** The model is constructed on a foundation of building safe and caring relationships between students and staff. These relationships are defined by the staff modeling of pro-social skills, utilizing the appropriate amount of empathy with the student while at the same time providing the opportunity for students to develop the problem resolution skills necessary for the development of healthy relationships. A climate of invitation is established and maintained on every campus where the youth during his/her first day will experience safety and caring. Only with this foundation can real learning and change occur.

**Understanding Needs and Strengths.** Once an atmosphere of safety and caring is established with the student, the assessment and treatment planning process begins. Treatment planning is a multidisciplinary process that begins with intake and assessments and the initial evaluations of all team members. Once an individualized Case Plan is developed and shared with the student and family to obtain their input, it is followed to provide the evidence-based cognitive behavioral interventions that the student requires to overcome aggression, disruptive behavior, and heal from traumatic events in their lives. Since many of the students will return home, family involvement and treatment are essential to the success of the youth in the program and within their communities.

**Developing and Practicing Skills.** The normalized milieu provides the environment in which the student can test out the skills that are newly developed within the therapeutic, academic, vocational and athletic program elements.

**Goal Attainment.** As the student gains competencies within all program elements and attains the goals set within the Treatment Plan, new goals are then established, and the process of positive change is moved forward creating a new vision and hope for the student to build upon. The tools utilized within the normalized milieu include positive reinforcement of pro-social behaviors that are assessed daily within a Behavior Management System constructed to provide the maximum

amount of feedback to the student daily. The Behavior Management System is infused with the well-researched constructs defined within the literature on Positive Youth Development, Positive Organizational Culture, and Restorative Justice while at the same time providing Gender-Specific programming.

The staff engagement of students within the normalized milieu use a combination of strength-based techniques and tools. Through the use of the appropriate tools and the development of pro-social relationships with each student, the goals that were set within the Case Plan are attained with the student graduating successfully and returning to their community as a productive member.

### **Assessments**

The Rite of Passage clinical staff will conduct the following three (3) assessments, and will be trained in each:

- **SAVRY™** – Structured Assessment of Violence Risk in Youth. The SAVRY is composed of 24 items in three risk domains (Historical Risk Factors, Social/Contextual Risk Factors, and Individual/Clinical Factors), drawn from existing research and the professional literature on adolescent development as well as on youth violence and aggression. Based on the structured professional judgment (SPJ) model, the SAVRY helps formulate an assessment so that important factors will be emphasized when articulating a final professional judgment about a youth's level of risk.
- **HIT** – The How I Think Questionnaire (HIT) is a 54-item test developed to measure cognitive distortions. The authors define cognitive distortions as “inaccurate or biased ways of attending to or conferring meaning upon experiences.” The test is based on an assumption that cognitive distortions represent at least a predisposition for psychopathology because the existing research links such types of thinking patterns with

emotional and behavioral problems. The HIT is a paper-and-pencil test, and the items are presented in a 6-point Likert-type form (disagree strongly to agree strongly).

- **MAYSI-2** – The Massachusetts Youth Screening Instrument-Version 2 (MAYSI-2) is a 52-item, yes/no self-report inventory for adolescents ages 12 to 17. Its purpose is to facilitate screening for internalizing and externalizing problems and substance use displayed by adolescents who have entered the juvenile justice system. This screening instrument takes approximately 15 minutes to administer and requires a fifth-grade reading level to complete.

At the discretion of the Clinical Director during the intake process or at any time during the student's treatment at ROP, other psychological assessments may be utilized. The following Personality, Trauma and Depression Assessments may be utilized:

**SASSI-A2.** Adolescent Substance Abuse Subtle Screening Inventory (SASSI-A2) identifies high or low probability of substance use disorders in clients 12 to 18 years of age. The SASSI-A2 also provides clinical insight into family and social risk factors, level of defensive responding, and consequences of substance misuse teens endorsed. The reading grade level of the instrument is 4.4 with a 94% accuracy based on empirical studies.

**TSCC.** The Trauma Symptom Checklist for Children (TSCC) is a self-report measure of post-traumatic distress and related psychological symptomatology for children ages 8 through 16 years. The full TSCC can be completed in 15 to 20 minutes (Note: The TSCC-A requires slightly less time) with a third-grade reading level. This instrument is hand scored.

**SCL-90-R.** The Symptom Checklist-90-R (SCL-90-R) instrument helps evaluate a broad range of psychological problems and symptoms of psychopathology. The instrument is also useful in measuring patient progress or treatment outcomes. It can be useful in the initial evaluation of patients at intake as an objective method for symptom assessment, measuring patient progress during and after treatment to monitor change, and outcomes measurement for treatment programs and providers through aggregated patient information. The SCL-90-R test contains 90 items and can be complete in just 12-15 minutes. The test helps measure 9 primary symptom dimensions and is designed to provide an overview of a patient's symptoms and their intensity at a specific point in time. The progress report graphically displays patient progress for up to 5 previous administrations.

**Child Depression Inventory (CDI.)** The Child Depression Inventory is a brief, self-report test that assesses cognitive, affective and behavioral signs of depression in adolescents. The CDI is a 27-item scale that is symptom-oriented. Youth rate themselves based on how they feel and think, with each statement identified with a rating from 0 to 2. The CDI is a widely used and accepted assessment for the severity of depressive symptoms in children and youth with high reliability. This assessment will be used for youth who display increased mental health and depressive symptoms which warrant further investigation.

The following IQ and Achievement Tests may be utilized:

**WISC-V.** The Wechsler Intelligence Scale for Children, Fifth Edition, is administered by doctoral level psychology interns and supervised by the Clinical Director. The test, which takes 60 minutes to administer, generates a full-scale IQ that represents a youth's intellectual ability. There are five primary index scores: Verbal Comprehension, Visual Spatial, Fluid Reasoning, Working Memory and Processing Speed.



**WRAT-V.** The Wide Range Achievement Test measures and monitors fundamental reading, spelling and math skills. The paper and pencil test takes approximately 35-45 minutes to complete.

### **Cognitive-Based Treatment**

The goals of the cognitive-behavioral programming is to assist the student in understanding his/her thinking processes and choices; becoming more accountable for choices and decisions; learning strategies to monitor thinking, emotions and behavior; increase ability to identify and correct risky thinking (cognitive errors/distortions); and build on pro-social cognitive skills which include social skills, anger management, moral development, and relapse prevention. The programming will provide consistent opportunities to practice their newly developed pro-social skills.

Much of the cognitive behavioral interventions will begin with instruction given in the psycho-educational groups (i.e.: Thinking for a Change, Aggression Replacement Training, and Positive Skills Development Group) and practiced/tested within the normalized milieu. The milieu treatment will not only encompass the expectations for conduct and interactions with staff during the daily living activities in the cottages, but also include the therapeutic interactions during academic and vocational instruction times, sports and recreational activities, social and religious events, and community service projects. The dose of treatment specific to each student will be elaborated in the Case Plan.

In the Case Plan, Rite of Passage will provide interventions that range from cognitive-behavioral groups, individual therapy, and family therapy where the objectives are specific and measurable. As students successfully complete interventions, new ones will be identified and thus risks are lowered. This will allow the staff to track completed individual goals and objectives which are proven over time to lower risk.

## **Individualized Treatment and Therapeutic Services**

Within the Specialized Level of Care, treatment services reflect a full range of treatment and rehabilitative interventions for mental health and substance abuse ranging from individual, group and family therapy to psycho-educational groups, skill building groups, therapeutic activities and support groups. In addition, psychiatric consultations will be provided as upon referral, as needed.

*Individual Therapy* - Individual therapy will focus on identified areas flagged on assessments. Therapy utilizes CBT and Motivational Interviewing techniques to target goals identified in the treatment plan. Individual therapy is provided by the Therapist at a frequency of one 50-minute session per week or every other week, as indicated in the Treatment Plan and within the

*Individual and Group Therapies* - Treatment groups that have specific start/end dates are scheduled for two to three 50-minute sessions per week. The following evidence-based individual and group therapies will be provided as determined by the Individualized Treatment Plan and created with the MDT, youth and family. Based on the youth's diagnosis and treatment need, the following curricula may be prescribed:

- *Aggression Replacement Training, 3<sup>rd</sup> Edition* (Glick and Gibbs 2010) curriculum includes: Social Skills Training, Anger Control Training and Moral Reasoning. OJJDP and research (Landenberger and Lipsey 2005) conclude ART curriculum is correlated to a reduction in recidivism.
- *Thinking for a Change, version 3.1* (Bush, Glick and Taymans 2011) is a cognitive-behavioral curriculum that concentrates on changing criminogenic thinking. An extensive body of research shows cognitive-behavioral programming reduces recidivism of offenders (Landenberger and Lipsey 2005). Additionally, *Thinking for a Change* will be used as our life skills curriculum.

- *Seeking Safety: A Treatment Manual for PTSD and Substance Abuse, 1<sup>st</sup> Edition* (Najavits 2002), is an integrative treatment approach developed for youth presenting with traumatic stress and/or substance use disorders. Efficacy is supported by SAMHSA.
- *Positive Skill Development (PSD) Groups*. Developed from The Prepare Curriculum (Goldstein 1999) and targets social and thinking skills. Youth are guided through learning activities in which they rehearse, practice and role-play skills. Discussion on skill application reinforces the new knowledge. Frequency/duration: This on-going group will be conducted four times/week for 50-minute sessions.

*Specialized Groups* - ROP will also provide specialized focus groups to the youth at Brownwood, facilitated by Therapeutic Managers or Therapists. Specialized groups are offered on a weekly basis, occurring weekdays and weekends as scheduled. Groups are offered based on the specific needs of the individual youth and overall population and may include grief and loss and trafficking.

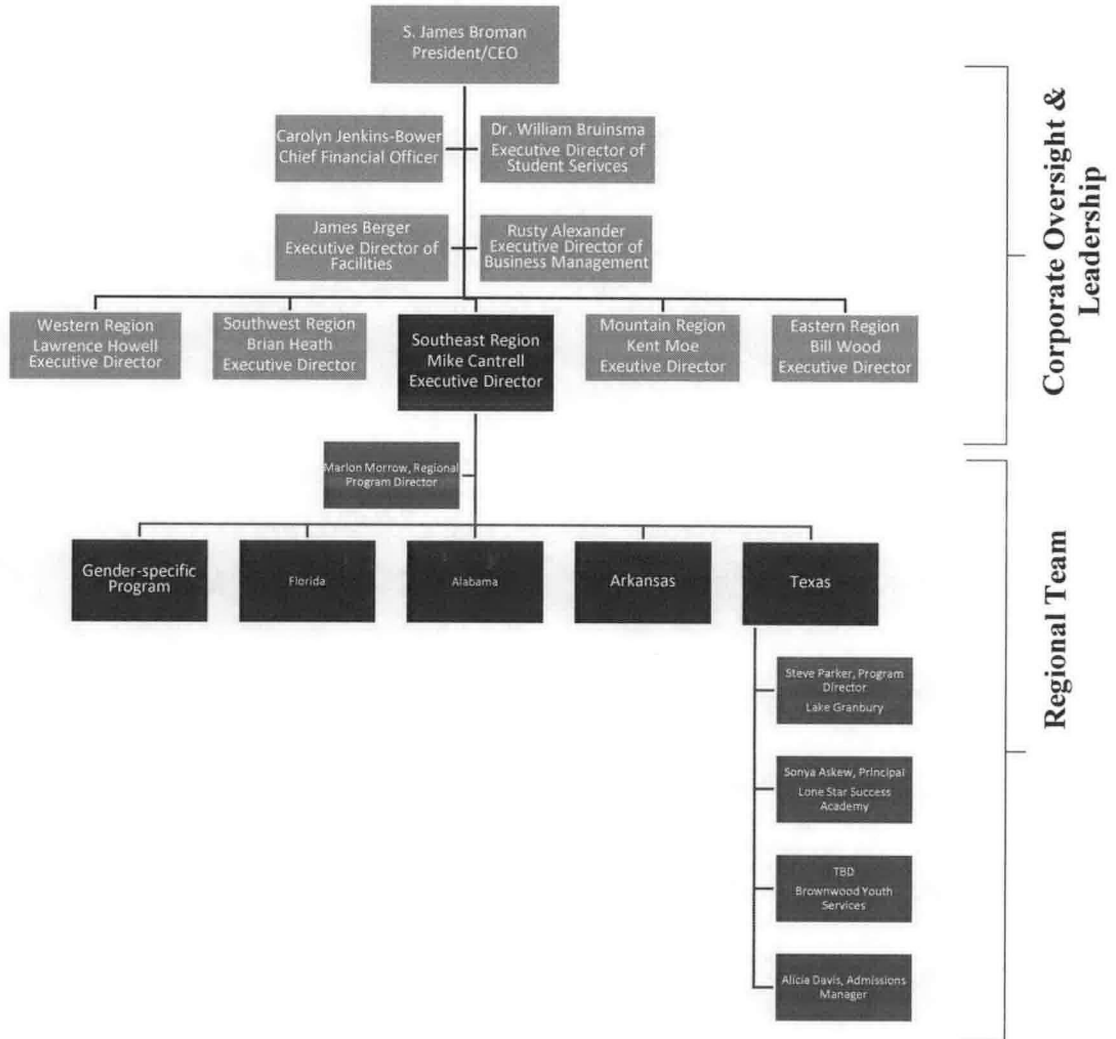
*Family Therapy* – Recognizing that each family system presents with certain strengths and challenges, ROP proposes to integrate family/parent education as needed into the provision of individual family therapy. The Therapist will facilitate family sessions in accordance to the Case Plan, and will be conducted with as many family members as possible or combinations of family members. Family sessions may include the use of video conferencing or similar technology for some parents who cannot attend personal visits.

## **6. Staff organizational chart of the respondent**

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ROP is a multi-state organization and has implemented a five-region model that ensures a flat organizational structure and a wide span of managerial control that is responsive, adaptable and efficient. This structure removes excess layers of management and improves the coordination,

speed of communication and decision making between management and employees, allowing for economies of scale and systems knowledge that translates to greater efficiencies. ROP operates its organization with clear lines of authority.



## **7. Relationship of parent organization to respondent**

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Rite of Passage, Inc. has no parent organization.

## **8. List of references**

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Rite of Passage encourages Brown County to contact the following references, who are knowledgeable about Rite of Passage's programs and the organization.

### **Fort Bend County Juvenile Probation Department**

Steve Repogle - [Steven.Reprogle@fortbendcountytx.gov](mailto:Steven.Reprogle@fortbendcountytx.gov)

Cynthia Durbin - [Cynthia.Durbin@fortbendcountytx.gov](mailto:Cynthia.Durbin@fortbendcountytx.gov)

122 Golfview Drive

Richmond, TX 77469

(281) 633-7400

### **Gonzales County Juvenile Probation Department**

Maggie Gaytan - [mgaytan@co.gonzales.tx](mailto:mgaytan@co.gonzales.tx)

Tricia Becker - [tbecker@co.gonzales.tx](mailto:tbecker@co.gonzales.tx)

1709 Sarah Dewitt Drive

Gonzales, TX 78629

(830) 672-6571

## **Bexar County Juvenile Probation Department**

Cory Schlepp - [CSchlepp@bexar.org](mailto:CSchlepp@bexar.org)

301 E. Mitchell Street

San Antonio TX 78210

(210) 335-7746

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

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Rite of Passage has not had any contracts terminated for performance within the last 36 months. ROP has maintained positive relationships with our contracting agencies and consistently meets our contractual obligations.

Our organization is currently in discussions with our Colorado licensing agency regarding a licensing modification. This, however, is a licensing issue and not a contractual issue, as these entities are separate in the State of Colorado.

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

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Our goal at Rite of Passage is to recruit, hire, and maintain a diverse workforce. In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Rite of Passage will be based on merit, qualifications and abilities. Equal employment opportunity is not only good business—it's the law, and applies to all areas of employment, including, but not limited to recruitment, selection, hiring, training, transfer, promotion, termination, compensation, and benefits.

As an equal employment opportunity employer, Rite of Passage does not discriminate in its employment practices against any qualified employee or applicant for employment on the basis of his or her protected group status, including race, religion, color, national origin, gender (including pregnancy, childbirth, and related conditions), creed, family care status, ancestry, sexual orientation, age, physical or mental disability, veteran status, and/or on any other basis that would be in violation of any applicable federal, state, or local law. Upon request, Rite of Passage will make reasonable accommodations for qualified individuals with known disabilities, unless doing so would result in an undue hardship. Our policy of equal opportunity employment also forbids status-based harassment such as racial or sexual harassment. This policy applies to all ROP facilities and all ROP sponsored activities.

Rite of Passage takes a “zero-tolerance” stance against any form of harassment, discrimination and retaliation. We have established a detailed and all-encompassing process that includes mandatory training for all employees, a complaint procedure that provides for an investigation of any claim of prohibited harassment, discrimination and/or retaliation. Appropriate disciplinary action will be taken with anyone found to have engaged in prohibited harassment, discrimination, or retaliation. Appropriate remedies will be provided for anyone determined to be a victim of harassment, discrimination or retaliation.

## **11. List of members of governing body**

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As a privately-owned corporation, ROP answers to its stakeholders, not its shareholders. The Board consists of the following individuals: S. James Broman, President; Carolyn Jenkins-Bower, Treasurer and Lawrence W. Howell, Secretary.

## **12. Litigation**

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Over the past five years, Rite of Passage, Inc. has had six employment related claims, resulting in three being settled for nuisance value, one receiving a court ruling in favor of ROP, one being dismissed in Federal Court, and one pending a hearing. Additionally, over the same time period, there were two civil complaints related to clothing and pricing, of which one was dismissed and the other was settled. There are no pending matters that would affect Rite of Passage's ability to perform services in Texas.



# Program Implementation & Commencement of Services

## 1. Ability, Resources and Commitment to Commence Services

Our organization has reviewed the requirements in this RFP including the timeline and has the desire as well as the capacity (ability and resources) to provide the services described. Our organization has remained interested in this location and the town of Brownwood since it submitted its lease proposal in 2013. While our agency was not successful in securing a lease for the facility in 2013, we are submitting our 2018 response for the County's consideration that emphasizes our additional experience in the state and refined start-up and implementation practices. Above all, Rite of Passage wants to be a dedicated partner and resource to the County and we believe we can best accomplish this through the following:

First, ROP is committed to offer employment to existing Brownwood staff. ROP offers competitive compensation packages and has been successful in attracting and retaining qualified employees in the multiple programs, whose operations were transitioned to our agency. Specifically, ROP has direct experience on-boarding nearly 100 staff from Trucore (formerly G4S) who transitioned their employment to ROP once ROP assumed operations of a secure facility in Arkansas (Arkansas Juvenile Assessment and Treatment Center). We have also successfully on-boarded staff from Youth Services International and Youth Track in Florida, Utah and Colorado. While our agency is experienced in this practice, we always initiate this process with respect and sensitivity – acknowledging employee contributions and their concerns about future employment and their livelihood.

Second, ROP will utilize the same contracts (county and TJJD) for the continued placement of youth. Specifically, ROP has the same county and TJJD contracts as Trucore, which will allow for seamless services and mitigate any need to exit a youth.

Third, we will offer a fair market value purchase of Trucore's furniture, fixtures and equipment (FFE). Keeping the existing FFE would be the optimal solution to minimize any disruption to the staff or students, however ROP has a contingency plan in which it can transfer or purchase new equipment.

Last, the Request for Proposal specifies the commencement of services will "tentatively" take place on December 31, 2018. Rite of Passage recommends the commencement of services begin on February 1, 2019 which will allow for an orderly, and still expedited, transition. While this is our recommendation, ROP is prepared to operationalize the program by December 31<sup>st</sup> if required.

### **Commencing Services**

ROP has successfully conducted the transition and start-up of multiple programs nationwide. Through experience and collaboration with our state and county partners, we have developed a transition methodology that is further refined with each repetition. The result is a well-planned implementation strategy and veteran start up team that works cohesively and is well versed in Texas statutes as well as TJJD requirements.

Led by Mike Cantrell and Kent Moe (both Executive Directors), the regional transition team consists of the following individuals who will ensure the operational start-up by the February 1, 2019 recommended start date.

- James Berger, Executive Director of Facilities
- Marlon Morrow, Regional Program Director
- Tracy Bennett-Joseph, Director of Education
- Cindy Gervie, Controller

- Dan Gaston, Regional Director of Facilities
- Rhonda Tanner, Regional HR Manager
- Michelle McNeely, Regional Business Manager
- Jamie Carlton, Food Service Director
- Matthew Gosting, IT Director
- Sandra Kelly, Administrative Assistant

The regional transition team utilizes a Gantt chart for project and timeline management. The Gantt chart provides visualization of planning, scheduling, and coordination of the transition tasks. If selected to lease Brownwood, the transition team will utilize a Gantt which includes multiple categories of start-up. In addition, the regional transition team meets regularly to review Gantt progress and collaborate on modifications or additions.

**Technical Assistance Team.** ROP’s human resource capacity extends to its designated Technical Assistant Team™ (TAT). The TAT is a specialized, multi-disciplinary group of ROP veteran staff that are embedded at a new facility. The TAT provides operational leadership and is comprised of Subject Matter Experts with expertise in operations, programming, compliance, education, treatment practices, fiscal responsibility, and gender-specific approaches.

## **2. Start-up plan / schedule**

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Following a formalized GANTT chart, ROP will initiate a swift and efficient transition plan that will be continually communicated with our stakeholders and will include the following elements:

### **Administrative Functions**

ROP will complete the essential administrative start-up tasks including written notice to local governmental entities (if required), receiving license, completing business licenses, finalizing leases for the facility, and establishing contracts with medical services, mental health, etc. We will establish a relationship early on with the community, local educational agency and partners.

## **Staff Selection**

Rite of Passage will begin staff recruitments, selection and onboarding of staff immediately after the contract award. ROP will speak with Trucore's management and will approach Brownwood staff after holding these discussions with its leadership. Staff recruitment and training are an essential part of the successful transition activities, and onboarding the existing staff is a key component of successful operations. Staff will be trained in policies, procedures, and operations and shadow ROP staff so that they are knowledgeable in ROP's practices and will succeed in their new role.

## **Facility Readiness**

The facilities readiness portion of the start-up includes all repairs/renovations purchasing, installation and training on facility systems. As discussed previously, it is ROP's preference to purchase the incumbent's FFE, however, ROP has built in time to purchase and install equipment, if needed. Staff from ROP's IT Department will review the existing hardware and software to provide improved support and training to staff. Additional support services will include purchasing of vehicles and youth and staff uniforms.

## **Program Operations**

ROP will have staff in place immediately after the contract is awarded to begin reviewing treatment plans and case management practices. We will work in partnership with the Counties and TJJD to ensure the treatment needs, that have already been identified and established, remain on track as not to interrupt the treatment process. We will collaborate to finalize key operational policies and procedures prior to February 1<sup>st</sup>. This approach will guarantee that all facets of programming are supported and that resources are available to ensure effective operational functions.

### 3. Timetable of activities

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Immediately upon December 10<sup>th</sup> selection, ROP will actively initiate the following Start-up/Transition plan:

	December				January				Feb
<i>Week (7 days)</i>	1	2	3	4	1	2	3	4	1
<i>Administrative:</i>									
Contract Awarded		12/10							
Operations Commence									2/1
Inspection of Property		12/14							
Mtgs with County		12/12							
Mtg with School District		12/14							
Licensing Process		12/10							
P&P Manuals			12/21						
Meet w/ law enforcement			12/21						
Solidify school agreem'ts					1/2				
Insurance Requirements			12/24						
Medical/Other Contracts			12/24						
Business Licenses					1/2				
Set up bus. accts (postage, Staples, FedEx)					1/2				
Assess technology needs		12/14							
Set up/transfer utilities								1/25	
Lease vehicles					1/4				
Assess phone system		12/14							
Order copier				12/31					
Set up invoice/payment				12/31					
Assign cost center			12/21						
Estab. bank acct/petty cash			12/21						
Staff Selection/ Training						1/11			
"Town Hall" mtg w/ Staff			12/21						
Staff Recruitment			12/21						
Make conditional offers					1/4				
Drug test/screening						1/11			
Workers Comp coverage					1/4				
Set up benefits					1/4				
Staff orientation							1/25		

<i>Facility Readiness</i>									
Procurement process					1/4				
Installation of FFE							1/18		
Training on systems								1/31	
Conduct PREA walkthrough			12/21						
<i>Program Operations</i>									
Meet with students							1/25		
Order concept manuals						1/11			
Case File and Health file review							1/25		
Conduct PREA vulnerability							1/25		
Medical file review							1/25		
Organize TAT team							1/25		
Student Orientation									2/1
Clinical file review							1/25		
Assign treatment groups								1/28	
Finalize daily schedule								1/28	
Order/distribute Tech 22							1/18		
Kitchen review						1/11			
Food order								1/25	
Conduct health inspection								1/28	
Staff welcome BBQ								1/31	

#### **4. Notification of state and local officials and the community**

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Because Brownwood is an existing and operating facility, it is our understanding that there is no need to provide notice to state and local officials and the community. However, ROP will provide the required notices, pursuant to GAP 385.8161 if required. It is also our intention to provide information sessions to the community, should ROP be selected.

#### **5. Resumes of key personnel**

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##### **Ski James Broman, Chief Executive Officer**

Mr. Broman has dedicated his career to developing effective juvenile treatment programs. Through his leadership, Rite of Passage has evolved into a nationally acclaimed organization that provides residential treatment as well as female-responsive programs, architecturally secure programs, chartered educational programs, and non-residential mentoring and tracking programs. During his tenure, 25,000 students have gone through Rite of Passage's programs. Always emphasizing the importance of a "learning organization," Mr. Broman is credited as spearheading Rite of Passage's evidence-based approach for working with youth. Mr. Broman has a Bachelor's Degree in Business and holds a Master's Degree in Marriage, Family and Children's Counseling from the University of San Francisco. Mr. Broman has a second Master's in Business Administration from Pepperdine University.

##### **Michael Cantrell, Southeastern Region Executive Director**

Mr. Cantrell has a very successful career in juvenile corrections. Over the past 25 years,

his expertise has covered residential programming and therapeutic/clinical programs for secure and staff-secure facilities and has led successful start-ups of Rite of Passage programs in Arkansas, Alabama, Florida and Nebraska. He has developed and implemented evidence-based programming focused on cognitive restructuring, trauma assessment and substance abuse treatment. Prior to joining the Rite of Passage team, he was the Executive Administrator for the Arizona Department of Youth Corrections and Executive Administrator for the Florida Department of Juvenile Justice. Mr. Cantrell holds a Bachelor's Degree in Sociology from Union College.

**Kent Moe, Mountain Region Executive Director**

Mr. Moe has worked with Rite of Passage since the organization was founded in 1984. He has been recognized by the State of Colorado with the "Best Practice Award" for developing intense Transition and Aftercare Programming. Mr. Moe is also the organization's leader in developing, training and implementing evidence-based practices including Cognitive Behavioral Therapy and Moral Reconciliation Therapy. Mr. Moe attended Sierra Nevada College where he majored in Psychology with an emphasis on High Risk Youth Studies and completed post graduate certificates at University of Nevada, Reno in Human Resources and Non-Profit Management.



### **Carolyn Jenkins-Bower, Chief Financial Officer**

In 1999, Ms. Jenkins-Bower joined the Rite of Passage Management Team in the capacity of Controller. She quickly advanced to her current position of CFO. Ms. Jenkins-Bower holds a Master of Business Administration from Chaminade University in Honolulu, Hawaii, and has a Bachelor of Science degree in Business Administration from San Jose State University in California. Ms. Jenkins-Bower has over twenty years' experience in Finance, including: defense banking, manufacturing and hospitals. As Rite of Passage's Chief Financial Officer, Ms. Jenkins-Bower oversees the Finance and Purchasing Departments. Ms. Jenkins-Bower is a volunteer board member for St. Mary's food bank and treasurer of Passageway Scholarship Foundation.

### **Dr. Bill Bruinsma, Executive Director of Student Services**

In his role as the Executive Director of Student Services, Dr. Bruinsma assumes responsibilities including the development, evaluation, and dissemination of effective and innovative clinical services. During his stellar career, he has provided private practice psychological services, organizational consultation, served as a psychologist in a juvenile correctional facility and acted as the Executive Director for St. Joseph Probate Court, Juvenile Justice Center. His duties included overseeing the operation of a 90-bed maximum secure juvenile detention facility and probation department of 40 officers. Dr. Bruinsma graduated Magna Cum Laude from Marywood College with a Master of Social Work (M.S.W.) He furthered his education and graduated with honors from the Chicago School of Professional Psychology from which he received a Doctor of Psychology (Psy.D.) degree. Dr. Bruinsma is a published author and professional presenter. Among his many accolades, he was the recipient of the Louise J. Anes Friend of Children Award in 2009.

**Ms. Tracy Bennett-Joseph, Director of Education**

Ms. Bennett-Joseph joined the Rite of Passage Management Team in 2009 to lead the education department. She quickly proved her value to the company and was promoted to Director of Education. In this position, Ms. Bennett-Joseph serves as the chief administrator for all Rite of Passage schools and oversees all matters pertaining to educational services. Ms. Bennett-Joseph attended Nova Southeastern University from which she received her Master's Degree in Educational Leadership, and is currently pursuing a Doctorate of Education. During her career, Ms. Bennett-Joseph has completed numerous certifications, has received praise and recognition in every position she has held, and is actively involved in various community agencies and causes.

**Marlon Morrow, Regional Program Director**

Mr. Morrow has almost 30 years of experience in the juvenile justice and mental health fields – over 25 of those years with Rite of Passage. After receiving his Bachelor of Science degree in Social Work from the University of Nevada, he worked with and led leadership teams at Rite of Passage programs in multiple states. His vast background and knowledge in best practices for youth and the ROP secure and non-secure program framework is invaluable. Mr. Morrow is currently the Southeastern Regional Program Director and will be involved with the start-up and subsequent oversight of the Brownwood facility.

**James Berger, Executive Director of Facility Operations**

Mr. Berger is the Executive Director of Facility Operations and has worked with Rite of Passage since 2006. He has over 20 years of experience working in the youth services field and holds a Bachelor's Degree in Corrections from Mankato State University. With over 15 years of supervisory experience, Mr. Berger has been involved in the development and implementation of several new and innovative treatment programs and is the Rite of Passage expert for operational start-ups. He has been responsible for fiscal management including budget development and managing annual operating and capital budgets. James has established himself as a leader, working for private providers within the Colorado Division of Youth Corrections system and brings a strong work ethic and leadership to ROP.

**Stephen Parker, Program Director (Lake Granbury Youth Services)**

Mr. Parker has twenty years of experience working within the juvenile justice system. Mr. Parker received his Bachelor of the Arts in Political Science with a minor in Administration of Justice from Mesa State College. He began his career as a Correctional Security Services Officer in the state of Colorado, and continued his work with Colorado youth for seventeen years as a Youth Services Counselor and then Manager for the Mesa County Criminal Justice Services Department. Mr. Parker was hired as the Program Director at Rite of Passage's Canyon State Academy in Arizona then became the Program Director of Lake Granbury Youth Services in Texas. In his capacity as Lake Granbury's Program Director, Mr. Parker is knowledgeable in TJJD systems and practices and will provide expertise in the operational start-up and ongoing support of Brownwood.

**Alicia K. Davis, Admissions Manager**

Ms. Davis has a Bachelor of Science degree in Criminal Justice and has completed graduate coursework in Guidance and Counseling from Tarleton State University in Stephenville, TX. In 1994 she was certified as a Substance Abuse Counselor by the Texas Commission on Alcohol and Drug Use and in 1996 she was certified by the Juvenile Probation Commission as a Juvenile Probation Officer. Before coming to Rite of Passage, Alicia gained great experience working with youth and families through her work as a Substance Abuse Counselor, Case Manager Supervisor/Foster Home Developer, and Chief Juvenile Probation Officer. As the Admissions Manager for Texas, Alicia is responsible for developing new marketing opportunities in state and county sectors, ensuring a consistent flow of qualified students to the Rite of Passage program and serving as program liaison to placing officials.

**Linda Brooke, Director of Governmental Affairs – Texas**

Ms. Brooke joined the Rite of Passage team earlier this year, bringing with her 30 years of experience in the juvenile justice and services system. A native of Texas, Ms. Brooke received her Bachelor of Arts degree in Criminology and Corrections from Sam Houston State University and has spent her career working with and advocating for youth and the continual improvement of education and services offered in the system. Ms. Brooke worked for many years with the Texas Juvenile Justice Department (TJJD) and alongside numerous Texas governmental agencies to develop and implement agency rules, systems of accountability, and evaluation tools to ensure the services delivered to youth in Texas are done so with fidelity.

## **6. Computer Setup**

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Rite of Passage has an Information Technology Department that has the capability to procure, set up and maintain computers, servers, email address, etc. There will be sufficient number of computers available to staff, and each computer will be loaded with Microsoft Office suite software (Word, Excel, PowerPoint) and Adobe Reader. Computers will have access to ROP's intranet which include policies and procedures, forms, trainings and other materials that will assist staff. In addition, each staff member will receive a company email account which may be accessed on the computers.

We understand that the responsibility for such setup and maintenance is ours – and not the County's. Rite of Passage staff have worked within many different state and county systems and are familiar with entering information into a centralized data source. We welcome the opportunity to provide accurate, timely data to support the state and county's reporting practices and will comply with TJJD's systems including youth grievance system and incident reporting.

## **7. Staff Training**

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Our commitment to training and information sharing allows us to better serve the students in our care. We recognize that a key factor in ensuring program fidelity is the training and successful implementation of these practices by competent staff. While training is necessary for staff to learn new skills, it is not sufficient. We must ensure transfer of learning. Therefore, we categorize our training into four elements, which includes classroom training and on-the-job training. This allows staff to practice the specific skills learned with the guidance of their supervisor.

**Pre-Service.** Rite of Passage offers 40-hours of pre-service training for all direct care staff prior to providing supervision to youth. The training curriculum is created by Rite of Passage utilizing the topics required by licensing and ROP's policies and procedures, with the primary focus on qualifying staff to work with youth, including receiving certification of First Aid and CPR, as well as certification of the appropriate restraint technique, taught within the context of restraints are the last resort within our de-escalation and behavior management system (used only when a youth is harming himself/herself and others). Training is extensive and includes, but is not limited to, juvenile justice system, code of ethics, employee rights, sexual harassment, safety and security procedures/interactive supervision, juvenile rights, zero tolerance for abuse, suicide precautions, and PREA requirements.

**Technical Training.** This training method allows staff to gain operational knowledge and understanding on how to perform their jobs. This training is 40 hours of formal, documented classroom and mentoring/on-site training by the Group Leaders and typically relates to operating policies. Training includes, but is not limited to, medical/health and clinical services, identifying and reporting ANE and PREA, suicide prevention and intervention, trauma informed care, gender specific practices, diversity/LGBTQI.

**Skills Training.** Skills training provides a deeper exploration and strengthens a staff's understanding of ROP's programs and services. This training includes re-certifications on First Aid/CPR, restraint technique, etc. as well as training on multiple topics including ROP and TJJD policies and evidence-based practices. Subject matter experts are selected from within ROP or solicited from the community. Examples of skills training includes counseling techniques, interpersonal relationship skills, adolescent development (neurological, physical, psychological), and mental health issues. Skills training follows an annual training calendar, with training typically

provided each week.

**Professional Development.** Continuing education is instruction designed to bring participants up-to-date in a particular area of knowledge or recertification. Professional development provides staff with formal opportunities for education and learning to enhance professional knowledge, management and leadership skills. This training includes retreats, conferences, seminars and ROP's Leadership Education Apprentice Program (LEAP).

### **Respondent Certification**

ROP certifies the following:

- √ Each employee whose primary duties include sole supervision of youth will have adequate and proper training before assuming sole supervision responsibilities.
- √ All staff, except clerical support staff, will be appropriately trained and certified in an approved restraint technique before assuming their duties.

## **8. All Licenses held by staff and faculty**

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All direct care staff, clinical staff and faculty whose primary duties includes supervision of students will have successfully completed a competency exam based on the above mentioned mandatory training requirements in order to become certified and before assuming sole supervision responsibilities of students. Professional staff, including clinical, medical/dental, and teaching faculty will be licensed and in compliance with the regulatory requirements for their field of work. They will be required to present proof of licensure/certification through the Texas Department of State Health Services or the Texas Education Agency.

## Health Care

ROP will offer a comprehensive health care program with a goal of teaching students to value, respect and care for their bodies. Medical services will include medical and dental assessment, routine and emergency care, prescription medication management, vision/optometric services, laboratory, x-ray and pharmaceutical services. The medical staff provide on-site medical and dental services requested by the student, ROP staff, family, TJJ/County staff and the Multi-Disciplinary Team. It is the goal of this responsive team to provide the appropriate level of health care services and maintain a low number of incidents on campus.

**Medical Staff.** All medical staff will be qualified, licensed professionals with pediatric/adolescent health experience in residential settings. ROP will employ or contract the following:

- *Medical Doctor (MD (contracted))* – In accordance with licensing requirements, the contracted Medical Doctor will be the primary physician, available to establish and maintain the health and medical plan and procedures. All medical staff, whether ROP employees or contracted providers, are responsible to the primary physician for all aspects of their job. The MD will conduct medical assessments and perform physical examinations.
- *Registered Nurse (RN)* - The nurse is a full-time employee, working 40 hours per week. The Nurse will assist with daily sick call and provide routine and emergency treatments. The MD and the Nurse will arrange consultations with specialists and consult with the psychiatrist on psychotropic medication evaluations. The RN will provide annual training on medication administration and side effects of medications for staff, check accuracy of



medication records and develop PRN medication sheets for over the counter meds. On-call nursing services will be provided 24 hours a day.

- *Dentist (contracted)* – The contracted dentist will diagnose, prevent, and treat problems with teeth or mouth tissue. He/she will clean teeth and X-ray every six months, remove decay and fill cavities.
- *Psychiatrist (contracted)* – The contracted Psychiatrist will provide on-site services including initial psychotropic medication evaluation, provide ongoing monitoring, attend clinical staffings, consult with parents and assist in crisis management as necessary.

**Routine Care and Emergency Care.** Upon admission all students will be assessed by the MD. A full physical exam will be completed (if no documentation within the past 90 days) along with a dental screen, and vision screen. Medical charts will be reviewed to ensure immunizations are current. Any medical or mental health follow-ups are documented and scheduled. Based on the physical exam and medical history, each student's medical service plan is developed. This plan is revised as new information is obtained or further symptoms arise during the student's stay.

Direct care staff stay abreast of the youth's concerns and complaints throughout the day. These issues will be communicated with the medical staff. Students submit sick call slips to a secure box in the cafeteria when they feel sick or have a health concern. The sick call slips will be picked up on a daily basis. For five days a week, sick call slips will be reviewed by the Nurse or MD, who will see students face-to-face to determine the level of treatment needed. When the MD and Nurse are not on duty, staff will follow the ROP triage and on-call procedures.

In addition, routine medical care will be provided through the use of contracted community health services including vision clinic appointments, laboratory tests and services X-ray and advanced

imaging services. If selected as a successful respondent, Rite of Passage will provide TJJD and the counties with a detailed plan to contract and work with local health providers to include: eye care/optometric services, laboratory and imaging services, pharmaceutical services, ambulance service, urgent care and regional hospital services.

When there is a medical emergency, all medical staff will provide care within their scope of practice. If the emergency is outside their scope of practice, we will use local ambulance, urgent care and local emergency room care. The MD will authorize emergency room referrals. Parents or guardians will immediately be notified of a youth's serious illness, injury or recommended need for surgery.

*Medications.* Medications required to treat students are prescribed by the Medical Doctor, Dentist and Psychiatrist. In accordance with licensing requirements, written parental consent will be obtained for all students who are prescribed psychotropic medications. Parental consent will be obtained for students when any new medication is prescribed. Prescriptions will be forwarded by the Nurse to the pharmaceutical provider and will normally be received within 48 to 72 hours.

*Transportation Requirements.* Any care required outside the campus medical clinic will be scheduled by the Nurse. A medical calendar with appointment times will be given to the Shift Supervisor, and the Shift Supervisor will assign transports to experienced direct care staff preferably from the student's unit. Linking a student with a known staff supports a therapeutic alliance and reduces the likelihood of incidents. In the event a student is hospitalized, ROP will provide supervision at a rate of one staff per student for the duration of the hospital stay.

*Record Keeping.* Medical records will be kept on every student in a hard copy file that is marked "Confidential" and locked in the medical clinic. All medical and dental staff document services provided to the student and the Nurse ensures all filing (lab reports, medication records, etc.) is

kept up to date. The medical staff will document new intakes and make notes for every student seen for treatment. Quality Assurance checks will be made to ensure the completeness of records. Care is taken to ensure that student confidentiality and privacy is maintained, and staff will receive HIPAA training.

# Educational Services

Rite of Passage will provide a continuity of on-site education for the students by contracting with the Local Education Agency (LEA) that is accredited by the Texas Education Agency (TEA). We will support interagency collaboration among the counties, TJJD, local school districts and TEA to ensure compliance with educational standards and rights prescribed by federal and state law. While providing seamless educational services is the primary objective during the transition period, our agency is also looking for ways to implement innovative practices which may include a charter school, which is our current practice at Lake Granbury Youth Services. This option will not be contemplated during the 2018-2019 school year and will include collaborative discussions with our stakeholders prior to initiating any action.

In our experience, most students entering Rite of Passage programs have histories of poor school performance that includes academic deficits, few study skills and poor attitudes toward school and learning. However, our faculty and staff emphasize high expectations for academic performance and a belief that all students can learn. To target barriers to learning, Rite of Passage and the LEA will establish high expectations for academic performance while also providing extensive support, positive reinforcement and modeling by educators and direct care staff. Students will have a variety of learning experiences and daily opportunities to practice real world skills. Lessons will be applicable beyond the doors of our program and will enable students to develop the academic, vocational, social-emotional and life skills they need to succeed as young adults. Rite of Passage will support the LEA partnership through the following:

- Designating the Program Director as the primary liaison with the certified school administrator from LEA with responsibility to support the implementation of the education program as required by state and federal law.
- Coordinating regular meetings between treatment, education, and supervisory staff to maintain open communication and address concerns and issues as they develop.
- Providing direct care staff in the classrooms to maintain effective supervision and support for the learning environment.
- Involving teachers in treatment team meetings and coordinate strategies to meet both educational and treatment needs.
- Inviting teachers to attend ROP staff development activities such as Aggression Replacement Training.
- Working with teachers to extend the school day by coordinating homework assignments and activities and providing study hall five days a week so that ROP staff can act as tutors and ensure homework is completed.
- Acting as aides and tutors in the classrooms or the library, working with teachers to facilitate small group and/or one-on-one instruction during the school hours.

### **School Structure**

The organizational structure of the school will focus primarily on the needs of students who will be placed in small learning communities based on academic and career goals and socio-emotional development needs. These flexibly-grouped cohorts will facilitate individualized instruction, promote safety and control, and in some cases, congregate students with similar needs. The LEA will assess the educational needs of students; utilize educational assessment information provided

by TJJD and the counties and request individual education records from previous schools. Guided by each student's Personal Learning Plan, our vision is to create academic success, employability, and encourage life achievements.

The LEA will provide all course credits required to meet the variety of students' academic needs and for a minimum high school program, including reading, language arts, math, science, social studies, health, physical education, technology applications and GED preparation courses. Students identified for special education services, remedial education and English as a second language will be scheduled in these courses. Curriculum content, course objectives, youth progress and teacher effectiveness will be assessed by the LEA on a scheduled basis to measure effectiveness. Formal and informal assessments, including semester examinations, will be utilized to assess student academic performance as it relates to curricular objectives and course completion.

### **High School Diploma and GED**

Rite of Passage's first preference is to encourage students to obtain a high school diploma or to assist students, when age and circumstances warrant, in earning enough credits to complete one in the community after release. After student transcripts are evaluated and it is determined that a high school diploma is feasible a graduation plan is developed within the first 30 days of enrollment. Students who are 17 years-old and who have significant credit deficits are encouraged to pursue the GED track. After the evaluation of all transcripts and a determination of significant credit deficits, a student can elect to work toward earning a GED. After the completion of GED pre-tests, a GED preparation plan is developed. Students demonstrating competency and readiness are scheduled to take GED tests. ROP will work with the LEA to arrange for tests to be offered monthly on-site. In extraordinary circumstances, a student may be transported to an off-site GED testing center to complete testing.

## **Special Education Services**

If it is determined that a student has Special Education needs, the LEA will comply with special education legal mandates. A special education teacher will be assigned to develop an Individualized Education Program (IEP). If the student transfers into the school with a previously developed IEP and the plan is acceptable, then it will be fully implemented. The teachers' use of differentiated instruction, appropriate accommodations and modifications, and opportunities for one-on-one remediation ensures that all special education students will have their academic needs met.

Furthermore, Response to Intervention (RTI), an evidence-based instructional model for diagnosing and monitoring underperforming students, will provide an additional avenue for servicing students with special needs. RTI uses formal and informal assessment data to identify students who need prescriptive interventions. These students may have behavioral or learning disabilities that inhibit academic success, or they may be gifted students who are not achieving their potential. A multi-disciplinary team then implements evidence-based instructional strategies to meet the students' individualized needs and monitors the student's academic performance on a recurring basis.

## **Career and Technical Education**

Our school will have an extended day schedule referenced as the 9th block for students from 4:00pm to 6:15pm, which serves as period for athletics and activities such as clubs and organizations, Career Training and Education, and service learning projects. We believe this schedule benefits students, enhances their growth and performance and helps remediate learning challenges, while putting students back on track to accumulate credits, allowing them to graduate with a high school diploma.

# Clothing, Nutrition and Hygiene Items

Our uniform and dress code reflects pride in one's self and in our school. Upon arrival, each student's personal clothing will be inventoried, boxed and stored. ROP will provide all the students with clothing and shoes. Clothing will be clean, fit properly, appropriate for the activity and season of the year. Each student will be issued a basic set of Rite of Passage clothing including:

- Polo shirts or blouses
- Shorts (summer)
- "Dockers style" khaki pants
- Recreational clothing
- Tennis shoes
- Socks
- Underwear (bras and athletic bras for young women)
- Sweatshirt
- Coat (winter)
- Knit cap and gloves (winter)

Appropriate apparel will be provided for vocational classes such as culinary arts, construction trades classes and athletic wear, sports jerseys for athletic events. Students have the opportunity to earn special clothing, such as a high school letterman's jackets, sports coat and tie based on their program progression and accomplishments.

Clean and suitable bedding and linen, including two sheets, pillow and pillowcase and sufficient blankets will be provided to all youth to provide comfort under existing temperature controls. There will also be a provision for linen exchange at least weekly. In addition, inner clothing, socks and towels will be changed and laundered daily. Outer clothing will be changed at least three times a week. Sheets and pillowcases will be changed weekly, and bedding will be changed a minimum of once a month. White clothing and bedding will be bleached during laundering and colored clothing will be washed using antibacterial soap.



A supply of clothing, linens, and bedding will exceed the program's maximum youth population. There will also be available more clothing, linen, and bedding than needed at any one time, so there is no delay in replacing items that are lost, destroyed, or worn out.

### **Personal Hygiene Items**

At admission into the facility Rite of Passage will provide each youth with personal hygiene articles, including soap, toothbrush, toothpaste, comb, toilet paper, shampoo, shaving products and deodorant in a non-aerosol container. Personal hygiene items for minority students will also include culturally sensitive items such as hair gel and a hair pick.

During the orientation phase of the program youth will receive a hand book and instruction on health and safety standards. Standards will include; appropriate dress, hair and fingernail grooming, dental hygiene, daily showering schedule, washing hands prior to meals or food preparation, and notifying staff/nurse of medical needs. Young men must be clean-shaven and no earrings or other body piercing are permitted. In addition, all youth will be screened and treated for infectious diseases, immunizations, vision, dental, and hearing impairment before entering the main program.

Licensed barbers will provide on-site hair care services to all youth. Hair must be worn in a standard style, neatly cut, clean, and well groomed. While hair length may be cut or grown according to the student's preference, it will never be of a length that poses a danger to the student while participating in sports or vocational training.

## **Food Services**

Rite of Passage is proud of the quality food services it offers to its students, staff and guests. ROP proposes a different approach than low quality meal programs typically found in schools and correctional facilities. We have long-valued healthy nutritious food and embraced the “cooking from scratch” initiatives proposed by dietitians and health experts. Nutritious foods help students learn healthy eating habits they can use throughout their lives, prolongs students’ attention spans and enhances their physical and psychological development.

In addition to nutritious food, we will offer an abundance of tasty, high quality and visually appealing food that will enable students to feel well cared for. Student satisfaction surveys give food service high marks. We provide students with three meals a day (at least two hot) and a snack, and our menus meet licensing standards as well as Recommended Daily Allowances and Dietary Guidelines for Americans.

But, the food services program does much more than meets standards. Within a normalized environment, mealtime is a gathering time – for students, staff, parents and other guests. Staff and students enjoy an abundance of tasty, high quality and visually appealing food together in quiet conversations that promote pro-social behaviors. With the importance we place on mealtime, we have always spent, demanded and delivered quality food service. Rite of Passage prepares meals with whole grains, locally grown produce, and limits pre-processed foods. Students and staff will look forward to mealtime to eat, relax and enjoy each other’s company.

Rite of Passage will work with the Local Education Agency or Charter School to apply for participation in the NSLP/SBP. As a for-profit entity, Rite of Passage is not qualified to apply directly, but can contract as a Food Service Management Company, which is how we provide services in multiple states.

# Youth Rights, Complaint and Resolution System, Personal Funds

Rite of Passage believes in the dignity and self-worth of each and every student, recognizing that they have unlimited potential and capabilities. We believe that given the right opportunity youth will make good decisions and behave in positive and constructive ways. Rite of Passage staff understand and pledge to uphold the rights that all youth are entitled to. These rights are basic and necessary to the maintenance of a just quality of life, and thus will not to be diminished or denied for disciplinary or punitive reasons.

As part of this RFP process, we have reviewed the TJJD General Administrative Policy and understand the basic rights the youth are entitled to. We believe understanding these rights play one part of running a quality and safe program. The other part is ensuring these rights are respected at all times. At ROP, humane and caring treatment of the children in our care is at the core of our organization. After all, we will not run programs that we would not send our own children to.

We will provide youth all the rights and privileges outlined by TJJD and will ensure these rights are delivered by working with TJJD and the counties, training our staff and continually monitoring our programs.

1. Right to Equal Treatment
2. Right of Free Speech & Expression
3. Right of Religious Freedom
4. Right to Personal Possessions
5. Right to Receive Visitors
6. Right of Access to Mail & Telephone
7. Right to Earnings & Monetary Gifts
8. Right to Protection from Physical & Psychological Harm
9. Right to Medical & Dental Care
10. Right of Access to Attorneys
11. Right to be Informed
12. Right to Accuracy & Fairness –
13. Right to Confidentiality of Records
14. Right to File Grievances & Appeal Decisions

*Source: Looking Ahead; Taking Responsibility and Defining Your Future. The TJJD Youth Handbook, January, 2016.*

## **Youth Complaint and Resolution System**

During Orientation, youth will receive a student handbook and learn about their rights as well as the rights of their parents or legal guardian. ROP staff will inform students of their right to grieve any circumstance or action considered to be unfair and/or unjust that a youth wants to dispute. ROP agrees to participate in TJJD's automated Youth Complaint System and will also post contact information for both the TJJD hotline and the Office of the Independent Ombudsman. Throughout their stay, students will be encouraged to tell trusted adults about any problem or complaint they have so that it can be immediately addressed. ROP will develop and maintain a facility tracking system to document the complaint process, content and resolution. This documentation will also be entered into TJJD's Youth Complaint System.

Students will also be afforded the opportunity to file a formal complaint and will not be subject to any disciplinary sanctions or adverse action as a result of choosing to file a complaint. Student Complaint Forms will be located in areas of the facility that youth have access to without requiring the assistance of a staff member and/or upon request. Writing materials will be made available and staff members may provide assistance to students when it is believed that a youth is unable to adequately complete the complaint. Students may also ask for assistance from another youth if such assistance does not create a safety/security situation. Locked complaint boxes will be located in each living unit and made available for youth to submit their completed complaint form. The Program Director will appoint an impartial person, generally the Shift Supervisor, to collect and respond to all complaints.

All complaints will be collected in a timely manner not to exceed 48 hours excluding weekends and holidays. Complaints are then reviewed to determine who will respond/complete the complaint resolution process with the student and document the outcome. The staff designated to resolve the

student grievance will investigate the complaint. This investigation will include a review of all pertinent written materials and interviews with persons who witnessed and/or are aware of the situation. The complaint will be responded to and/or concluded within 72 hrs excluding the weekends and/or holidays. A formal written response will be completed on the Student Complaint Form and provided to the youth by ROP staff.

If a student is of the opinion that a complaint is of a sensitive or emergency nature, the complaint may be filed directly with the Program Director or by calling the TJJD hotline and/or the Independent Ombudsman in order to maintain confidentiality of the complaint process. If it is determined that the grievance is of a sensitive or emergent nature an investigation will be conducted and appropriate steps taken to address the complaint. Rite of Passage will work closely with the TJJD Administration and the Independent Ombudsman to address complaints filed.

**Internal Problem Resolution.** Rite of Passage understands the seriousness of providing youth an opportunity to make a complaint. We will never prohibit or deny this. At the same time, some less serious complaints may be a learning opportunity. For example, perhaps a youth fouls a peer especially hard on the basketball court, or a youth flashes a gang sign to a peer, or maybe a young man or woman will purposefully knock a book off a peer's desk as he/she is walking down the aisle in the classroom.

The informal resolution process is designed to encourage the student to attempt to process the complaint with the goal of resolving the issue. Staff will be readily available to students to listen to their concerns and/or complaints and will respond to students by providing them with information and taking actions to resolve the issues whenever possible.

We want to teach and reinforce problem resolution skills, and have developed a Problem Resolution Process that seeks to resolve conflicts, like those described above, between people in a

positive, constructive manner. Research indicates that without training, children and adolescents tend to manage their conflicts in destructive ways, and one of the tenets of our cognitive behavioral program is teaching a problem solving process.

Within its programming, Rite of Passage will promote a pro-social environment based on respect, valuing individual rights and teaching appropriate communication skills in order to resolve problems swiftly and amicably. The strength-based approaches promote an environment that is open, welcoming and engaging.

We will not prohibit nor deny any staff or student from filing a grievance or complaint under these guidelines and we will report all violations in accordance to licensing standards and regulating laws. The grievance policies that we have in place will be tracked, monitored, and utilized for training and if necessary, disciplinary actions. These policies are in compliance with the standards identified by the licensing requirements of TJJJ.

### **Personal Funds**

All money in possession of a student at the time of admission will be counted in front of the student, placed and sealed in an envelope, noting the total amount, then given to the Administrative Assistant to deposit in the student trust bank account. Any check, money order or cashier's check received through the mail or at the time of a family visit will be similarly accounted for and stored in a secure area until it can be deposited.

When a student is released from the facility all money minus approved expenditures will be returned. The student will sign a receipt for funds received and a copy will be placed in his/her permanent case record. The Administrative Assistant assigned to manage the student trust bank account will prepare a monthly report which provides documentation of all transactions posted to each student's trust fund account.