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TrueCore Behavioral Solutions
Headquarters
3109 W. Dr. Martin Luther King Jr. Blvd.
Suite 650
Tampa, Florida 33607

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November 29, 2018

Via Hand Delivery & Overnight Delivery

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

Re: Supplement to Section C of Request for Proposal – Brown County

Dear Honorable Judge West:

Kindly accept this letter and the attachment as a supplement to Number 12 titled, "Litigation Involvement within the past 5 years" of Section C of TrueCore Behavioral Solutions' response to Brown County's Request for a Proposal.

Please be advised that we were served with a new complaint today that was filed on or about November 21, 2018. The litigation name is: Woldridge v. TrueCore Behavioral Solutions, et al., Case No. 18-CA-005662. I have also updated the attached list for Number 12 of Section C.

Thank you for your attention and courtesy.

Respectfully submitted,

Melissa L. Longo
Authorized House Counsel, Florida Bar
Member only of the State Bar of New Jersey

Enclosure

December 10, 2018
(Exhibit #4)

Litigation¹ - TrueCore Behavioral Solutions

Open: The following cases are currently pending:

David and Megan Walters v. G4S Youth Services, LLC n/k/a TrueCore Behavioral Solutions, et. al. No. 18-CA-3911

Gabriel Leuty v. TrueCore Behavioral Solutions, et. al., Case No. 2018-CA-001449

Tina Pennaman v. TrueCore Behavioral Solutions, LLC a/k/a G4S Youth Services, LLC, Case No. 2018-002701-CA-01n

Crystal Johnson v. TrueCore Behavioral Solutions, LLC f/k/a G4S Youth Services, LLC, Case No. 18-CA-006142

James Vann v. TrueCore Behavioral Solutions, LLC d/b/a TrueCore Behavioral Center, Case. No. 18-ca-008955

Woldridge v. TrueCore Behavioral Solutions, LLC, et. al., Case No. 18-CA-005662

Closed: The following case(s) are closed/resolved:

Vicky Robles v. TrueCore Behavioral Solutions, LLC, d/b/a G4S Youth Services, No. C170487C

Litigation² – G4S Youth Services LLC

Open: There are no cases currently pending involving G4S Youth Services LLC.

Closed: The following cases are closed/resolved involving G4S Youth Services.

Equal Employment Opportunity Commission v. G4S Youth Services LLC (Charlotte Allmon litigation), Case No. 4:17-cv-387

John Casey, as legal guardian of Jane Doe, a fictitious name v. G4S Youth Services, LLC, and Pierro Chery, Case No. 15-CA-000118

Regina Peterson v. G4S Youth Services, LLC; Case No. 2015-CA- 003186000000

Allison Newman v. G4S Youth Services, LLC; Case No. 16-000438-CA

Shawanda Henderson v. G4S Youth Services and Norma Wynn; Case No. 2016-CA- 002218000000

Shawnta Session v. G4S Youth Services, LLC, Case No. 3:17-cv-621-MMH-JRK

Gudrun Babb v. G4S Youth Services, LLC

Douglas Cobern v. G4S Youth Services, LLC, Case No. 3:16-cv-00889

DruAnn Denmark v. G4S Youth Services, LLC

Justin Jaynell and Jaylee Jones v. G4S Youth Services, LLC

Caitlin Kelly & Gary Newsome v. G4S Youth Services, LLC, Case No. 43-2015-CA-000188-CAAXMX

Vicki Lake v. G4S Youth Services, LLC, Case No. 3:2013-cv-00448

Chineze Martinez v. G4S Youth Services, LLC, Case No. 2015-007126-SP-25

Daniel Radcliff v. G4S Youth Services, LLC

Cordale Reid v. G4S Youth Services, LLC

¹ This list is made to the best of our knowledge and does not include workers compensation claims.

² This list is made to the best of our knowledge and does not include workers compensation claims.

DeQuandra Rhames v. G4S Youth Services, LLC, Case No. 2:16-cv-14141-RLR

D'Montae Shannon v. G4S Youth Services, LLC

Torres, Manus, Walking Rusing v. G4S Youth Services, LLC, Case No. 8:2015-cv-02779

Joe Bailey v. G4S Youth Services, LLC, and Martin Favas, Docket No. 104776 H

John Cassey, as legal guardian of Jane Doe, a fictitious name, v. G4S Youth Services, LLC and Pierrot Chery, Case No.

Renea Thomas v. G4S Youth Services, LLC

Rebecca Wood v. G4S Youth Services, LLC

Torres, Manus v. G4S Youth Services, LLC

Holmes Yvonne v. Psychiatric Solutions Inc. d/b/a Premier Behavioral Solutions Inc. and/or Premier Behavioral Systems, Inc., and G4S Youth Services, LLC, Case No. 2008-CA-004241000000

The Hartford Insurance Company v. Ramsey Maintenance Company, Premier Behavioral Solutions of Florida, Inc., Premier Behavioral Systems, Inc., and G4S Youth Services, LLC, Case No. 2006-CC-0016080000-WH

Korody Troy v. Correctional Services Corporation, G4S Youth Services, LLC, d/b/a Polk Youth Development Center a/k/a/ Polk Juvenile Correctional Facility, Garay Jose, Case No. 2006-CA-000747000000

Evelyn Heintzelman v. G4S Youth Services, LLC, Case No. 43-2015-CA-000751-CAAXMX

Rebecca J. Wood v. G4S Youth Services, LLC, Case No. 5:2014-cv-00476

Henry Lorenzo Haynes v. G4S Youth Services, LLC, Case No. 1:13-cv-23068-UU

Martinique Wilkins v. G4S Secure Solutions (USA), Inc., d/b/a G4S, Case No. 2:17-cv-01950-APG-GWF

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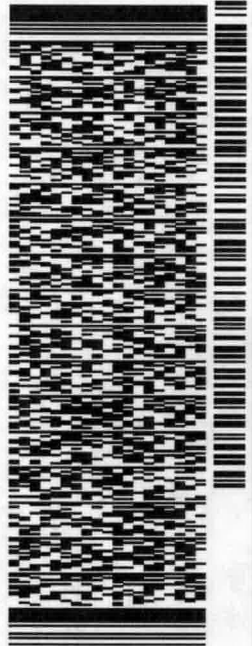
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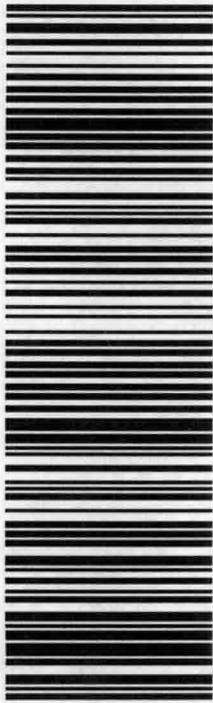
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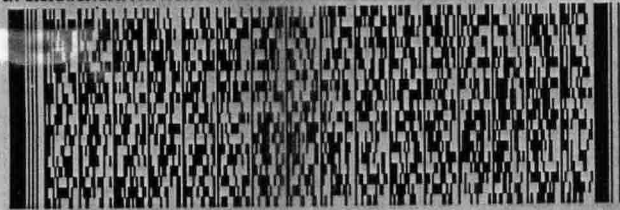
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Brownwood, TX 76801

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Suite 650
Tampa, Florida 33607

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www.truecorebehavioral.com

TRANSMITTAL LETTER

November 28, 2018

Brown County Judge E. Ray West, III
200 S. Broadway, #111
Brownwood, Texas 76801
(325) 643-2828

Dear Judge West,

TrueCore Behavioral Solutions, LLC submits this lease proposal to Brown County for consideration of a facility to provide a safe and secure environment for youth to receive individualized rehabilitative services. TrueCore has the corporate infrastructure, financial resources, extensive experience and expertise to deliver quality, specialized treatment services to this juvenile population. TrueCore is strongly committed to providing quality services that have a significant positive impact on the lives of each youth in our care. TrueCore's broad range of experience will be utilized to successfully perform the work described in this proposal, meet standards, mitigate risks and exceed customer expectations.

In-Depth Experience: TrueCore specializes in the operation of over 30 residential and outpatient treatment programs and 11 alternative education schools in Florida, Texas, Pennsylvania and Tennessee. Further, TrueCore provides statewide compliance monitoring to Rhode Island and Florida, in addition to PREA Audit Services in 21 states to conduct PREA Audits in juvenile and adult facilities. TrueCore Behavioral Solutions provides employment to more than 1,900 individuals and supervises more than 1,500 young men and women. TrueCore is led by a management team that collectively has more than 200 years of experience in working with juvenile populations.

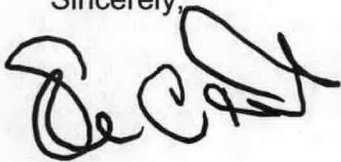
Quality of Service: TrueCore has a proven record of delivering quality services. Through excellent performance and flexibility, we have shown our commitment to our partners by providing contracted services that meet or exceed expectations. In our 20 year history, TrueCore has consistently demonstrated the ability to operate successful residential programs with quality management support and supervision from our corporate team.

Financial Stability: TrueCore Behavioral Solutions, LLC is a Florida-based behavioral healthcare services company providing residential services, counseling and care to young adults across the United States. TrueCore Behavioral Solutions provides evidence based programming designed to address the specific needs of at risk youth. Trauma, alternative education, substance abuse and vocational development are a primary focus. TrueCore

employs approximately 1,900 employees across the country. With approximately \$120 million in annualized revenue, TrueCore Behavioral Solutions is one of the largest juvenile providers in the United States. As a result of their partnership with Boyne Capital Partners, TrueCore Behavioral Solutions has significant resources and access to capital that would be immediately available to draw upon when needed, to include access to operating capital for at least 60 days. Our federal tax ID number is 54-1859903.

If you have any questions related to this proposal, please feel free to contact me at (813) 461-4333 or via email at steven.tomlin@truecorebehavioral.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Tomlin', written in a cursive style.

Steven Tomlin
President/CEO

TrueCore™

**EXHIBIT A
RESPONDENT DATA FORM**

1. Full Legal Name of Respondent: TrueCore Behavioral Solutions, LLC
Federal Employer's ID: 54-1859903
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 Virginia
Charter Number: _____

Governmental entity (please specify) _____

Sole Proprietorship

3. Address of Respondent

<u>3109 W. Dr. Martin Luther King Jr. Blvd., Suite 650</u>	<u>Tampa</u>	<u>FL</u>	<u>33607</u>
Street Address	City	State	Zip

<u>Same as above</u>			
Mailing Address	City	State	Zip

4. Executive Director/Chief Executive Officer/Owner

Name Steven Tomlin

Title President/CEO

Phone 813-461-4333

FAX 813-514-6723

Email steven.tomlin@truecorebehavioral.com

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

Name Steven Tomlin

Title President/CEO

Phone 813-461-4333

FAX 813-514-6723

Email steven.tomlin@truecorebehavioral.com

EXHIBIT B
ASSURANCES AND CERTIFICATION FORM

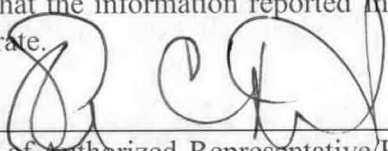
Legal Name of Respondent: TrueCore Behavioral Solutions, LLC

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.



Signature of Authorized Representative/Respondent

11/26/18

Date

Steven Tomlin

Name of Authorized Representative/Respondent (Typed or Printed)

President/CEO

Title of Authorized Representative/Respondent

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Annual In-service Training Plan EXHIBIT 2

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Clinical Position Descriptions EXHIBIT 4

Facility Administrator Position Description EXHIBIT 5

Facility Administrator Resume EXHIBIT 6

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Additional Position Descriptions EXHIBIT 10

Equal Employment Opportunity PolicyEXHIBIT 11

Copies of Staff LicensesEXHIBIT 12

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RESPONSE NARRATIVE

TrueCore Behavioral Solutions, LLC (further referred to as TrueCore), has been providing services to youth since 1997 (previously under G4S Youth Services, LLC), and our corporate office is located in Tampa, Florida. We espouse a mission and vision for secure residential programming that is evidence-based, trauma-informed, and focused on continuous improvement. We also champion the use of the Residential PACT (R-PACT) risk/needs assessment to guide case planning for effective treatment and rehabilitation. Therefore, our focused and deliberate treatment approach is to provide interventions that target the criminogenic needs of admitted youth, at appropriate dosages, in a manner that allows for lengths of stay based predominately on the youth’s treatment progress. Additionally, **pending acceptance of this proposal, the Oaks will provide a monthly payment of \$8,500 to Brown County, for the lease of the facility, for the duration of the contract.**

SECTION C: HISTORY, EXPERIENCE, CREDENTIALS, & REQUIREMENTS

Integrity & Transparency: “We can always be trusted to do the right thing.”

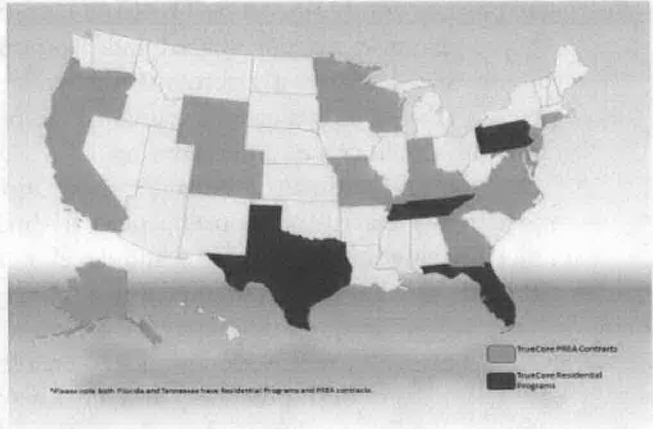
C. 1. HISTORY, EXPERIENCE AND QUALIFICATIONS

We began our partnership with the Florida Department of Juvenile Justice in 1997, and expanded to Texas in 2000 as a collaborative effort to help change the way residential facilities were operating

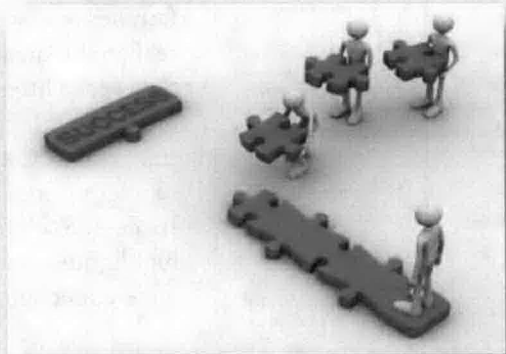
by enhancing the focus on treatment provision and rehabilitation. We now serve more than 1,500 young men and women each day and employ more than 1,900 staff. We operate over 30 secure and staff-secure residential programs in Texas, Florida, Tennessee, and Pennsylvania. Additionally, we operate 11 schools within juvenile justice environments and outpatient treatment service for youth placed on probation supervision.

We maintain strong values that guide how we conduct our business. We believe in building business relationships with our clients that are based on trust and transparency among our organizations, which is evident by our:

- 21 years (1997 – current) partnership with the Florida Department of Juvenile Justice;
- 14 years (2004 – current) with the Tennessee Department of Children’s Services;
- **11 years (2000-2011) with Texas Governor’s Office, Criminal Justice Division;**
- 13 years (2005 – current) with the Rhode Island Department of Public Safety;
- 8 years (2008 – 2016) with the Arkansas Division of Youth Services;
- **5 years (2013 – current) with the Texas Juvenile Justice Department;**
- 1 year (2017- current) within Pennsylvania; and
- 21 States (2014-current) established partnerships to conduct PREA Audits.



Through our experience of operating Secure Residential Treatment programs for adjudicated youth, we are confident that we will continue to provide successful outcomes for our partners. We currently operate over 30 hardware and staff secure residential programs for adjudicated youth in Florida, Pennsylvania, Tennessee and Texas. We currently deliver **Secure Residential Program** services at twelve (12) TrueCore programs in Texas, Florida, and Tennessee.



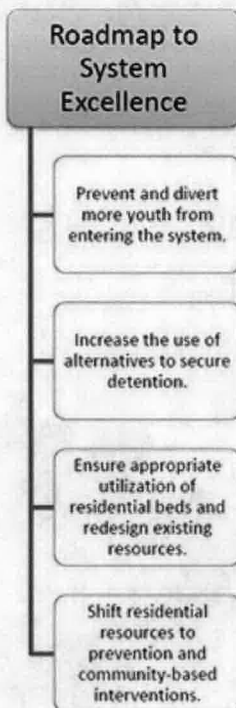
OUR COMMITMENT

TrueCore is committed to continue to foster the gender-inclusive culture that is embedded in the agency values, policies, processes and programming at every level. It is critical we maintain an environment that holistically embraces each youth to recognize the pathways that brought him into the system and the interventions that are necessary to help him transition successfully back into the community. Therapeutic interventions provide a strength-based approach to treatment and skills-building, as we acknowledge that boys have multiple and unique programming needs including health care, education, mental health services, mentoring opportunities, parenting skills, healthy relationships, and family/support services. **We commit to continue providing a quality level of care that will uphold our values, transparency, and integrity.** These needs are

considered in all areas of programming as TrueCore operates to meet the ideals of the practice areas detailed in the Georgetown University, Center for Juvenile Justice Reform's **Youth in Custody Practice Model (YICPM)** initiative: Developing the youth's case plan; providing the youth with services and supports during placement; transitioning the youth from the facility to the community; and supporting the youth in the community.

To ensure positive youth outcomes, TrueCore commits to:

- Employ evidence-based and promising delinquency interventions proven to reduce recidivism and decrease risk factors predictive of reoffending;
- Target individualized criminogenic needs, as assessed by the R-PACT while building on protective factors with intervention;
- Develop and maintain a behavior motivation system centered on a minimum 4:1 ratio of incentives/rewards to consequences in building a system of youth accountability while incentivizing healthy behaviors and developing life and social skills;
- Provide services in a trauma-informed, gender inclusive/responsive environment.

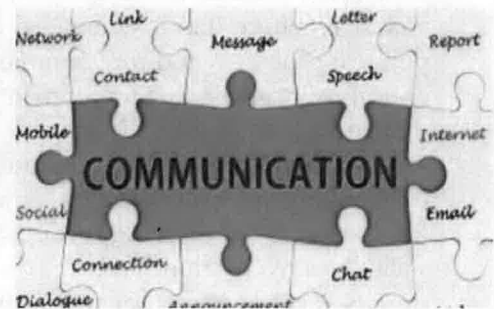


TrueCore continues to be a leader in implementing research-based initiatives, best practices, and creative approaches. To most effectively address the youth's needs and remain proactive, we implemented our **Creating a Culture of Care®** model that is designed to enhance outcomes for youth and promotes staff professionalism through strengthening services across four components to include: communication, people, systems and environments. TrueCore values and implements communication processes by building on the strengths of the youth and families we serve, working collaboratively to accomplish mutual goals. We realize the quality of the services we provide is dependent on the quality of the people we hire, the training we provide them, and the appropriate tools needed to work with youth. We support these systems that foster collaboration, trust, transparency, and hope. It is imperative that the environment of our programs highlight our philosophy of safety and growth that guides them toward success. Specific elements for our **Creating a Culture of Care®** initiative are highlighted showing the established minimum requirements and company-wide expectations.



1. COMMUNICATION:

- **Protocols for Communication and Customer Service Standards:** *Communication between staff, youth, and external customers are critical to the success of our business.*
- **Monthly Coaching Sessions:** Investing in individuals; established expectations for monthly coaching sessions between managers and employees.



- **Strengthening Communication with Parents:** Enhance parental engagement.
 - Minimum expectations and protocols have been established for Facility Administrator contact with parents prior to/at admission, following all significant incidents, and a monthly Family Forum support conference call with parents.
2. **PEOPLE:** Within our **Creating a Culture of Care®** model, we highlight: Professionalism: *To increase the level of professionalism across all facilities and further distinguish us from our competitors.*
- **Staff Investment:** *Increase our investment in our staff across programs.*
 - TrueCore Way Recognition Program (described in Section C: Staffing below)
 - Employee Recognition/Appreciation
 - Tuition Reimbursement
 - **Leadership Development Academy:** Enhanced supervisory training to new and existing managers to ensure succession planning and individual development, coupled with annual training through the TrueCore Virtual Learning Institute learning management system.
 - **Pre-Employment Screening/Assessment:** All direct care employees must complete an assessment prior to hiring.
3. **SYSTEMS / PROCESSES:** In order to *provide a strong link to the youth, family and community*, TrueCore ensures there are solid processes implemented with fidelity in daily practice. The following are some of the systems/processes enhanced through the initiative:
- **Admissions/Intake:** *Establish healthy rapport and welcoming environment to set the stage for successful outcomes.*
 - **Technology in Treatment:** *Leverage available tools to guide effective treatment services.*
 - **Treatment:** *Ensure programs are conducting treatment services and processes with fidelity, and at the highest standards possible across our programs and services.*
 - **Transition/Exit:** *The end goal is a smooth transition home for our youth to live positively and productively. To that end our transition process begins the day we receive a youth's case and are entrusted with their care and treatment*
4. **ENVIRONMENT:** To ensure youth safety and success, we provide *a healthy and therapeutic, home-like treatment environment* that stimulates motivation. We have established minimum requirements for the following environmental components:
- **Physical Plant Expectations:** *our environment is a reflection of our priorities and sends a strong message to our youth, customers, and parents that we care.*
 - **Facility Postings:** Colors and visuals in posters, murals and/or artwork in the program not only motivate, but represent male role models and leaders.
 - **Therapeutic Environment:** *encourage feelings of safety and comfort by enhancing certain aspects of the therapeutic environment.*
 - **Therapeutic Environment and Scheduled Activities:** *Creating a Culture of Care® involves rewarding good behavior of youth who have earned privileged activities, as well as providing structured activities, progressive access to the community, when appropriate, to guide transition and build requisite social skills.*

C. 2. PROPOSED PROGRAM OVERVIEW

TrueCore currently successfully operates the Oaks at Brownwood facility (beginning July 15, 2013). The Oaks is a 113-bed secure residential facility for adjudicated male juvenile offenders. The Oaks is an Alcohol and Drug Treatment facility licensed by the Texas Department of State Health Services (TDSHS) which additionally provides interventions to address anger management/aggression. TrueCore currently maintains contracts with **82 TX counties**, as well as **TJJD**. The average length of stay is approximately 9 months, but varies based on the youth's assessed needs and participation/progress in treatment. Of note, the program was an early-adopter of the Residential Positive Achievement Change Tool (**R-PACT**) risk/needs assessment (since 2015), assuring individualized treatment is provided to target youth's criminogenic needs. The R-PACT allows for tracking progress of risk reduction and protective factor increases during placement with a standardized, validated metric. Family engagement is central to all program strategies, and successful transition back to the community. Parents/guardians are members of their youth's multidisciplinary treatment teams, providing valuable insight into service planning and goal setting. Our Positive Performance System (behavior motivation system) focuses on positive reinforcement, enhances intrinsic motivation, takes into account each youth's circumstances (responsivity), involves modeling and skill practice, attempts to alter unhealthy cognitions, values, attitudes, and expectations to maintain pro-social behavior; and, provides ongoing support and continuous feedback, in a trauma-informed, gender-responsive environment. An intensive treatment program, the Oaks employs evidence-based practices and therapeutic paradigms such as cognitive behavioral therapy, psycho-educational and skill building, trauma-informed care, and experiential interventions to effect change and facilitate transition. Transition planning begins at admission with the goal of successful reintegration upon addressing individualized risk/needs of each youth. Unique to the Oaks, is our coordination with Gulf Coast Trades Center, which serves as a step-down program for Oaks youth who are progressing in treatment to a less secure environment. Youth have the opportunity to learn various trades such as carpentry, brick laying, and landscaping. They can also earn trade certifications that can aid them in gaining employment upon release. One of the more interesting and valuable projects youth have participated in is the construction of affordable housing for the elderly in a neighboring community. This unique opportunity provides incentive for TrueCore youth to progress and complete treatment goals with positive, healthy behavior during placement. The program is overseen by a Facility Administrator, responsible for the overall operations of the facility. An on-site trainer ensures staff are appropriately trained (pre-service and annual training) and all facets of the program adhere to state, licensure, and contractual requirements, and TrueCore policies and practices. Staff recruitment and onboarding is accomplished by a HR/Office Manager. A licensed Clinical Director directs clinical and assessment services (under the direction of the contracted psychiatrist), which are provided by appropriately credentialed Therapists. Case Managers ensure communication with referral sources, collaboration with community-based services/restorative justice opportunities, and manage progression of youth through the program and successful transition. A licensed medical professional provides on-site nursing coverage, and coordinates with the contracted physician. A dedicated dietary worker ensures quality meals and snacks are provided in accordance with any special diet or allergy indications. A dedicated transporter provides transportation to court, outside appointments and community outings for community service, restitution, and restorative opportunities. Shift Supervisors oversee the Direct Care staff who are responsible for 24-hour sight and sound supervision. Education services are provided by the Mullin Independent School District, consistent with our practice over the last 5 years. **Pending acceptance of this proposal, the Oaks will provide a monthly payment of \$8,500 to Brown County, for the lease of the facility, for the duration of the contract.**

C. 3. EXPERIENCE SERVING MALE AND FEMALE JUVENILE OFFENDERS

TrueCore is experienced in serving both male and female juvenile offenders in a residential setting, as evidenced by the below table of current contracts:

SECURE RESIDENTIAL PROGRAMS FOR MALES	POPULATION
The Oaks Brownwood, TX	113 males (Mental Health and Substance Abuse)
Academy for Young Men, TN	24 males (Level III Continuum- J.J. Enhanced)
Stones River Academy, TN	78 males (Level III Continuum- J.J. Enhanced)
Mountain View Academy for Young Men, TN	60 males (Level III Continuum- J.J. Enhanced) 24 males (Juvenile Justice Enhanced Safety Measures)
Gateway Academy for Young Men, TN	40 males (Level III Continuum- J.J. Enhanced)
Coal Township Youth Academy, PA	32 males, ages 13-19 (Staff Secure Residential)
Bartow Youth Academy, FL	28 males, ages 14-18 (Borderline Developmental Disability Services)
Cypress Creek Juvenile Offender Correctional Center	64 males, ages 15-21 (Maximum Risk)
Cypress Creek Treatment Center	32 males, ages 15-21 (High Risk)
Dade Youth Academy	24 males, ages 13-18 (Mental Health Overlay)
Dade Juvenile Residential Facility	32 males, ages 13-18 (Comprehensive Mental Health)
Daytona Juvenile Residential Facility	33 males, ages 13-18 (Sexual Offender Treatment Services)
Ft. Myers Youth Academy	28 males, ages 14-18 (Substance Abuse)
Gulf Academy Hastings	56 males, ages 12-19 (Intensive Medical & Mental Health) 64 males, ages 13-19 (Comprehensive Mental Health & Substance Abuse)
Highlands Youth Academy	80 males, ages 16-19 (Substance Abuse & Mental Health)
Jacksonville Youth Academy	24 males, ages 14-18 (Substance Abuse)
Les Peters Academy	24 males, ages 14-18 (Mental Health)
Miami Youth Academy	28 males, ages 14-18 (Substance Abuse)
Okeechobee Youth Development Center/Correctional Center	48 males, ages 18-36 (High & Maximum Risk)
Okeechobee Youth Treatment Center	80 males, ages 13-18 (Mental Health Overlay, Substance Abuse Overlay)
Okeechobee Intensive Halfway House	30 males, ages 13-18 (Mental Health Overlay Services)
Okeechobee JOCC	48 males, ages 13-21 (Maximum Risk) 48 males (Maximum Sex Offender)
Orange Youth Academy	41 males, ages 14-21 (Mental Health & Substance Abuse Overlay Services)

Palmetto Youth Academy	48 males, ages 14-21 (High Risk; Substance Abuse Overlay)
Polk Halfway House	24 males, historically ages 10-14 (Mental Health Overlay); currently ages 13-19 (Mental Health Overlay)
Tampa Residential Facility	60 males, ages 14-18 (Comprehensive Mental Health)
FEMALE YOUTH PROGRAMS	POPULATION
Central Pasco Girls Academy	32 females, ages 13-18 (Intensive Mental Health)
Lake Academy	50 females, ages 12-19 (Intensive Mental Health, Intensive Medical Overlay)
Hillsborough Girls Academy (High)/ Hillsborough Girls Academy (Max)	20 females, ages 13-18 (Secure, Mental Health Overlay)/ Ages 14-21 (Maximum Risk, Mental Health Overlay)
Martin Girls Academy (High/Max)	30 females, ages 13-21 (Secure/Max, Intensive Mental Health Services)
Okeechobee Girls Academy	32 females, ages 13-18 (Mental Health Overlay, Substance Abuse Overlay)
TN Academy for Young Women	24 females (Level III Continuum, Services Enhanced)
TrueCore Total	1,315 male beds/ 188 female beds

As shown in the table, our current Secure Residential Programs for post-adjudicated male youth capacity is ***1,315 beds for male youth and 188 beds for female youth***. This fact clearly demonstrates our experience in serving the population stipulated for **the Brown County Facility**. Our strengths and abilities to successfully deliver quality services are evidenced through 100% of TrueCore programs providing specialized services; a comprehensive, internal risk management system that ensures solid systems integrity; behavior motivation system that correlates behavior, treatment and trauma-informed care; and, a fidelity system that ensures that services are delivered to the treatment design. Additionally, we take pride in our level of transparency, honest reporting, and our relationship with our customers.

C. 4. EXPERIENCE SERVING YOUNG OFFENDERS

TrueCore is experienced in serving a continuum of juvenile offenders, both in the community (outpatient sexual offending services), and in residential placement. In residential facilities, TrueCore has served young offenders in a program specialized for only 10-14 year old juveniles (Polk Halfway House). TrueCore operated this 10-14 year old-only facility successfully since October 2003 until the Florida Department of Juvenile Justice amended the age to be 13-19 years of age in 2018 (based on decreased need for 10-14 year old beds). In the 15 years of operation, the Polk Halfway House maintained adherence to state, licensure, and contractual requirements, achieving a 97% Satisfactory Rating (the highest rating) on the last FDJJ annual compliance audit (on 3/23/18). As shown in the table above (section C.5) many of our programs accept juveniles under the ages of 15. We highlight the Polk Halfway House program as it exclusively served those 10-14 year old youth for over 15 years.

C. 5. TYPES OF TREATMENT & ASSESSMENT TOOLS

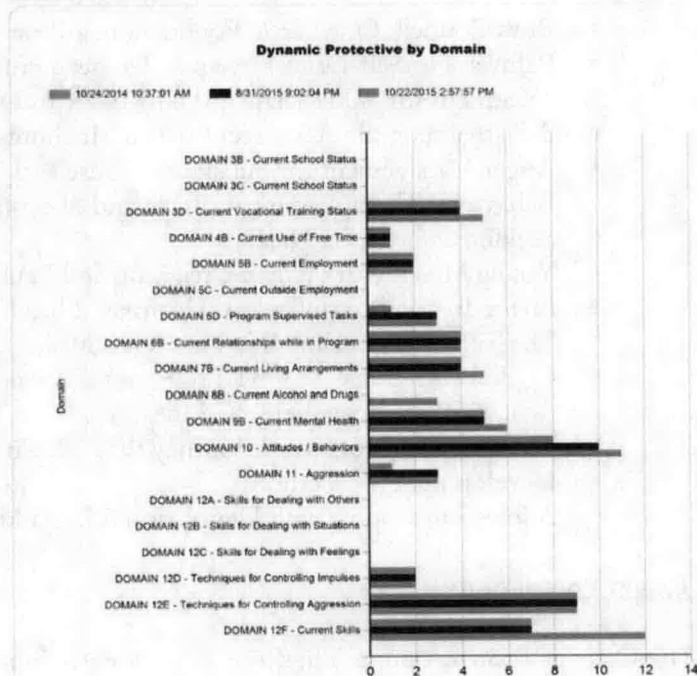
TrueCore continues to provide a plethora of services at our Oaks Brownwood facility. The services target identified needs of the youth served, at appropriate intensity and duration for each service. Case plans are developed based on assessed needs of each youth, as per the Residential Positive Achievement Change Tool (**R-PACT**). TrueCore was a pioneer in Texas by implementing the R-PACT, at the Oaks Brownwood, in 2015. Our in-house Chief Research Officer, Dr. Michael Baglivio and Chief Analytics Officer, Katherine Jackowski have been integral in the only published validation study of the R-PACT (Hay, Widdowson, Bates, Baglivio, Jackowski, & Greenwald, 2018), two publications of the C-PACT validation (Baglivio, 2009; Baglivio & Jackowski, 2015), and over 40 published articles examining either C-PACT or R-PACT assessments and recidivism of juvenile offenders (citations available upon request).

Dr. Baglivio, and several other TrueCore staff were all involved in the development/creation of the R-PACT items and responses, as well as the initial implementation of the R-PACT in 2009 throughout Florida (and the C-PACT implementation in 2005). Several TrueCore staff are qualified R-PACT trainers. This expertise advantageously positions TrueCore to ensure youth's treatment is guided by validated assessment, case plans match services to assessed criminogenic needs, and that the youth's **length of stay is driven by R-PACT assessment results**. We pride ourselves on our transparency and professionalism and are dedicated to continuing and enhancing that relationship with our stakeholders and customers.

Longitudinal Analysis for the Residential PACT

Report Date: 10/22/2015

Subject: Caleb Coates



Additional health and clinical assessment tools include the Facility Entry Physical Health Screening Form, and the Massachusetts Youth Screening Instrument-Second Edition (MAYSI-2).

Therapeutic Environment:

TrueCore commits to maintaining a rich environment that values safety as the primary basis for growth and change. We are also committed to an environment that provides effective communication that is empowering and honoring of individual strengths; encourages healthy relationships that are respectful, supportive and demonstrate unconditional positive regard; and promotes unique qualities of each individual that support his right to personal growth and identity.

Evidenced Based and Researched Mental Health and Substance Abuse Treatment Curricula:

The Oaks provides different tracks of clinical services to ensure the mental health and substance abuse needs of residents are met. Services include mental health and substance abuse services provided to individuals with mental health, substance abuse, and mental health/substance abuse co-occurring disorders for the maximum reduction of the recipients' symptomology and restoration to the highest possible functional level. Services are limited to those which are medically necessary, are recommended by a treating practitioner, and included within an individualized treatment/case plan.

The Oaks has "tracks" of clinical services to be delivered based on each youth's plan of need: substance abuse track, co-occurring track, and mental health track. The Oaks has developed a menu of interventions for male adolescents using the following curriculum:

- Boys Council (One Circle Foundation, a Project of the Tides Center)
- Pathways to Self-Discovery and Change: Criminal Conduct and Substance Abuse Treatment for Adolescents (Milkman, H. and Wangerb)
- Skillstreaming the Adolescent (Ellen McGinnis and Arnold P. Goldstein)
- Anger Management for Substance Abuse and Mental Health Clients: A Cognitive Behavioral Therapy Manual (Reilly and Shopshire)
- Seeking Safety (Lisa Najavits)
- Young Men's Work (Allen Creighton and Paul Kivel)
- Living In Balance (Jeffrey A. Hoffman, Mim J. Landry, Barry D.
- The Teen Relationship Workbook (K. Moles)
- Coping with Stress, A CBT Program for Teens with Trauma (M. Jankowski, H. Rosenberg, S. Rosenberg, K. Mueser)
- The Passport Program, A Journey through Emotional, Social, Cognitive, and Self-Development (A. Vernon)
- Adolescent Coping with Depression (G. Clarke, P. Lewinsohn, H. Hops, B. Grossen)

Target Population:

The Oaks at Brownwood, a TrueCore Behavioral Solutions program, is a 113-bed secure juvenile treatment facility offering therapeutic treatment for juvenile offenders. The Oaks specializes in secure residential treatment programming, that addresses the comprehensive mental health and substance abuse needs of youth in our care. The Oaks utilizes evidenced-based curriculums and approaches to confront cognitive distortions as well as maladaptive behavior patterns and increase the healthy thinking and decision-making skills ultimately increasing protective factors and reducing risk factors that lead to recidivism. The youth are provided diverse opportunities to become emotionally and behaviorally stable through innovative programming based on the principles of cognitive behavioral therapy. We provide services for youth with mental health and substance abuse needs as well as youth that have a substance abuse need and diagnosis comorbid with a mental health diagnosis. The Oaks is an Alcohol and Drug Treatment facility licensed by the Texas Department of State Health Services (TDSHS). Our services include residential and outpatient level treatment services for youth with substance use disorder. We also treat psychiatric co-morbidities and medical complications related to substance use disorder. Treatment services at The Oaks are provided to all youth served in accordance

with Chapter 343 of the Texas Administrative Code and the Texas Family Code. Full time therapists are employed to deliver primary treatment services of individual, group, and family therapy services as well as therapeutic support groups, supportive counseling, suicide assessment, and crisis management. Psychiatric services are also available onsite through the contracted psychiatrist.

Mental Health and Substance Abuse Treatment Services:

The Oaks incorporates Cognitive Behavioral Therapy (CBT) as the primary evidenced based course of treatment. Additional intervention styles shall be used in conjunction with CBT to assist in identification and change of dysfunctional beliefs, thoughts, and patterns of behavior, contributing to the youth's maladaptive behavior patterns. The goals of CBT are to develop and teach cognitive restructuring skills and impart social learning interventions. CBT objectives are diverse in the ability to identify "risk" thinking the youth have experienced, employ new techniques to change past thinking, teach new thinking skills that support healthy behavior, and provide ways to practice new pro-social behaviors through training and role plays. All staff at The Oaks work with the youth to elicit intrinsic motivation to change through the use of evidence based Motivational Interviewing (MI) techniques, assisting the youth in exploring and resolving ambivalence and ultimately changing behavior.

Individual Therapy Services: All individual therapy sessions are individualized and customized to meet the needs of the individual youth. Sessions shall be conducted by the primary therapist and address the mental health as well as substance abuse needs of the youth as indicated. All individual sessions shall be a minimum of thirty (30) minutes in length. Individual therapy sessions will target the youth's emotional and behavioral functioning. Aggression, victimization and trauma are common issues for youth involved in the juvenile justice system and are a focus of individual therapy. The youth may be given homework assignments that they are required to complete between sessions. As a trusting relationship grows between the youth and therapist, new information may be revealed within sessions which will be addressed as the youth progresses within the program.

Group Therapy Services: Group therapy services will be provided to all youth in the program based upon the identified individualized needs of the youth. Groups shall be clinically focused and are specific to the specialized needs of the youth including, but not limited to, alcohol and drug abuse, mental health, and trauma. Group therapy will be provided by a therapist who is an appropriately credentialed staff at least three (3) times per week with each session being at least one (1) hour in length. Group sessions shall be conducted in accordance with the program schedule. Group size shall not exceed ten (10) youth for a mental health focused group and fifteen (15) for a substance abuse group. The focus of group counseling will be to obtain relief from distressing symptoms, modify behaviors, and acquire knowledge and skills that generalize from the group to the residential community and home environment. The program will use a variety of group counseling methods including process, didactic, psycho-educational, experiential and multi-sensory. Effective treatment curriculum used are cognitive behavioral and research-based curriculum.

Family Therapy Services: Family therapy will be provided by the youth's primary therapist who is a Licensed Mental Health Professional. Sessions shall be conducted with the identified family of care or the permanency family in accordance with the service delivery frequency outlined within the youth's individual treatment/case plan. Initial contact with the identified family shall be initiated

within the intake process. Family therapy sessions will be thirty (30) minutes to one (1) hour in length and shall be conducted at a minimum of one (1) time per month unless contraindicated. Routine contacts with the family and youth (visitation, phone calls) shall not be considered as counseling/therapy. In the event that a family schedule necessitates minor changes in the length and frequency of counseling/therapy sessions, the changes shall be documented within notes by the therapist. Family therapy scheduling shall be flexible to meet the needs of the family, youth and therapist. Family sessions are encouraged to be face to face, however, the program will allow for telephonic sessions if transportation or other barriers inhibit the family's participation in person. The program shall make efforts to actively work with the families and the youth's juvenile probation officer to overcome barriers to involvement such as transportation and schedules. Family sessions will be provided to all youth and shall not be contingent upon the youth's behavior.

Crisis and Suicide Prevention Services: The goal at The Oaks is to maintain a safe and non-violent environment. The Oaks shall cultivate a trauma-informed culture that is sensitive and meets the needs of the youth and staff and shall employ the most effective, least restrictive, and safest techniques for the modification of maladaptive behaviors. All program staff shall be trained and will follow the crisis and suicide prevention plans developed for The Oaks Brownwood.

Psychiatric Services: The youth admitted to The Oaks either on psychotropic medication, and/or identified to receive enhanced mental health treatment, shall receive a psychiatric evaluation within fourteen (14) days of the youth's admission to the program. Onsite nursing staff shall schedule youth to be seen by the psychiatrist based upon required service needs. Psychiatric reviews will occur monthly for youth on psychotropic medication. Additionally, youth may be referred for psychiatric follow up as needed or referred by the therapist or other qualified professional. At The Oaks, the psychiatrist will also participate in supervision and staffing meetings with the treatment team. These meetings will be coordinated by the program's Clinical Director and attended by the designated treatment team members.

Rate Guide and Service Delivery

Standard Behavioral Health Services

Treatment Services Included:

Counseling

- Individual Counseling: Biweekly (1 hour minimum)
- Group Counseling: 12 hours per month
- Family Counseling: 1 hour per month
- Additional 12 Hours Of Service Each Month: May include cognitive behavior programs, NA/SA programming, and other counseling related topics

Treatment Plan

- Developed from the youth's comprehensive assessment
- Reviewed every 90 days

Enhanced Behavioral Health Services

The Enhanced Behavioral Health Services include all Standard Services in addition to the following as indicated by needs assessment:

Therapeutic Services

- Increased Therapy Sessions: Family, Individual and/or both to occur weekly depending on need
- Increased Psychiatric Oversight: Meeting with the Psychiatrist from two (2) to four (4) times a month depending on need
- Additional Intake Assessment: Use of the Adolescent Pathology Scale to gain further insight into youth's diagnosis and areas of need

- Access to Psychiatrist

Staffing

- Staff To Youth Ratio: 1:8 during waking hours; 1:16 during sleeping hours
- Staffing Plan: Ability to provide 1:1 youth to caregiver ratio for 24 hours when necessary to meet the needs of identified youth

Education Sessions

- Chemical Dependency
- Life Skills Training
- Relapse Prevention Training

*All education sessions follow a written curriculum and include youth participation and discussion

Health

- Medication Management
- Tuberculosis (TB) Education
- HIV, Hepatitis B & C Education
- Sexually Transmitted Diseases (STDs) Education
- Tobacco and Nicotine Addiction Education
- Access to Screening for TB
- Testing for HIV, Hepatitis C & STDs
- Access to Physical Health, Mental Health, and Ancillary Services

- Individual Therapy Sessions With The Psychologist: Occur on a monthly basis for continued evaluation of treatment effectiveness
- Additional Supportive Counseling: To occur on a daily basis depending on need

Curriculums (Standard and Enhanced Services)

- Boys Council In Rotation With Young Men's Work: Gender specific curriculum
- Anger Management For Substance Abuse and Mental Health Clients: CBT based curriculum to control anger and learn healthy expressions of emotion
- Teen Relationships: Trauma focused curriculum teaching youth about healthy vs. unhealthy relationships as well as the cycle and impact of abuse; purpose of the curriculum overall is to reduce violence in relationships
- Adolescents Coping with Depression In Rotation With Coping With Stress: CBT based curriculum assisting youth to replace cognitive distortions which are found to be the underlying cause of depressed affect
- Adolescents Coping with Stress In Rotation With Coping With Depression: Teaches youth about the cause of stress and provides instruction on healthy methods of coping with stressful situations
- Passport Program: Addresses identity formation by focusing on emotional and cognitive development
- SkillStreaming the Adolescent: Teaches the youth healthy communication and pro-social skills

Standard Substance Abuse Services

Treatment Services Included:

Counseling

- Individual Counseling: Biweekly (1 hour minimum)
- Group Counseling 24 hours a month to include: 12 hours per month with a focus on substance abuse curriculum and 12 hours of service each month to address cognitive behavior programs, NA/SA programming, and other counseling related topics
- Family Counseling: minimum of 1 hour per month

Treatment Plan

- Developed from the youth's comprehensive assessment focusing on substance abuse needs
- Identifying Stage of Change in Substance Abuse
- Reviewed every 90 days
- Access to Psychiatrist

Therapeutic Services

- Individual sessions assisting the youth to work through the youths ambivalence regarding his substance use
- Psychiatric Oversight: meeting with the psychiatrist and clinical team with consideration for med seeking behaviors, avoidance of habit forming medications
- Additional Intake Assessment: Use of the SASSI to distinguish between Substance Abuse and Substance Dependence
- Increased training and awareness for withdrawal symptoms during intake
- Drug Screen upon admission and with a positive result a Detox Assessment will be implemented over the course of 72 hours to observe any signs and symptoms of withdrawal
- Additional Supportive Counseling: To occur on a daily basis depending on need

Staffing

- Staff To Youth Ratio: 1:8 during waking hours; 1:16 during sleeping hours
- Staffing Plan: Provide 1:1 youth to caregiver ratio for 24 hours when necessary to meet the needs of identified youth

Education Sessions

- Chemical Dependency
- Life Skills Training
- Relapse Prevention Training

*All education sessions follow a written curriculum and include youth participation and discussion

Health

- Medication Management
- Tuberculosis (TB) Education
- HIV, Hepatitis B & C Education
- Sexually Transmitted Diseases (STDs) Education
- Tobacco and Nicotine Addiction Education
- Access to Screening for TB
- Testing for HIV, Hepatitis C & STDs
- Access to Physical Health, Mental Health, and Ancillary Services

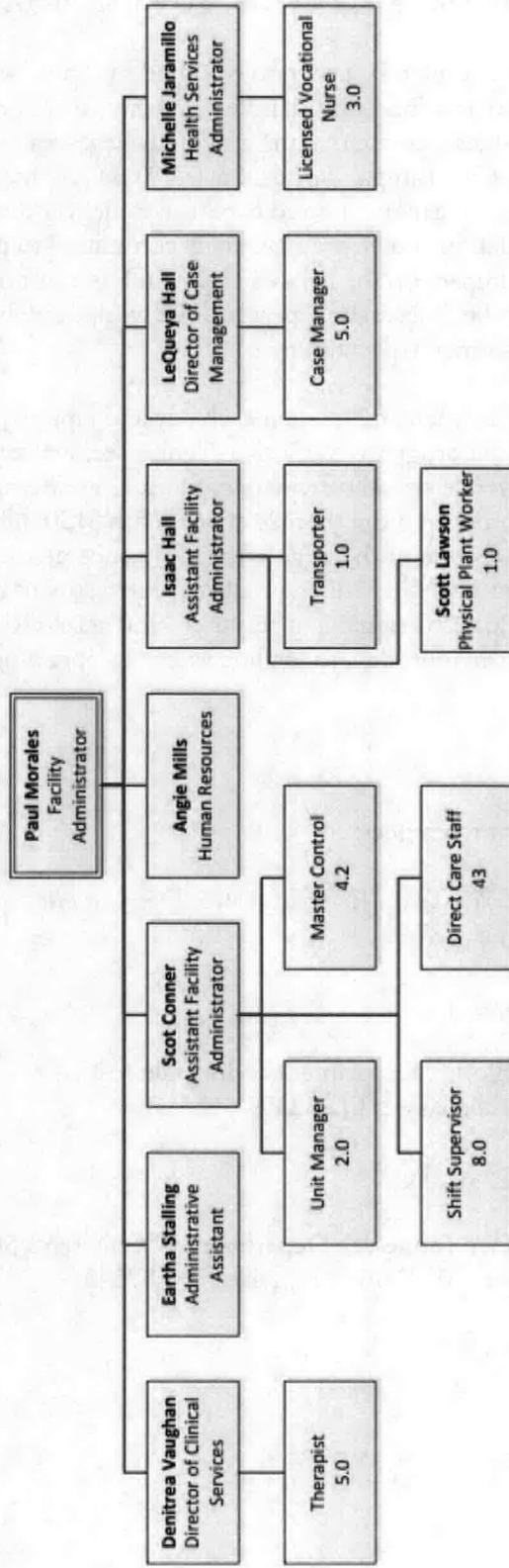
Curriculums (Substance Abuse and Co-Occurring)

- Boys Council In Rotation With Young Men's Work: Gender specific curriculum
- Anger Management For Substance Abuse and Mental Health Clients: CBT based curriculum to control anger and learn healthy expressions of emotion
- Teen Relationships: Trauma focused curriculum teaching youth about healthy vs. unhealthy relationships as well as the cycle and impact of abuse; purpose of the curriculum overall is to reduce violence in relationships
- Adolescents Coping with Depression In Rotation With Coping With Stress: CBT based curriculum assisting youth to replace cognitive distortions which are found to be the underlying cause of depressed affect
- Adolescents Coping with Stress In Rotation With Coping With Depression: Teaches youth about the cause of stress and provides instruction on healthy methods of coping with stressful situations
- Skillstreaming the Adolescent: Teaches the youth healthy communication and pro-social skills.
- Pathways to Self-Discovery and Change: Substance Abuse curriculum specifically designed for adolescents focusing on eliminating cognitive distortions supportive of substance abuse and increasing adaptive behaviors.
- Seeking Safety: Substance Abuse curriculum focused on the impact of past trauma on use of substances; thus providing a safe environment to process trauma and develop skills to avoid substance use.

As evidenced in the chart above (see “Experience & Capability”), we currently operate over 1,200 secure residential treatment beds for post-adjudicated male youth, across 4 states. We have over two decades of experience providing such services to juvenile justice youth presenting with a vast array of criminogenic and clinical risk/needs. This experience ranges from youth in need of substance abuse treatment, mental health services, co-occurring disorders, youth with developmental disabilities (full scale IQ 70-79), juveniles with sexually problematic behavior, and even youth in need of intensive, 24-hour medical overlay services.

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C. 6. THE OAKS BROWNWOOD STAFF ORGANIZATIONAL CHART



C. 7. RELATIONSHIP OF PARENT ORGANIZATION TO RESPONDENT

The Oaks Brownwood facility is a secure residential program operated by TrueCore Behavioral Solutions, LLC. As a company, TrueCore is a for-profit, Limited Liability Corporation and our headquarters, and principle place of business for contracting and billing questions, is located at 3109 W. Martin Luther King, Jr., Blvd., Suite 650, Tampa, Florida, 33607. TrueCore has the corporate infrastructure, financial resources, extensive experience and expertise to deliver quality, specialized treatment services to this juvenile population. TrueCore is strongly committed to providing quality services that have a significant positive impact on the lives of each youth in our care. TrueCore's broad range of experience will be utilized to successfully perform the work described herein, meet standards, mitigate risks and exceed customer expectations.

We currently serve more than 1,500 young men and women each day and employ more than 1,900 staff, operating over 30 juvenile residential programs in Florida, Tennessee, Pennsylvania and Texas, in addition to outpatient services for juvenile sexual offenders in Florida, 11 alternative schools, and Prison Rape Elimination Act (PREA) audits in more than 20 states. With \$120 million in annualized revenue, TrueCore Behavioral Solutions is one of the largest juvenile justice providers in the United States. As a result of their partnership with BHSB Holdings, a private investment company headquartered in Miami, Florida, TrueCore has significant resources and access to capital that would be immediately available to draw upon when needed, to include access to operating capital for at least 60 days.

C. 8. LIST OF REFERENCES

TrueCore provides the following 3 client references:

1. Camille Cain, Executive Director of Texas Juvenile Justice Department
TJJJD, P.O. Box 12757, Austin TX, 78711
Phone: 512-490-7004
Email: Camille.cain@tjjd.texas.gov
2. Timothy Niermann, Secretary, Florida Department of Juvenile Justice
FDJJ, 2737 Centerview Drive, Tallahassee, FL, 32399
Phone: 850-488-1850
Email: Timothy.Niermann@djj.state.fl.us
3. Bonnie Hommrich, Commissioner Tennessee Department of Children's Services
DCS, USB Tower, 315 Deaderick, 10th Floor, Nashville, TN, 37243
Phone: 615-741-9701
Email: bonnie.hommrich@tn.gov

C. 9. LIST OF CONTRACTS TERMINATED IN THE PAST 36 MONTHS

TrueCore has never had a contract terminated prior to expiration in its entire history dating back to 1997. At no point has TrueCore given back a contract prior to it being terminated either. We have successfully operated residential and outpatient contracts to the end date of every contract we have been awarded.

C. 10. AFFIRMATIVE ACTION POLICY/PLAN

TrueCore and the Oaks Brownwood maintain an Equal Employment Opportunity policy (see **Exhibit 11**) to ensure equal employment opportunity for all applicants and employees. The policy is designed to promote diversity at all levels of the Oaks program, and TrueCore overall. The basics of the policy are that:

The facility shall provide equal employment opportunity and an environment free from harassment for all persons regardless of race, color, religion, national origin, sex, age, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws with regard to hiring, working conditions, benefits and privileges of employment, compensation, training, opportunities for advancement including upgrading and promotion, transfers, and termination of employment including layoffs and recalls.

This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, and transfer, leaves of absence, and compensation and training.

Dissemination, administration and monitoring of this policy and procedures related to this policy shall be the responsibility of the Company's Vice President of Human Resources.

The following procedures apply:

- (A) The Facility Administrator shall continuously monitor the work force to determine whether any methods of recruiting or any other practices within the company provide unfair or discriminatory impediments to members of any protected class. The Facility Administrator shall also take positive measures to ensure that the work environment is consistent with the intent of this policy.
- (B) Each executive, administrative, and/or management staff person shall adhere to this policy in all employment actions and all employment-related decisions within his/her area of assigned responsibility.
- (C) Allegations of discrimination shall be reported to the Facility Administrator and Director of Human Resources. Any allegations of discrimination involving the Facility Administrator shall be reported directly to the Director of Human Resources.
- (D) The Facility Administrator or designee shall investigate all allegations and report the findings to the Director of Human Resources.
- (E) The Facility Administrator shall ensure that no form of retaliation is taken against any employee(s) who reports alleged discrimination.

- (F) Appropriate disciplinary action will be taken against any employee who violates this policy.

C. 11. MEMBERS OF GOVERNING BODY

TrueCore is governed by a Board of Directors, which includes the TrueCore CEO and CFO, as well as members of the private investment company. The members are:

1. Steven Tomlin, CEO/President, TrueCore Behavioral Solutions, LLC
2. Jeanne Walters, CFO, TrueCore Behavioral Solutions, LLC
3. Derek McDowell, Managing Partner, Boyne Capital Partners
4. Adam Herman, COO, Boyne Capital Partners

The Oaks Brownwood is operated by TrueCore Behavioral Solutions. The following is illustrative of the extensive experience and continuous oversight and support provided by TrueCore to the program:

CORPORATE OVERSIGHT

TrueCore has a progressive organizational structure with a track record of providing strong leadership, quality, and direction to TrueCore programs. To maintain a steadfast presence, exceptional achievement and to ensure that our values are embedded into daily practice, our leadership involves a three-tiered management system that includes corporate, regional, and program management oversight. Our extensive juvenile justice experience within our leadership team means we are available 24-hours-a-day to address programmatic needs and deploy additional resources as needed.

- **Corporate Leadership** is led by Steven Tomlin, President and Chief Executive Officer. He is supported by the **Executive Committee** consisting of Rodney Brockenbrough, Chief Operating Officer; Jeanne Walters, Chief Financial Officer; and Eric Jonas, Vice President of Human Resources. Additionally, the Executive Leadership Team includes Executive Committee members plus Peter Plant, Senior Vice President; Mary Frances Magan, R.N., Chief Compliance Officer; Dr. Michael Baglivio, Chief Research and Program Officer; Dahlia Kaplan, L.M.H.C., Chief Clinical Officer; and Katherine Jackowski, Chief Analytics Officer. Donna Torr, Director of Contract & Policy Development; William Royall, Director of Outpatient Services; John Zeuli, Superintendent of Schools; and Bridget Goodrich, Director of Staff Development and Training are also available to provide continuous support.
- On a daily basis, Steve Tomlin, the **President and Chief Executive Officer** is responsible for the overall management of the company, oversees finance, is actively involved in daily communication with executive, corporate and regional leadership, facilitates planning processes, participates in the start-up of new programs, and ensures that quality and compliance is a priority.
- On a monthly basis, Rodney Brockenbrough, **Chief Operating Officer** chairs a regional management meeting for communication regarding program data and activities; human resource, compliance, operational, education and policy issues, as well as setting goals to ensure quality management and control.
- On a monthly basis, the **Executive Committee** is tasked with discussing strategy on how to further enhance as a company, discussing important topics, crafting solutions and fostering

a great culture and work environment within our company, collaborate on key topics, pressing issues and make decisions on pertinent matters that set the tone of cohesiveness. The ultimate goal for this team is to become the best company in the business through communicating on every plane to ensure there is a clear flow of information.

- On a quarterly basis, a Deep Dive Operational Meeting occurs where all department and facility scorecards, trends, reports, State corrective actions/communications, the culture of the company, and other significant operational material is reviewed extensively. Participants include all Corporate Leadership and Senior Management members, and Regional Directors to discuss operational, compliance, clinical, and nursing components.

Program Leadership provide direct oversight on daily operations and provision of service delivery. Program leadership is involved on a routine basis with Regional and Corporate leaders in collaborative activities and discussions on the monitoring, risk management, and quality improvement systems. The above designed teams and leadership, in addition to the following risk management and quality improvement processes, clearly depicts that we are fully prepared to continue to provide our comprehensive programming upon award. We believe that the proposed structure of care would ensure safety and security is maintained and the delivery of successful outcomes for youth.

Through the successful operation and management of juvenile residential facilities, TrueCore contributes its achievements to the exceptional oversight and support from its **Executive and Leadership Team** that consists of:

Steven C. Tomlin, President & Chief Executive Officer: Mr. Steven Tomlin boasts more than 25 years of experience in the healthcare operations field. Steven has established strategic operations realignment, implemented multi-site/multi-state systems, and improved quality and organizational growth in for-profit, nonprofit, and private equity arenas. In his current role, Mr. Tomlin oversees TrueCore's corporate and operational directives, business development opportunities, contract compliance, and fiscal management functions. He has previously served as the Senior Vice President for Reentry Operations and Regional Vice President for Eastern Operations at Community Education Centers. Earlier in his career, Steven occupied various administrative leadership positions, such as Facility Director.

Steven holds a master's degree in Human Services, Psychology & Systems, from Lincoln University. He is also a Certified Advanced Alcohol & Drug Counselor and a Certified Clinical Supervisor. Steven is a member in a number of organizations, such as the American Correctional Association (ACA) and the National Association of Alcoholism and Drug Abuse Counselors (NAADAC), among others.

Rodney Brockenbrough, Chief Operating Officer: Mr. Rodney Brockenbrough boasts more than 30 years of experience in the corrections field. He has a proven track record of success in guiding operation profitability, driving company growth through increased productivity, and stabilizing and improving low performing operations. Currently, Rodney serves as the Chief Operating Officer, overseeing operations of over 30 juvenile justice residential programs across four states. Rodney started his career in Corrections in 1984 and gradually climbed up the career ladder to occupy various leadership roles. Prior to joining TrueCore, Rodney worked as Vice President of Reentry Services at Community Education Centers. He also held the positions of Warden and Deputy Commissioner with the Philadelphia Prison System.

Rodney holds a bachelor's degree in Business Administration from American Intercontinental University. He is affiliated with various professional organizations, such as American Correctional Association, Academy of Correctional Health Professionals, and National Major Gang Task Force, among others.

Peter Plant, B.A., M.A., Senior Vice-President: Mr. Plant has 48 years of experience working in the field of juvenile justice, child welfare, and education, the last 25 years of which have been in Florida's juvenile justice system. He is Senior Vice President for TrueCore, LLC. He supervises 17 schools in juvenile residential and commitment facilities in Florida, Tennessee, and Texas. He also oversees the Florida and Rhode Island Juvenile Justice and Delinquency Prevention Act Compliance Monitoring Projects, as well as TrueCore's Prison Rape Elimination Act Auditing Projects in Georgia, Virginia, New Jersey, Minnesota, and Tennessee. He is a USDOJ Certified PREA Auditor.

In the past several years Mr. Plant has served on the FDJJ Administrative Rule Workgroups for Residential Services, Quality Assurance, CCC, Training, Mental Health Services, Healthcare Services and PAR. He has also served on the FDJJ Policy Workgroups for QA Improvements, Contracts and Procurement, Behavior Modification, Contract Performance Standards, Administrative Efficiencies, RFP Past Performance Criteria, Common Definitions, PREA Standards and Strategic Plan. Mr. Plant served as a Technical Advisor to the Blueprint Commission and drafting of the Blueprint Bill. He also drafted the legislative language authorizing FDJJ to promulgate administrative rules for health care, mental health and substance abuse services, and developmental disabilities services. Mr. Plant has served as the FDJJ/Florida Juvenile Justice Association representative on revisions to the DCF Child Abuse Reporting Rule and the FJJA representative on revisions to the AHCA BHOS Rules.

He is the former Administrator of Delinquency Services in the Florida Department of Health and Rehabilitative Services (the predecessor agency to FDJJ), where he led the state's implementation of the Bobby M. Consent Decree. Subsequently, he served as Staff Director for the 1989-90 Florida Juvenile Justice Review Task Force that wrote the Juvenile Justice Act of 1990, incorporating many of the Bobby M. reforms. Prior to coming to Florida, Mr. Plant was the Executive Director of the Wisconsin Youth Policy and Law Center.

Eric Jonas, MBA, Vice President of Human Resources: Eric Jonas brings a long career in Human Resources in both executive and operational leadership roles to TrueCore. He has a proven track record of success in the development and execution of HR processes, infrastructure and talent solutions that drive organizational performance improvement.

Prior to joining TrueCore, Eric served as the Vice President of Human Resources at Community Education Centers, a large national provider of Residential Re-Entry, Corrections and Clinical Services. His industry experience includes toys and electronics retail, quick serve restaurants, cable service providers and manufacturing. Eric holds an MBA in Operations Management from the Columbia University Graduate School of Business.

Jeanne Walters, Chief Financial Officer: Ms. Jeanne Walters offers a broad career experience in the finance field that includes: strategic planning, acquisitions and divestitures, budgeting and forecasting,

accounting and business operations. She is experienced in developing and delivering strategic initiatives that drive revenue growth, profitability and operating process improvements.

Before joining TrueCore, Jeanne spent the past six years as the Chief Financial Officer at Pegasus Transtech. Jeanne also served as the Chief Financial Officer at Sage Software – Healthcare Division for seven years and as the Chief Accounting Officer at Intermedia Communications for ten years. Additionally, Jeanne began her career at Ernst & Young providing audit assurance services.

Jeanne holds a Master of Business Administration degree and a Bachelor of Science in Accounting from Wilkes University. She is a Certified Public Accountant in the State of Florida and is also a Certified Global Management Accountant.

Mellissa Longo, General Counsel: As the General Counsel, Ms. Longo brings two decades of legal experience focusing on labor arbitrations, mediations, settlement negotiations, collective bargaining, labor and employment issues, and employment litigations. Mellissa earned a law degree from New York Law School, and a Master of Public Administration from Rutgers School of Public Affairs and Administration.

Prior to joining TrueCore, Ms. Longo worked as corporate counsel for The GEO Group, a Florida-based company specializing in privatized corrections, detention, reentry and juvenile facilities. Before that, she was associate counsel for Community Education Centers (CEC) in New Jersey. CEC was a private corrections company that operated residential reentry facilities, jails, and in-prison drug treatment programs in the United States and Bermuda.

Mary Frances Magan, RN, Chief Compliance Officer: As the Chief Compliance Officer at TrueCore, Ms. Mary Magan provides oversight of risk management systems, quality improvement and accreditation processes, as well as health services and policy development. Mary Frances has 26 years of experience working in adolescent mental health and substance abuse residential treatment settings.

For the last nineteen years, Mary Frances has served in leadership positions and currently provides direct oversight for health services, risk management and compliance, electronic records, policies and procedures and the accreditation process (CARF) for eleven of TrueCore's residential treatment programs. Mary Frances has operationalized over eighteen program openings in four different states. Mary Frances is also a Registered Nurse.

Dahlia Kaplan, L.M.H.C., Director of Clinical Services: As the Director of Clinical Services at TrueCore, Ms. Dahlia Kaplan oversees all the clinical programming for TrueCore. Dahlia has worked closely with various populations with a special emphasis on severe mental illness, co-occurring disorders, and sex offense specific treatment. She has previously held various positions at TrueCoe, such as Therapist, Clinical Director, and Regional Clinical Director.

Dahlia has been affiliated with the Department of Juvenile Justice providing mental health, substance abuse, and sex offense specific treatment for 10 years. Dahlia is a Qualified Supervisor for Mental Health Counselor Registered Interns in addition to being a Qualified Juvenile Sex Offender Therapist. She is an active member of the Association for Treatment of Sexual Abusers and American Mental Health Counselor Association at both the state and national levels. These associations ensure Dahlia maintains

current knowledge of the newest and most effective treatment practices to establish a superior level of care for all youth.

Dahlia obtained her Master of Arts degree in Clinical Psychology from the University of Central Florida.

Michael Baglivio, Ph.D., Chief Research Officer: As the Chief Research Officer at TrueCore, Dr. Michael Baglivio is responsible for evaluating the effectiveness of treatment programming on short- and longer-term performance measures and outcomes. For over twelve years, Michael has focused research on evaluation of juvenile justice reform initiatives, with over 40 published articles, including assessing the predictive validity of risk/needs assessment (including the C-PACT and R-PACT), reducing recidivism through a disposition recommendation matrix, examining changes in dynamic risk and protective factors, and the significance of Adverse Childhood Experiences (ACEs) in juvenile outcomes.

Prior to joining TrueCore in 2015, Michael was the administrator of the programming and technical assistance unit, charged with implementation of evidence-based and best practices across the continuum of juvenile justice services, as well as a senior research associate at the Florida Department of Juvenile Justice.

Michael holds a Ph.D. in criminology, law, & society, and master's degrees in rehabilitation counseling, as well as sociology, all from the University of Florida. Dr. Baglivio has over 50 peer-reviewed publications on juvenile justice issues. His recent academic publications have appeared in *Criminology & Public Policy*, *Journal of Criminal Justice*, *Youth Violence & Juvenile Justice*, *Justice Quarterly*, and other peer-reviewed journals.

Katherine Jackowski, M.S., Chief Analytics Officer: As the Chief Analytics Officer at TrueCore, Ms. Katherine Jackowski oversees data collection and performance evaluation of TrueCore programs by leveraging technology to assist data-driven decision-making through data collection, analysis and interactive visual analytics, including the development of performance measurement management dashboards.

Katherine has more than 10 years' experience in the juvenile justice field. Prior to joining TrueCore, Katherine served in various capacities within the Bureau of Research and Planning at the Florida Department of Juvenile Justice for over 7 years. Her major responsibilities included supervision of research staff and data analysis, program outcome evaluation, and performance measurement of all Department-tracked prevention, civil citation, probation and residential programs.

Katherine earned her Bachelor's Degree in International Business from Florida Atlantic University and completed her graduate studies in Criminology and Criminal Justice at the Florida State University, College of Criminology and Criminal Justice with a Master's of Science in Criminology. Her research interests include examining risk assessment change scores, juvenile recidivism, measuring key performance indicators and process and outcome evaluation.

Bridget Goodrich, Director of Staff Development and Training: Ms. Bridget Goodrich provides direct oversight for the Staff Development Department and has developed training curriculums and plans to ensure compliance in four different states. Bridget has more than three decades of experience working in adolescent mental health and substance abuse residential treatment settings, and for the

majority of those years, she held leadership positions that provided direct oversight of daily facility operations.

Bridget holds Master Trainer, Train the Trainer and Trainer certifications in numerous curricula.

C. 12. LITIGATION INVOLVEMENT WITHIN THE PAST 5 YEARS

TrueCore currently has five open litigation cases, and one closed case. **Exhibit 13** provides these cases, as well as cases that were closed in the last five years when programs were operated under G4S Youth Services, prior to the purchase of G4S Youth Services, which has since become TrueCore Behavioral Solutions, LLC.

SECTION D: PROGRAM IMPLEMENTATION & COMMENCEMENT OF SERVICES

D. 1. ABILITY, RESOURCES, & COMMITMENT TO COMMENCE SERVICES

TrueCore currently operates The Oaks Brownwood facility, and has successfully done so since October, 2013. TrueCore has over 80 current contracts with Texas counties and TJJD, all of which have referred youth to the program over the last 5 years. As detailed above, TrueCore has extensive experience operating residential facilities, serving more than 1,300 youth each day in our 30 residential programs in Texas, Florida, Tennessee, and Pennsylvania. As demonstrated above, we have extensive corporate support, experienced with operating juvenile justice residential facilities that can be leveraged at any point to assist in the operation of Brownwood. We are confident in our ability to continue to ensure public safety, while continuing to provide the highest level of treatment, education, health care, and transition services to Brownwood youth.

TrueCore is committed to continue to foster the gender-specific culture that is embedded in the agency values, policies, processes and programming at every level. It is critical we maintain an environment that holistically embraces each youth to recognize the pathways that brought him into the system and the interventions that are necessary to help him transition successfully back into the community. Therapeutic interventions provide a strength-based approach to treatment and skills-building, as we acknowledge that boys have multiple and unique programming needs including health care, education, mental health services, mentoring opportunities, parenting skills, healthy relationships, and family/support services. **We commit to continue providing quality level of care that will uphold our Roadmap to System Excellence.**

D. 2. START-UP PLAN/SCHEDULE

TrueCore currently operates The Oaks Brownwood facility. We intend to seamlessly transition into the new agreement without any lapse in service to youth currently placed nor to those currently in our referral pipeline. A seamless transition ensures youth currently placed are not negatively affected by new staff, providers, or policies that would potentially negate the progress these youth have already made. This ensures lengths of stay are not inflated by any new provider trying to get familiar with the youth or make sweeping staffing/policy changes.

D. 3. TIME TABLE OF ACTIVITIES

TrueCore utilizes a comprehensive timeline implementation/readiness plan that includes detailed action steps, initiated, targeted, and completion dates, and the responsible party to effectively operationalize a program, beginning operations, and implementing new services. The following timeline/implementation schedule identifies critical categories for operationalizing the program. TrueCore utilizes an experienced implementation team to systemically manage and operationalize a new program.

The implementation team consists of the following: Rodney Brockenbrough, Chief Operating Officer; Jeanne Walters, Chief Financial Officer; Eric Jonas, Vice President of Human Resources; Mary Frances Magan, R.N., Chief Compliance Officer; Dr. Michael Baglivio, Chief Research and

Program Officer; Dahlia Kaplan, L.M.H.C., Chief Clinical Officer; Katherine Jackowski, Chief Analytics Officer; Donna Torr, Director of Contract & Policy Development; John Zeuli, Superintendent of Schools; Bridget Goodrich, Director of Staff Development and Training; Alexander Lewis, Director of Special Projects & System Support; Robbin Berry, Regional Director; and Lorraine Watch, Regional Compliance Manager. Locally, our Director of Admissions and Business Development, Johnny Munoz, will ensure all counties are aware of our seamless transition into the new agreement.

Timeline Implementation/Readiness Plan - It is anticipated the contract is fully executed by December 31, 2018. All subsequent timelines are subject to change dependent upon a revised contract start date.

Contract Award Announcement -Initiate Plan 12/10/18 – Complete Prior to Contract Start

- Implementation Kick-Off Meeting with Implementation Team
- Meet with TJJD and/or Brown County Officials (as requested/appropriate)
- Schedule Walk Through, Pre-Operational and Post-Operational Reviews
- Participate in Facility Walk Through and Review Inventory
- Ensure Building Certificates (Occupancy, Fire Inspection) are up-to-date

Administrative Services - Initiate Plan 12/10/18 – Complete within 30 days of Contract Start

- Facility Policy and Procedure Manual and Forms
- Staffing Schedules and Organization Chart
- Establish/Ensure Continuation of Community Advisory Board / Community Partners
- Establish/Ensure Continuation of Faith Based Community Partner / Volunteers
- Review Youth and Parent Handbooks, Level Packets, and Point Cards
- Meet with Mullin Independent School and Continue Contract
- Ensure Completed Licensure, Pharmacy Permit, Food/Sanitation Permit and Biomedical Waste Permit are Maintained

Human Resources Staffing - Initiate Plan 12/10/18 – Complete within 30 days of Contract Start

- Activate multi-pronged, HR recruitment strategy to efficiently screen experienced job applicants and select qualified personnel for positions
- Make internal and external announcement for positions (if applicable)
- Monitor staff analysis; interviewing; references; drug testing; and make offers contingent upon criminal history record check and contract award for any positions
- Order Uniforms for TrueCore Staff (if applicable)

Human Resources – Training and Staff Development - Initiate 12/10/18 - Complete within 30 days of Contract Start (if applicable)

- 12/17/18 Begin 1st Comprehensive Pre-Service Training for New Employees at the Training Academy in Brownwood.
- 12/31/18 – Begin “Job Specific” Training for 1st Class (all positions). Clinical “Job Specific” Training includes Curricula Training.
- 12/31/18 - Begin 2nd Comprehensive Pre-Service Training Class for New Employees
- 1/14/18 – Begin “Job Specific” Training for 2nd Class (all positions) on-site.

Support Services

Initiated 12/10/18 – Complete within 30 days of Contract Start

- Initiate or Transfer Utilities and Establish Accounts (Water, Electric, Cable, Trash, etc.)- **Not applicable, TrueCore currently operates the program**
- Initiate Credit Accounts (Walmart, Home Depot, American Express, Gas) - **Not applicable, TrueCore currently operates the program**
- Establish Budget, Payroll and Major Maintenance Fund - **Not applicable, TrueCore currently operates the program**
- Obtain / Adjust Liability Insurance- **Not applicable, TrueCore currently operates the program**
- Order Communication Equipment (Radios, Ear Pieces, Smart, and Cell Phones, etc.) (if applicable)
- Order IT equipment (Computers, Servers, Software, etc.) and set up email accounts (if applicable)
- Establish Menus, Order Kitchen Supplies and Food- **Not applicable, TrueCore currently operates the program**
- Order Supplies (Clothing, Hygiene, Bedding, Recreation Equipment, Office Supplies, etc.) - **Not applicable, TrueCore currently operates the program**
- Obtain Vehicles and Vehicle Safety Equipment- **Not applicable, TrueCore currently operates the program**
- Finalize COOP Plan, Emergency Response Team, Phone Tree and Communication Procedures- **Not applicable, TrueCore currently operates the program**

Health & Clinical Services – Initiated 12/10/18 – Complete within 30 days of Contract Start

- Develop Facility Operating Policies/Procedures, Exposure Plan, Nursing Protocols and Forms- **Not applicable, TrueCore currently operates the program**
- Develop Mental Health, Suicide Prevention, and Crisis Intervention Plans and Forms- **Not applicable, TrueCore currently operates the program**
- Establish Contracts with DHA, Psychiatrist, Dentist, Eye Doctor, and Pharmacist Consultant- **Not applicable, TrueCore currently operates the program**
- Establish Ancillary Agreements (Laboratory, X-Ray, Hospital, Crisis Unit, Biomedical Waste, etc.) - **Not applicable, TrueCore currently operates the program**
- Order Necessary Medical Equipment, Supplies, Clinical Curricula and Youth Files- **Not applicable, TrueCore currently operates the program**
- Establish Trackers, Management Tools and Fidelity Monitoring Systems- **Not applicable, TrueCore currently operates the program**
- Establish On-call Emergency Response Schedule- **Not applicable, TrueCore currently operates the program**
- Finalize Clinical Programming Schedule- **Not applicable, TrueCore currently operates the program**
- Finalize Positive Performance System- **Not applicable, TrueCore currently operates the program**

Case Management Services – Initiated 12/10/18 – Complete within 30days of Contract Start

- Finalize Treatment Team Schedule- **Not applicable, TrueCore currently operates the program**

- Finalize Delinquency Intervention Schedule- **Not applicable, TrueCore currently operates the program**
- Order Necessary Supplies and Youth Files- **Not applicable, TrueCore currently operates the program**
- Establish Trackers, Management Tools and Fidelity Monitoring Systems- **Not applicable, TrueCore currently operates the program**
- Finalize Youth and parent Handbooks- **Not applicable, TrueCore currently operates the program**

Implementation/Readiness Transition Support Team – Initiated 12/10/18 – Complete within 120 days of Contract Start

- Kick-Off Meeting and Weekly Meeting to Monitor Implementation/Transition Plan
- Provide On-Going Support Pre/Post Operations
- Establish Risk Management System and Provide Continuous Fidelity Monitoring- **Not applicable, TrueCore currently operates the program**
- Provide Comprehensive Review of All Disciplines at 30 Days, 60 Days and 90 Days Post Contract Start
- Continue with Regularly Scheduled Fidelity and Compliance Monitoring, as per TrueCore Policy

D. 4. NOTIFICATION OF STATE AND LOCAL OFFICIALS AND THE COMMUNITY

TrueCore currently operates The Oaks Brownwood facility. We intend to seamlessly transition into the new agreement without any lapse in service to youth currently placed nor to those currently in our referral pipeline. We will leverage our Director of Admissions and Business Development, Johnny Munoz to ensure all counties, including Brown, understand our intent to continue to operate the Oaks Brownwood without interruption of services. Facility Administrator Paul Morales will ensure the local community is aware of our continuing to operate the facility, and invite additional members into our advisory board to leverage community resources for our youth and ensure the community understands their public safety is our top priority.

D. 5. RESUMES OF KEY PERSONNEL

The Facility Administrator's resume is included in the attachments (**Exhibit 6**). Additionally, the position description of the Facility Administrator (**Exhibit 5**), and all key positions (**Exhibits 3, and 7-10**) are included in the Exhibit Attachments to this response.

D. 6. COMPUTER SETUP

TrueCore currently operates the Oaks Brownwood facility. The computer and information technology is already operational at this point. The facility staff have network access to TrueCore's internal network, which houses formal policies, official forms, and relevant information. Network access is "permissions-based", which is coordinated through TrueCore's internal IT department in Tampa, Florida. The facility uses the Noble Software Group R-PACT assessment process and has access to Noble's risk assessment platform to complete risk/needs assessments on each youth. As

additional IT/computer needs are identified, TrueCore has the internal capacity and resources to remedy problems and ensure computers and software are updated and working appropriately.

D. 7. STAFF TRAINING

TrueCore understands the success of our programs is dependent on the people we employ to become part of our team, and the quality of the comprehensive training we provide to equip them to enhance the lives of the youth under our care.

TrueCore commits to maintaining required direct care staff to youth ratios at all times. Additionally, we understand that only direct care staff are to be included in those ratios, and that supervisors, case management staff, and teachers/educators are not to be considered in those ratios. Ratios will be maintained, by direct care staff, during all activities, including school, recreation, and any structured and/or unstructured leisure time while youth are on their dorms. Staff are deployed to meet/exceed the required ratios at all times, and at no point will youth be unsupervised by at least the required number of direct care staff, regardless of the size of the youth group. During class time, teachers are not to count in the ratio and are there to educate youth while direct care staff provide supervision. All staff hired are at least 21 years of age. Please see **Exhibit 3** for the Direct Care position description, which includes qualification (including prior experience) and duties/responsibilities.

As a recognized best-practices standard, “training relates to completing a job task and improving on-the-job skills. The emphasis is on accomplishing a goal or objective and not necessarily on the theory or philosophy.” As such, TrueCore ensures staff proficiency and skill acquisition, not simply theoretical considerations, through quality training based on the principles of adult learning for each relevant training objective.

TrueCore believes in preparing staff with superlative training and education about the field in which they are entering and/or currently working. While preparing the staff, the Staff Development team meets the needs of the adult learner by conducting trainings that use visual, auditory, and kinesthetic teaching styles as indicated in best practice standards. In order to meet the needs of the adult learner, training must take into consideration the different learning styles of each employee. The training should be utilizing several techniques and strategies, especially as it relates to maintaining the attention span of adults. According to Knowles, Swanson & Holton (2005) there are six (6) assumptions about adult learners: “need to know, self-concept, prior experience, readiness to learn, learning orientation and motivation to learn.” Taking these assumptions into consideration, TrueCore has developed pre-service and annual training tailored for staff.



Too often, companies limit training and development to new hires and to staff transitioning into new roles. We believe this does training a disservice, because adult learners are continuously changing and evolving as it relates to the level and intensity of the services they require. On-going quality training helps people adjust to changing job requirements as well as develop a more effective, productive, and

motivated workforce. To assist with the growth and development of our staff, TrueCore has invested in a learning management system called TrueCore Virtual Learning Institute. This system will have site- and job-specific courses to assist with the development of our team members. With the ability to have continuous training for our staff, this will ensure that we provide the best services for the clients entrusted in our care. Training will ensure compliance with core standards and manuals. Furthermore, training will also ensure compliance in accordance with Texas Code, Accreditations, Licensure and Handle with Care certification.

TRAINING COACHES®: TrueCore has implemented the innovative “Training Coach”® concept. **Training Coach®** candidates are typically current Direct Care staff who display integrity and leadership and are in good standing (including pre-service and current annual training requirements), have completed the Basics of Motivational Interviewing & Stages of Change (MI) training, and have proven themselves to be mentors and role-models among their peers.

Training Coaches® also act as program liaisons to the Staff Development and Training Department and assist with overseeing the on-the-job process for all positions. Additionally, they work “Training Coach”® shifts, where they are not counted in ratio, but are on the floor to coach, model, and guide staff in optimal following of policy and procedures. Training Coaches® wear distinct blue polo shirts that identify the Training Coach® title. Training Coaches® earn increased pay during every OJT and Training Coach® shift. Not only do Training Coaches® assist with managing OJT, they also train **direct care new hire’s** OJT as well as role model effective and appropriate behavior (while not being counted in ratio). Training Coaches® also learn valuable leadership and management skills making them ideal candidates for future shift and unit manager positions. The goals of the Training Coach® initiative are to:

- Produce a highly trained and positively motivated staff capable of meeting or exceeding standards of performance required by TrueCore;
- Provide equal and standardized training to all newly hired staff and to provide remedial training in those areas where deficiencies are identified;
- Build on the foundation of knowledge given through the TrueCore pre-service training, thereby creating an environment in which the new employee may develop new skills, as well as increase proficiency in those acquired in the pre-service setting;
- Improve the screening process by providing on the job observation and evaluation of each new employee’s performance during the probationary period; and,
- Ultimately increase the overall efficiency and effectiveness of the company by enhancing the climate of professionalism and competency demanded by TrueCore ethical standards.

SETTING THE GROUNDWORK: Early on, our staff will receive a foundation of Cultural Diversity and **Motivational Interviewing**, laying the groundwork for an empathetic approach to working with youth. Training is classroom style, instructional, and competency-based while focusing on skill acquisition in the pre-service training. Further, pre-service training includes job specific tasks to develop competencies in program philosophies and skill building. This approach is designed as an effort to prepare new staff with an understanding of how to apply the knowledge during on-the-job training. Job specific training hours and the job specific training plan vary according to each position to ensure proficiency in effectively working with the youth. The program **evaluates competencies within the first 90 days on the job. When new hires are better prepared through skill based**

pre-service training, and they have shared experiences that they can refer to, the staff's retention and efficacy of all processes increases significantly. On the job training, as well as pre-service and in-service training, are competency-based and focused on working with the non-secure population. As another level of reinforcement, training coaches are assigned to teach, mentor, and coach new employees through the probationary period.

Volunteers, interns, and contractors who may have contact with the youth, will receive appropriate training, depending on the level of interaction, to understand the program's purpose and services, the needs of youth and families, and the role/responsibilities to be assumed.

SPECIALTY TRAINING

In order for sustainability and fidelity, TrueCore maintains certified trainers for specialty areas conducive to daily programming that include First Aid/CPR/AED, Handle with Care (HWC), Motivational Interviewing, Skillstreaming the Adolescent, and a host of clinical interventions. Further, we will provide specialty training in the following manner:

- **Prison Rape Elimination Act (PREA) Training:** All staff will receive both pre-service and in-service Prison Rape Elimination Act (PREA) training on a range of topics, including reporting responsibilities; the dynamics of sexual abuse and harassment and juvenile facilities; how to detect and respond to actual or threatened abuse; effective communication with lesbian, gay, bisexual, transgender, intersex (LGBTGI) and gender non-conforming youth; and other related topics. Mental health and medical staff will also receive specialized training related to their role in prevention, detection, and response process.
- **Motivational Interviewing:** (10.5) Ten and a half hours of the TrueCore Basics of Motivational Interviewing & Stages of Change (MI) training is provided during pre-service training by a certified trainer to enhance skills related to effective communication, rapport building, and appropriate intervention strategies to increase the youth's intrinsic desire to change. As every staff is an agent of change, all staff are trained in Motivational Interviewing.
- **Trauma-Informed Care:** Trauma-Informed Care training is infused throughout new hire training that all new hires receive and is provided by a qualified trainer. This training focuses on interacting with youth and creating an environment from a trauma informed care perspective. All staff will gain additional insight into the emotional ramifications of trauma in addition to recognizing signs and symptoms of trauma in the youth and apply interventions to assist in symptom management. Additionally, Trauma-Informed Care training may also be provided as part of annual in-service training.
- **Skillstreaming the Adolescent:** Skillstreaming will be provided by therapists trained according to the established training protocols by a qualified TrueCore trainer.
- **Living in Balance (LIB):** Living in Balance will be provided to youth with substance abuse issues by therapists trained through a standardized training by the Director of Clinical Services or Designee.



- Facility Entry Physical Health Screening Form, administration of the Massachusetts Youth Screening Instrument-Second Edition (MAYSI-2), and PACT/R-PACT training is provided to designated staff.
- **Therapeutic Group Curricula Training:** All therapists begin training for group therapy by receiving group facilitation training by a licensed mental health professional to enhance group facilitation techniques and set the expectations for high quality group therapy. Then, the therapists are trained in all group curricula by a licensed mental health professional using a training protocol specifically developed for each curriculum. Training continues throughout the provision of clinical services. Group therapy fidelity monitoring is completed on a monthly basis by a licensed mental health professional and feedback is provided weekly on clinical services during clinical supervision.

PRE-SERVICE TRAINING DESIGN

TrueCore has thoughtfully developed the pre-service training to meet the needs of the adult learners and will consist of 80 hours for all employees. All direct care employees will also complete the required certification courses and exam. After meeting the mandated topics, all direct care staff will experience a job specific training, completed under the direction of the Training Coach®. We believe that this is essential for the adult learner so that they can begin to connect the theory to the practice. This practice will also allow for the trainer and the learner to recall a shared experience during the last portion of the pre-service training. As mentioned above, it is beneficial for adult learners to have a shared experience that can be recalled in later instruction to assist with providing clarity and direction relating to job responsibilities. The pre-service training topics that will be covered are listed in the attached table (**see Exhibit 1: Template Pre-Service Training Plan**). As shown, pre-service training includes instructional, competency-based classroom training, and under the guidance of the Training Coach® (for direct care new hires), and an extensive one (1) week on the job position specific training requiring active demonstration of skills to validate an understanding of the population served, and requisite policies, procedures and rules. TrueCore has ensured pre-service training equips staff at ALL positions with an understanding of the population we serve, including behavioral manifestations of mental health symptomology, and the latest research-based best practices with respect to trauma, gender-responsive services, and behavior motivation.

The Director of Staff Development and Training will ensure the delivery of pre-service competency training as required. **The Facility Administrator, Assistant Facility Administrator and Shift Supervisors are HWC certified to provide support in an emergency or during times when not performing their regularly scheduled activities.**

ANNUAL / IN-SERVICE TRAINING DESIGN

TrueCore believes that training is on-going and to enforce that value, all direct care employees will receive **40 hours** of In-service training (**see Exhibit 2: Template Annual In-Service Training Plan**). Annual training will include competency training as required, as well as periodic training in identified areas. These areas will be identified annually by the Regional Leadership and Support Team. Additionally, management staff will receive an additional **8 hours** of training in the areas of management, leadership, personal accountability, employee relations, communication skills or fiscal training. This will be conducted during the **Management Development Academy® (MDA)**. The MDA will ensure supervisory staff are equipped with the necessary skills to provide managerial oversight of staff, effective leadership, and effective communication. Often in organizations quality

staff are promoted without attention to how their new supervisory roles demand additional skills that must be taught, coached, and fostered. The MDA was established to provide additional training support to ensure new supervisory staff will have the appropriate tools and training needed to succeed.

D. 8. ALL LICENSE HELD BY STAFF AND FACILITY

Please see **Exhibit 12** for copies of all licenses held by the Oaks Brownwood clinical staff.

License and Certifications of program staff:

The Oaks hires fully licensed or certified professionals to provide mental health and substance abuse services. The clinical staff will include a minimum of one Masters level therapist for every 24 youth. Each clinician will be in good standing with the state and will provide services within the scope of the license. The Oaks Brownwood has the following clinical staff:

- Clinical Director (Licensed Professional Counselor, Doctorate of Psychology) (1)
- Licensed Professional Counselor (1)
- Licensed Clinical Social Worker (1)
- Licensed Master Social Worker (1)
- Licensed Chemical Dependency Counselor (2)

Positions will meet one of the following Texas requirements:

- Licensed Professional Counselors (LPC) must be in good standing with the State of Texas and meet provisions of Title 22, Chapter 681 of the Texas Administrative Code. This position is qualified to provide mental health, psychotherapeutic, and human development principles to facilitate adjustment and development. Services may include individual therapy, group therapy, family therapy, chemical dependency counseling, rehabilitation counseling, education counseling, career development counseling, play therapy, diagnostic assessment, expressive therapies, biofeedback and related services.
- Licensed Professional Counselor Interns (LPC-Interns) provide mental health and substance abuse services. The LPC Intern will have a minimum of a **Master's degree** in a counseling related field; utilizing human development, psychotherapeutic, and mental health principles including, but not limited to, psychology, psychiatry, social work, marriage and family therapy, and guidance and counseling. LPC Interns are required to be trained and guided by a state-approved LPC Supervisor, which will be provided at The Oaks by the Clinical Director, who is a State Approved Counselor Supervisor. After completion of the graduate degree and before application, an applicant must take and pass the National Counselor Exam and the Texas Jurisprudence Exam. After receiving a temporary LPC license from the board, the applicant may begin the supervised post-graduate counseling experience (internship). 3000 clock-hours with at least 1,500 being direct client contact of internship under the supervision of a board-approved supervisor is required. The 3000 clock-hours may not be completed in a time period of less than 18 months. An LPC Intern may practice only under the supervision of a Licensed Professional Counselor Supervisor and may not practice within the LPC Intern's own private independent practice of professional counseling.
- Licensed Social Worker (LMSW) or Licensed Clinical Social Worker (LCSW) must be in good standing with the Title 22, Chapter 781, and TAC. This position is qualified to

provide services that include interviewing, assessment, planning, intervention, evaluation, case management, mediation, therapy, supportive counseling, direct practice, information and referral, problem solving, supervision, consultation, education, advocacy, community organization and the development, implementation, and administration of policies, programs and activities. A licensed master social worker or licensed clinical social worker may include the application of specialized clinical knowledge and advanced clinical skills in the areas of assessment, diagnosis, and treatment of mental, emotional, and behavioral disorders, conditions and addictions including severe mental illness in adults and serious emotion disturbances in children.

- Licensed Chemical Dependency Counselor (LCDC) must be in good standing with Title 25, Chapter 140, and TAC. Individual, groups and family therapy may be provided only as it involves chemical dependency issues. Services may include the diagnosis of a substance abuse disorder, and development of action plans to target chemical dependency problems. This clinician may not provide services outside this scope of practice.
- Licensed Chemical Dependency Counselor Interns (LCDC-Intern) which must be in good standing with Title 25, Chapter 140, and TAC. Individual, group and family therapy may be provided only as it involves chemical dependency issues. Services may include the diagnosis of a substance abuse disorder, and development of action plans to target chemical dependency problems. This clinician may not provide services outside this scope of practice. The LCDC-Intern is licensed by the Licensed Chemical Dependency Counselor Program, a part of the Licensing and Certification Unit of the Texas Department of State Health and Human Services. The Intern must be registered with the Texas Department of State Health and Human Services as a licensed applicant working towards their full licensure. This will be in accordance to the TAC Chapter 140, Subchapter I (Licensed Chemical Dependency Counselors) Rules and Regulations. All LCDC-Interns State of Texas Licensure application standard and registration of counselor intern registration will be followed. At least 135 clock hours (nine semester hours) of the education must be specific to substance use disorders and their treatment. The remaining 135 clock hours may be specific or related to chemical dependency counseling. Related education hours may include courses in psychology, sociology, counseling, mental health, behavioral science, psychiatric nursing, ethics, and rehabilitation counseling. The education shall be provided by a career school or college, or an accredited institution of higher education.
- Licensed Psychiatrist: will be a medical doctor in good standing with Title 3, Chapter 155 Texas, and will prescribe and monitor the psychotropic medication process.
- Licensed psychologist: will meet professional standards of the state of Texas and meet requirements of Occupations Code, Title 3, Chapter 501, and the Psychologist Licensing Act in the State of Texas. Individual, group, and family services may include providing computerized procedures that include the application of established principles, methods and procedures of describing, explaining and ameliorating behavior. Services may include evaluating, preventing, and remediating psychological, emotional, mental, interpersonal, learning, and behavioral disorders of individuals, as well as the psychological disorders that accompany medical disorders. A psychologist may provide treatment through the use of projective techniques, neuropsychological testing, therapy, career counseling's psychotherapy, and biofeedback.

SECTION E. Narrative Statement of Experience & Qualifications

TrueCore has been providing services to youth since 1997. We espouse a mission and vision for secure residential programming that is evidence-based, trauma-informed, and focused on continuous improvement. We also champion the use of the Residential PACT (R-PACT) risk/needs assessment to guide case planning for effective treatment and rehabilitation. We operate 30 residential programs, across 4 states, serving both male and female juvenile offenders from ages 10 to 22. TrueCore has operated the Oaks Brownwood facility since October 2013, providing evidence-based treatment to youth and protecting public safety.

SECTION F. List of References

TrueCore provides the following 3 client references:

1. Camille Cain, Executive Director of Texas Juvenile Justice Department
TJJJD, P.O. Box 12757, Austin TX, 78711
Phone: 512-490-7004
Email: Camille.cain@tjjd.texas.gov
2. Timothy Niermann, Secretary, Florida Department of Juvenile Justice
FDJJ, 2737 Centerview Drive, Tallahassee, FL, 32399
Phone: 850-488-1850
Email: Timothy.Niermann@djj.state.fl.us
3. Bonnie Hommrich, Commissioner Tennessee Department of Children's Services
DCS, USB Tower, 315 Deaderick, 10th Floor, Nashville, TN, 37243
Phone: 615-741-9701
Email: bonnie.hommrich@tn.gov

SECTION G. Contracts Terminated/Litigation

TrueCore has never had a contract terminated prior to expiration in its entire history dating back to 1997. At no point has TrueCore given back a contract prior to it being terminated either. We have successfully operated residential and outpatient contracts to the end date of every contract we have been awarded.

SECTION H. Certification of Training

H. 1. Proper Training Prior to Assuming Duties

TrueCore certifies that each employee whose primary duties include sole supervision of youth will have had adequate and proper training before assuming sole supervision responsibilities.

H. 2. Proper Training in Restraint Techniques

TrueCore certifies that all staff, except clerical support staff, will be appropriately trained and certified in an approved restraint technique before assuming their duties.

SECTION I. Health Care

Consistent with our past and present compliance to rules, TrueCore commits to providing gender-specific healthcare daily that meets the needs of the youth. Health services staff use evidence-based Motivational Interviewing to encourage youth communication and help distinguish between physical and emotional complaints, while providing a trauma-focused environment that encourages trust. Medical personnel and all TrueCore staff will provide a healthy environment that continuously stabilizes, refocuses and moves the youth toward success.

Basic, primary medical care for the youth will be provided by a contracted physician who is licensed by the State of Texas to practice medicine and health services at the facility. Jason Hubbard M.D. is our current Designated Health Authority at The Oaks Brownwood. All health care services shall be delivered under the supervision of the licensed RN or LVN; however, the contracted physician shall make all final medical judgments. All medical staff will be properly licensed in accordance with applicable statutes and rules.

Comprehensive on-site medical services will be provided in accordance to rules and code, to address the typical health needs including, but not limited to:

- Primary and preventative medical care;
- Screening, Diagnosis and Treatment (Comprehensive Physical Examination) and recommended follow up services, as applicable;
- Management of acute and chronic medical issues with appropriate follow-up;
- Dental services to include oral assessment and dental referral when necessary;
- Reproductive health education and services, and monthly health education groups;
- Sick call process and episodic care;
- Assessment of Tuberculosis status and Tuberculosis Skin Testing as required;
- Screening of all youth for Sexually Transmitted Diseases and testing as applicable;
- HIV risk assessment, HIV education, and HIV testing opportunities;
- Assessments of immunization status and subsequent inoculations as required;
- Visual screening and hearing test (if applicable);
- Lab and Diagnostic services (if applicable);
- Psychiatric Evaluations, and Psychotropic Medication Management (Psychiatrist);
- Medication administration.

The on-site medical and nursing capability will include the capacity to provide: 1) primary medical care for chronic health issues; 2) psychotropic management conducted and monitored by a licensed medical provider (Psychiatrist); 3) preventive health care (immunizations, health education, accident prevention, dental screening); 4) a sick call process that is accessible daily for assessment, treatment of common problems, and triage for further evaluation and treatment; and 5) a comprehensive system for monitoring on-going health conditions, follow-up for sick call encounters, community medical and dental consultations, emergency department visits and other hospitalizations (episodic care).

This structured system of care will provide for on-site or off-site assessment and management of acute and chronic health conditions, as well as preventive health care for the adolescents. In order to ensure continuity of care, members of the management team will conduct a daily management meeting to discuss any medical/medication management issues, mental health and substance abuse issues, gang related activities and security concerns. Additionally, health care personnel will participate in meetings discussing individual youth cases regarding any medication management issues, issues/changes regarding DSM-5 diagnoses, mental health/substance abuse issues, mental health alerts, and any safety or security concerns.

Designated Health Authority: A formal written contract will be established and maintained with a physician who is licensed by the State of Texas medicine and provide health services to the juvenile population of the facility, in accordance with the Department's requirements. All health care services shall be delivered under the supervision of the licensed health care staff; however, the contracted physician shall make all final medical judgments. The contract will clearly define the roles and functions of the consulting physician and will be provided to the Department.

The consulting physician will provide oversight of the program's health and medical care to youth and be responsible for the overall clinical direction, policies and protocols for the medical services provided, including supervision of all medical personnel. The contract will include services provided and frequency, extent of available emergency and on-call services, and specification of other duties. Final clinical judgments will rest with the consulting physician who will be on-site as the clinical needs of the population dictate. The consulting physician will perform all necessary comprehensive physical assessments, periodic evaluations, chronic care services, medication management, sick call referrals and other services as needed.

The contracted consulting physician will be available by telephone for medical and mental health emergencies, and consultations twenty-four (24) hours a day, seven (7) days a week. Emergency contact numbers will be posted in the medical clinic. TrueCore will ensure that uninterrupted physician and nursing services are provided in the event of absences by authorizing overtime hours for available staff and having part-time medical staff on-call as needed. The consulting physician will be contractually responsible to provide another MD, DO or ARNP for vacation coverage.

Licensed Health Services Staff: Nursing services are under the supervision of a licensed Registered Nurse, known as the Health Services Administrator (HSA), who is responsible for providing 40 hours/week of on-site nursing services for youth, on-call twenty-four (24) hours, seven (7) days a week, and the direct supervision of nursing staff and clinical functions of the health department. The HSA works directly with the Facility Administrator/Designee, the Designated Health Authority, Psychiatrist/Designee, Mental Health staff, and the Department staff conducting monitoring and technical assistance regarding the delivery of medical services.

In addition to the Health Services Administrator, on-site nursing coverage will be seven (7) days a week, by three (3) full-time licensed vocational nurses. Mary Frances Magan RN, TrueCore Chief Compliance Officer and Vanessa Speight RN, Lead Regional Health Services Manager, provide policies, forms, monthly conference calls, on-going training and support to the licensed healthcare staff. If necessary, TrueCore will utilize our correctional Healthcare Consultants, Dr. Dianne Rehtine,

MD, FAAFP, CCHP-A and Dr. David Thomas for outside expert medical opinion. TrueCore will continue to provide twenty-four (24) hours/day response.

Ancillary Service Agreements: TrueCore will maintain written agreements with the providers for consultation and/or treatment when resources are not available on-site or when youth need specialized care that can only be provided off-site. The following agreements will be established to ensure that support services provide treatment for TrueCore youth:

- Emergency hospital
- Emergency mental health
- Designated Health Authority
- STD/HIV/drug, alcohol education and HIV and STD testing as applicable
- Optometrist
- Pharmacy for medications / consulting pharmacist
- Laboratory and diagnostic services
- Dentist
- X-Rays & EKG's
- Biohazard waste removal

All staff having direct contact with youth will be trained in Automated External Defibrillator (AED) operation, CPR and Emergency First Aid. In addition, all staff or volunteers having direct contact with youth will be trained to call 911 for a medical emergency requiring urgent medical attention.

To enable a quick and efficient response to emergencies, policies, procedures and protocols will be developed and practiced on a regular basis. Additionally, policies, procedures and protocols will be developed to access dental care, eye care, x-ray and lab services through a Physician referral.

Screening and Evaluation: Each youth will receive routine screenings and evaluations for health-related conditions as required by the Department. Health care services will be performed by appropriately licensed and trained personnel who meet statutory and regulatory standards of care in accordance with the Department's requirements. The consulting physician will immediately be notified of any youth admitted with specific conditions or prescription medication(s). This screening and assessment process will include:

- Residential Facility Entry Health Screening;
- Health Related History;
- Height, weight, and vital signs (temperature, pulse, blood pressure);
- Visual screening;
- Assessment of immunization status;
- Assessment of dental health with a referral to the dentist, if necessary;
- TB symptom screening and testing (if applicable);
- Screening Questionnaire for Sexually Transmitted Diseases;
- HIV Risk Assessment Tool;
- Assessment for chronic conditions and medical concerns requiring immediate medical attention;
- Designated Health Authority notification for new admissions and orders obtained, as applicable (i.e. routine standing orders, medication continuance, etc.);
- Implement Body Mass Index Protocol designed by the Designated Health Authority;

- Schedule Comprehensive Physical Examination within required time frame at required clinic; and
- Provide timely follow up for all recommendations documented on Comprehensive Physical Examination.

Sick Call Care: Treatment Protocols will be developed by the Chief Compliance Officer and the TrueCore Medical Consultant, Dianne Rehtine MD, through consultation and approval by the Designated Health Authority. Sick call will be provided on-site, once a day, seven days a week. Sick Call Request forms are readily available to all youth on a daily basis.

When the licensed health services staff is on campus, all sick call requests are reviewed within two hours to determine urgency. Additionally, the direct care staff are trained to always immediately report any youth who appears distressed to the supervisor and/or on-site health care staff. If a youth complains of severe pain (including dental) and a staff member is unfamiliar, or cannot determine the severity, it shall be treated as emergencies and require immediate referral to a licensed health care professional who possesses the knowledge and expertise to address the complaint. Sick call must include procedures for any and all staff to contact Emergency Medical Services (EMS) by calling 911 immediately under any circumstances where a youth's condition warrants immediate attention or evaluation. The supervisor on duty/designee will know how to access the on-call health care staff and/or off-site services (emergent or non-emergent) promptly.

Episodic Care: The Health Services Administrator maintains an annual medical drills calendar, outlining drills conducted by the licensed health services staff. These drills include, but are not limited to: cardiopulmonary arrest, unconsciousness, choking, bleeding, seizures, dental trauma, first aid, sudden mental status changes, chest pain, shortness of breath, open head injury, fractures or potential fractures, and suicide attempt.

- Both the licensed healthcare staff and management team plan the drills, critique their effectiveness, determine if further training is deemed necessary and maintain related records, which exceeds requirements.
- TrueCore will provide three drills per month. The management team and licensed health services staff facilitating the drills will critique the effectiveness of the drill, determine if further training is necessary, and ensure emergency and First Aid equipment and supplies are always available to staff.

Daily inspections of the First Aid kit seals will be conducted by staff, with weekly inspections by licensed health services staff. Any kits found to be open are immediately refilled and sealed. These, in addition to the Automated External Defibrillator (AED), Suicide Prevention Tool, and safety/security tools, are stored in centralized, specific locations.

Acute and Chronic Conditions: The frequency of the periodic evaluation is determined by the youth's condition, clinical needs and clinically appropriate medical standards. For youth who have a chronic condition or communicable disease and receive prescription medications, excluding anti-tuberculosis medications and psychotropic medication, a periodic evaluation will be conducted at least every **three (3) months** by a MD, DO, PA or ARNP. In case of a condition where more frequent monitoring is required (e.g. monitoring for side effects to anti-tuberculosis medication, follow-up after

initiation of antiretroviral medications, adjustment of insulin dosage), the periodic is conducted at a frequency which is in accordance with acceptable standards and community practices.

Licensed health services staff will utilize a medical services tracking system to document the list of youth with chronic medical conditions and schedule of follow up/periodic evaluations. Additionally, the Health Services Administrator will perform regular chart and system audits to determine if the youth's healthcare needs are met within required timeframes. If lapses are identified, a re-evaluation of the system will occur and a corrective action plan for identified deficiencies will be implemented. If conducted on-site, these periodic evaluations will be documented on the Physician Progress Note Form.

If conducted off-site, these evaluations will be recorded and filed in the youth's Individual Healthcare Record. TrueCore will transport youth to scheduled off-site health care appointments. Additionally, the health services staff will follow any written instructions/laboratory testing provided by the credentialed Physician, PA or ARNP, to sufficiently monitor the youth's identified chronic health condition. The health care staff will obtain JPO approval prior to completing testing or filling prescriptions, unless in case of an emergency. All orders will be reviewed by the health services staff to ensure orders/testing are received/conducted, and all specialty consultations are tracked to ensure the youth's appointment is scheduled and conducted.

The medical alert system will be updated by licensed health services staff/designee as applicable. Staff will be provided sufficient information and instructions on a "need to know" basis to effectively respond to emergency care and treatment as a result of a youth's medical, mental health or substance abuse problems. However, this does not include information that is considered confidential in nature.

Immunizations: Health care staff will receive the youth's Immunization Record upon admission or contact the JPO to assist with efforts to acquire such documentation. A review for needed immunizations will be conducted to determine if the youth has received all appropriate immunizations. Health care staff will determine if any additional immunizations are required, based on CDC immunization guidelines, and document them on the chronological progress notes. The Health Care staff will then notify JPO for approval of all immunization needs prior to the update of immunizations. After receiving an order from the licensed medical provider, the youth will have the necessary vaccines administered.

Transitional Healthcare Planning: Licensed health services staff ensures the transition and exit conferences address pending health related issues, applicable linkages, schedule of appointments with community providers, and summary of health-related needs (pending scheduled appointments, the need for medication, information about community resources and the links), which are documented on applicable forms and in the health care record. Any statutorily protected health information will be reviewed with the youth, unless consent has been given to release the information to the parent/guardian.

Infection Control Measures: A site-specific Exposure Control Plan follows guidelines and recommendations of the Centers for Disease Control and Prevention (CDC), Occupational Safety and Health Administration and State and Federal Standards recommendations related to infection control. This includes, but is not limited to, the Occupational Exposure to Blood Borne Pathogens Compliance Manual, OSHA Rule 29 CFR Part 1910.1030 and guidelines from the CDC for testing,

decontamination, sterilization and proper disposal of sharps and bio-hazardous wastes. Personal Protective Equipment, such as specialized clothing or equipment, will be readily available and worn by an employee for protection against a hazardous material.

TrueCore will maintain a contract for the removal of biomedical waste. Exposure/infection control matters will be regular agenda items in administrative meetings, program planning and evaluation meetings. Licensed health services staff complete and file all reports regarding infectious diseases consistent with local, state and federal laws and regulations. All youth admitted to the facility are screened by the licensed health services staff. During the initial evaluation, the youth is screened via the residential facility entry health screening for symptoms of Tuberculosis. If he has been tested in the last year and exhibits no signs and/or symptoms of Tuberculosis, he will not be re-tested. All other youth will receive a Tuberculin Skin Test, unless contraindicated by the Designated Health Authority.

Diagnostic Services: TrueCore provides lab and diagnostic services including blood work, X-rays, EKGs and ultrasounds, with timely follow up of results and interpretations and appropriate referrals for specialized medical services.

Medication Administration: Medication administration protocols will be pursuant to local and state requirements and will ensure the oversight by the consulting physician and by outside consultation when deemed necessary, as described below. All new or existing prescription medications will be the responsibility of TrueCore to obtain from contracted pharmacy after JPO approval prior to filling the medication, unless in the case of an emergency. If the contracted pharmacy cannot provide medication in a timely manner, a local pharmacy will be used.

Medication Management: Prescription medication at TrueCore will be administered per direction of the consulting physician pursuant to Physician, ARNP, PA order, and/or Dentist order or per instruction on a youth's current prescription container with a current patient specific label. An order may be written directly in the individual health care record by a properly credentialed MD. If off-site care is rendered, an order may be written on the required off-care forms by a properly credentialed Physician, ARNP, PA or Dentist, accompanied by a written prescription. The written prescription will be copied and placed in the record prior to filling at the pharmacy. Additionally, approval from the JPO will be obtained prior to filling the prescription, unless in the case of an emergency. The youth may arrive with a current prescription and the medication will be continued if the medication(s) have a current individual prescription container/bubble pack with a current patient-specific label. All prescribed medications (including insulin) will be ordered in a timely manner with no lapses occurring between ordering and administering. All prescribed non-psychotropic medications for chronic conditions will be integrated into the youth's medical service plan via the physician progress notes, treatment orders and medication orders by the consulting physician through the periodic evaluation process.

The health care staff will be responsible for medication administration or designated trained non-licensed health care staff. The medication and side effect training will be provided by an RN and completed annually thereafter for designated staff. The health care staff or designated staff will perform medication administration, document the administration, and maintain strict accountability and inventory of all medications. Youth will be monitored by health care staff for side effects during medication administration. Health care staff will be available on-site and administer the bulk of medications. The nurse will be responsible for maintaining the inventory of required medications, and

for following procedures to maintain accountability for controlled substances. All medications, including over the counter drugs, attitude manipulators, tranquilizers, legend pain killers, barbiturates, or amphetamines, must be safeguarded by a double entry medication system whereby each medication is recorded as it comes into the agency. Administration of all medications must be documented. Medications must be double-locked within the medical clinic.

Medication Administration Documentation: The five rights are utilized for medication administration: Right Youth (photo with Medication Administration Record-MAR), Right Medication(s) (verify physician order, MAR and prescription label), Right Route (verify prescription bottle and MAR), Right Dosage (verify prescription bottle to MAR) and Right Time (medication to be administered within one hour of scheduled time). The licensed health services staff are responsible for transcribing all written/telephone orders to the youth's individual MAR. The administration of each youth's dosage of all medications including over-the-counter medications is documented on his individual monthly Medication Administration Record (MAR), which is generated by the contracted Pharmacy as required. In the event a licensed health services staff makes a medication error, he/she will notify the consulting physician/prescriber for instructions/orders and complete a medication error report and incident report noting the error. The Designated Health Authority and Facility Administrator will review medication error reports every two weeks (as applicable) to identify trends and institute a corrective action in medication management.

Emergencies: Medical emergencies and accidents can occur anytime at the program. To enable a quick and efficient response to emergencies, policies and procedures will be developed and practiced on a regular basis. All staff having direct contact with youth will be trained in Automated External Defibrillator (AED) operation, CPR and Emergency First Aid. In addition, all staff or volunteers having direct contact with youth will be trained to call 911 for a medical emergency requiring urgent medical attention. Posters will be placed throughout the facility in visible areas detailing these procedures. First aid kits, AED's, knife-for-life and wire cutters will be located in designated locations within the facility. In the event there is a medical emergency, TrueCore will utilize **Brownwood Regional Medical Center**. TrueCore will provide supervision of the youth (1:1 staff to youth ratio) while at the emergency room and/or during a hospital stay.

Biohazardous Materials: Staff are trained in the proper methods of handling, storage and disposal of hazardous waste, sharp containers and contaminated medical waste, in accordance with OSHA, federal regulations and DCS policy. Sharps, needles and syringes are placed in sharp containers. TrueCore maintains a contract for the removal of biomedical waste.

OSHA Requirements: TrueCore maintains an annual updated comprehensive OSHA education and prevention program including:

- A written exposure control plan to minimize or eliminate employee exposure to blood borne pathogens. The plan is site-specific in accordance with OSHA's Occupational Exposure to Blood Borne Pathogens Final Rule (29 CFR Part 1910.1030), is reviewed annually and updated when necessary. The Exposure Control Plan complies with incident reporting requirements mandated by the 1992 OSHA blood borne pathogen standard.
- Universal precaution training for all staff and observance of all elements of the exposure control plan including the use of universal precautions and personal protective equipment.

- Post-exposure management that follows the CDC's U.S. Public Health Service Guidelines for the management of occupational exposures to HBV, HCV and HIV and recommendations for post exposure prophylaxis. This includes post-exposure evaluation, medication, monitoring for major and minor signs of disease, and maintenance of post exposure records as required by OSHA.

Provision of Hepatitis B immunizations for all staff: The Hepatitis B vaccination series is available to all employees. Post-exposure evaluation and follow-up are provided to any employee that experiences an exposure incident. The vaccine, medical evaluations and follow-up are available at no cost to the employee. Employees that decline vaccinations will sign a declination form, but may request the vaccination series at a later date.

SECTION J. Education Services

The Oaks Brownwood school program is provided by the Mullin Independent School District. Grades 4th through 12th are provided. Students receive 360 minutes of instruction daily during the school year. Classes are designed for small groups, usually no greater than one teacher for every ten students, to assist individuals with developmental delays and special education requirements. The school program supports all levels of learning ability, offering alternative education services, special education, career and technical programming, dual credit opportunities, and GED preparation. High school students earn academic credit on a self-paced accelerated basis using a combination of direct teaching, computer-based courses, group lessons, and project-based learning and rotate between periods as in a traditional public school.

Mullins Oaks offers students five different endorsement pathways. These include Business and Industry courses, STEM Math and Science, Arts and Humanities, Public Service courses, and a Multi-Disciplinary Endorsement. Additionally, the Oaks Facility has a partnership with the Gulf Coast Trade Center in Wimberly, Texas, which provides multiple vocational and trades training. Many of our graduates are transitioned into this program.

SECTION K. Clothing, Nutrition, & Hygiene

TrueCore understands we are responsible for procuring and distributing clothing and hygiene items to youth, as well as providing for their nutritional requirements in accordance with TJJD requirements. The Oaks has been following these requirements since TrueCore began operation in 2013, and commits to continuing to do so. As such, we will provide nutritional meals that meet all licensing requirements, provide hygiene items to each youth in accordance with TJJD standards, and clothing appropriate for varying weather conditions. We will never withhold food, clothing, or hygiene items as a consequence for unhealthy behavior.

SECTION L. Youth Rights

TrueCore maintains a formal policy regarding youth rights, which holds: All youth under the care of the facility shall be granted personal, programmatic and environmental rights as mandated by Texas Juvenile Justice Department (TJJD) standards, state and federal laws. Youth and staff will become

familiar with these rights and complaints of abridgment shall be subject to the grievance process. These rights are not to be diminished or denied for any disciplinary reason.

The procedures outlined in this formal Oaks Policy include:

1. Provision of a detailed Youth Handbook (in developmentally appropriate language)
2. Visitation
3. Communication through mail and telephone usage
4. Medication rights
5. Experiment and Research Study participation rights
6. Formal Grievance Process
7. Religious Services
8. Protection from Physical and Psychological Harm
9. Right to Report Abuse
10. Right to Treatment for Victims of Sexual Abuse/Assault occurring in the Facility
11. Discipline & Sanctions
12. Food, Clothing and Shelter
13. Access to Medical and Dental Care
14. Right of Free Speech and Expression
15. Right to appropriate Treatment in the Least Restrictive Setting
16. Right to be Informed
17. Right to Accuracy and Fairness in Decision Making
18. Right to Confidentiality
19. Right to a Program of Services
20. Right to Accept or Refuse Treatment
21. Right to a Treatment Plan
22. Right to Complain Directly to the Texas Commission on Alcohol and Drug Abuse

Note: The exact policy is available upon request.

TrueCore agrees to continue to participate in a Youth Complaint System in accordance with TJJD standards.

In further demonstration of our commitment to youth rights, the Oaks Brownwood has successfully passed all of its Prison Rape Elimination Act (PREA) Audits. The first occurred on May 17, 2016, meeting 40 standards with 1 standard not applicable. Based on that audit, and in order to continue to provide a safe environment, the facility implemented supervision procedures where privacy is a concern, updated shower curtains to allow for privacy while ensuring safety, and implemented more frequent unannounced rounds. The most recent PREA audit occurred on July 10, 2018, again meeting all applicable standards.

Conclusion

TrueCore Behavioral Solutions is uniquely poised to continue providing Secure Residential Treatment services at the Oaks Brownwood facility in Brown County. We have the local, regional, and corporate infrastructure to ensure continuous service provision in an evidence-based, trauma-informed setting. TrueCore has over a decade of experience with ensuring services provided are based on the results of validated assessments, specifically the C-PACT and R-PACT. We were



**Response Narrative
Brown County
Secure Residential Facility
Treatment Services for Post-Adjudicated Youth**

pioneers in bringing the R-PACT to Texas residential programs, and will continue to push juvenile reform efforts while providing evidence-based and best practices to referred youth. Our internal monitoring processes ensures all services are delivered with fidelity, and according to policy and requirements, to ensure optimal success.

TrueCore™

EXHIBIT 1

True Potential. Discovered.



Pre-Service Orientation Training

Employee Name: _____ **Last 5 SS#** _____ **D.O.H** _____

Location: _____

Monday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-10:00AM	Human Resource (Employee Rights, Employment Discrimination and Sexual Harassment)	<ul style="list-style-type: none"> • Sexual Harassment • Equal Employment Opportunity • American Disability Act. • Security of Treatment Information • Abuse Reporting • Client Rights and Confidentiality • Confidentiality of Records • Confidentiality of information • Universal Infection Control Procedures • Infectious disease risk of working at TrueCore • Resident Abuse or Neglect • Code of Ethics • Recruitment and Selection • Appearance • Benefits • Family and Medical Leave • Holidays • Worker's Compensation • Overtime • Meal and Break Periods • Reduction in Force/Reduction in Hours • Counseling Review Process • Problem Solving Procedure • Staff Rights • Conflict of Interest • Unionization • Attendance and Punctuality • Appraisal Period • Use of Communication Equipment • Drug Free Workplace • Licensure, Certifications and Registration • Performance Reviews/Position Descriptions • Termination of Employment • Fraternization • Disciplinary Procedure 		2	
10:00-11:00AM	TrueCore Program Philosophy and Culture Program Overview	<ul style="list-style-type: none"> • Introductions • History of TrueCore Behavioral Solutions, LLC • Company and Program Overview 		1	
11:00-12:30PM	Professionalism and Ethics within the Correctional Environment	<ul style="list-style-type: none"> • Review the Mission and Vision of TrueCore • Review the 10 Teachable Points of View • Review Red Flags • Employee Standards of Conduct and standards for customer service 		1.5	
12:30-		LUNCH			

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
1:30PM					
1:30-3:00PM	Understanding Professional Liability	<ul style="list-style-type: none"> To provide an overview of laws relating to legal liabilities applicable to juvenile justice professionals. 		1.5	
3:00-5:00pm	Texas Family Code and Related Laws	<ul style="list-style-type: none"> Texas Family Code and Related Laws <p>To provide an overview of the foundational legal concepts of juvenile law and procedures in Texas</p>		2	
			Total Training Hours	8	

Tuesday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-9:30AM	Preventing, Identifying, and Reporting Abuse, Neglect, and Exploitation	<ul style="list-style-type: none"> Identify the individuals required to report abuse. Give examples of at least three (3) types of abuse. Differentiate the various entities to whom abuse must be reported. Define the timelines for reporting abuse. Review the facility policies related to preventing, identifying and reporting ANE. 		1.5	
9:30-11:00AM	PREA	<ul style="list-style-type: none"> Describe the impact of the Prison Rape Elimination Act (PREA) on the juvenile justice system in Texas 		1.5	
11:00-12:30PM	Juvenile Rights	<ul style="list-style-type: none"> Identify the difference between privileges & rights List the rights afforded to each resident according to TAC 343. Review the facility grievance procedures. Identify the minimum levels of appeal in a grievance procedure Identify which sanctions are prohibited according to TAC 343.274 Identify the questions in the "Balancing Test" that help facilities deal with balancing the rights of the individual with the safety of the facility Confidentiality of juvenile information. 		1.5	
12:30-1:30PM		•			
1:30-4:00PM	Code of Ethics, Disciplinary & Revocation Proceedings	<ul style="list-style-type: none"> Locate the Texas Administrative Code's Code of Ethics. Define what ethics is by identifying four (4) main concepts within its definition. List the people in the Ethics responsibility hierarchy. List the "shall" and "shall not" behaviors in the Code of Ethics. List the consequences for violations of the Code of Ethics. 		2.5	

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
4:00-5:00PM	Gang Awareness	<ul style="list-style-type: none"> Review what the legal requirements to be considered a Gang are. Review the hierarchy of the Gangs Review how and why youth join gangs Review common gang identifiers Review how to identify and control gang activity in the facilities Review the 4 R's: Read, Record, Report, Remove 		1	
			Total Training Hours	8	

Wednesday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-9:30AM	Adolescent Development and Behavior	<ul style="list-style-type: none"> Identify the stages of adolescence and the characteristics of each stage List the factors that contributed to the deaths examined by the U.S. Government Accountability Office Identify the risks of injury associated with physical activity Identify the safety considerations to undertake during physical activity List the measures to prevent exercise related injury 		1.5	
9:30-1:00PM	Mental Health and Substance Abuse And Recognizing and Supervising Youth with Mental Health Issues	<ul style="list-style-type: none"> The neurological, physical and psychological development of adolescents Mental Health Issues Understand mental disorders that commonly affect juvenile offenders. Identify signs and symptoms of various mental disorders common among juvenile offenders. Identify appropriate supervision strategies for juveniles affected by mental disorders Introduce the Diagnostic Statistical Manual of Mental Disorders (DSM) Introduce the MAYSI screening tool. Recognize issues of confidentiality regarding mental health information. Review how to get immediate access to emergency medical, mental health and substance abuse services Recognizing, Responding and referring youth in need of mental health services. 		3.5	
1:00-2:00PM		LUNCH			

2:00-4:00PM	Suicide Prevention, Suicide Precautions	<ul style="list-style-type: none"> Review the Warning Signs of Suicide Facility's suicide prevention policies to include the suicide prevention plan. Review the statistics of suicide and adolescents Review the 5 stages of suicide: Stressful event, Suicide Thought, Suicide Plan, Suicide Action and After an Attempt Review the Levels of Supervision: Constant, One to One and Close Review Precautionary Observation and Secure Observation Review Emergency Procedures such as hanging, cutting overdose and suffocation Review and practice how to use the knife for life Review the locations of the rescue tool and the seat belt cutter. Review how to handle a youth that is in crisis while on a transport. Notifications and processes to take Review and practice all the required documentation for Precautionary and Secure observation Review the Risk factors and triggers relating to homicidal risk and homicidal prevention Risk factors for delinquency and treatment 		2	
4:00-5:00pm	Contracted Residential Provider Training (To include the training forms)	<ul style="list-style-type: none"> Incident Reporting TJJD Youth Grievance System Psychotropic Medications Office of the Independent Ombudsman (OIO) Fingerprinting, Background Checks 		1	
			Total Training Hours	8	

Thursday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-12:30PM	Trauma Informed Care (Adolescent Behavior Specific to population served)	<ul style="list-style-type: none"> Define what is Trauma Understand Psychobiology and the effects of Trauma Risk factors and triggers relating to youth with a history of victimization PTSD, victimization, exploitation. Domestic violence, trauma, recovery issues Cultural Competence and Trauma Informed Care: Adolescent Behavior of Boys and Young Men. Review the different ways that someone responds to Trauma: Fight or Flight, Re-enactment, disassociation and Hyper-arousal 		4.5	
12:30-1:30PM		LUNCH			

1:30-3:30PM	Trauma Informed Care (Adolescent Behavior Specific to population served)	<ul style="list-style-type: none"> Define what is Trauma Understand Psychobiology and the effects of Trauma Risk factors and triggers relating to youth with a history of victimization PTSD, victimization, exploitation. Domestic violence, trauma, recovery issues Cultural Competence and Trauma Informed Care: Adolescent Behavior of Boys and Young Men. Review the different ways that someone responds to Trauma: Fight or Flight, Re-enactment, disassociation and Hyper-arousal 		2	
3:30-5:00PM	Infection Control/ Bloodborne Pathogens/ Site Specific Exposure Plan/ PPD Skin Test Medical and Health Services	<ul style="list-style-type: none"> Review the site specific exposure plan Review biomedical waste procedures Recognizing and responding to medical and mental health needs of youth. Review hand washing techniques according to the CDC guidelines Review standard and Universal Precautions Prevention and transmission of communicable diseases Vaccinations CDC guidelines for infection control in the workplace Physical Development and common health issues of adolescent males Recognizing and referring youth in need of medical or dental services. Sick call procedures Medical emergencies 9-1-1 and transport procedures Medical pass and alerts; common side effects On-site Doctor visits Medical alert log and communication of updated health issues Emergency evaluation procedures for youth with a medical alert system Documentation requirements for non-licensed health professionals 		1.5	
			Total Training Hours	8	

Friday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-12:00PM	First Aid and the Use of Epi-pen	<ul style="list-style-type: none"> To become certified in First Aid through the American Safety and Health Institute 		4	
12:00-1:00PM		LUNCH			
1:00-3:00PM	C.P.R. and AED	<ul style="list-style-type: none"> To become certified in C.P.R. 		2	

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
		and AED through the American Safety and Health Institute			
3:00-5:00pm	HIV/AIDS & Other Communicable Diseases	<ul style="list-style-type: none"> Identify risky behaviors engaged in by juveniles concerning sexually transmitted diseases. Explain the difference between HIV & AIDS and how to handle confidential information. Identify basic signs and symptoms of common communicable and sexually transmitted diseases in detention centers. Explain OSHA's Universal Precaution guidelines. 		2	
			Total Training Hours	8	

Monday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-11:00AM	Cultural Competency- Mod 1: Cultural Equity	<ul style="list-style-type: none"> To define culture Explore the origins of cultural identity, as well as analyze the benefits and challenges of culture. Strategies on how to foster a professional culture centered on cultural equity will be discussed. 		3	
11:00-12:00PM		LUNCH			
12:00-3:00PM	Cultural Competency- Mod 2: Gender & Sexuality- (A Changing Perspective)	<ul style="list-style-type: none"> This course examines sexual orientation, gender identity, and gender expression (SOGIE) related issues in the juvenile justice system. Strategies needed to create safe and nurturing environments for lesbian, gay, bisexual, and transgender (LGBT) juveniles are described. 		3	
3:00-5:00PM	Gender Responsive Training	<ul style="list-style-type: none"> Defining "Gender-Responsive" Services for Adolescent Delinquent Youth Gender and Program Design Gender differences LGBTQI Youth In JJS Stigmas and Biases Sexual orientation, gender identity and gender expression Zero Tolerance Techniques to ensure safety 		2	
			Total Training Hours	8	

Tuesday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-12:30pm	Motivational Interviewing (Conflict Resolution and	<ul style="list-style-type: none"> Define Motivation Explain what Criminal Logic is Utilize Choice language 		4.5	

	dispute mediation)	<ul style="list-style-type: none"> State what the importance of Modeling is 			
		LUNCH			
1:00-5:00pm	Motivational Interviewing (Interpersonal relationship skills/ Counseling techniques)	<ul style="list-style-type: none"> Review the six stages of Change: Pre-contemplation, Contemplation, Determination, Action, Maintenance and Relapse Review the basic foundation of OARS: Open ended questions, Affirmations, Reflective Listening and Summaries Review and define the Pro social and Anti-social values 	B. Allen	4	
			Total Training Hours	8	

Wednesday:

Time	Topic	Objective	Trainer	Employee Signature
8:00-12:00PM	Handle with Care (De-escalation and Restraint)	<ul style="list-style-type: none"> To review verbal de-escalation practices and procedures. Avoid power struggles 		
12:00-1:00PM		LUNCH		
1:00-5:00PM	Handle with Care (Approval Restraint Technique)	<ul style="list-style-type: none"> To review and be able to perform all approved restraint techniques. To review and be able to perform all designated blocks, countermoves, control moves, and takedowns. Use of personal and mechanical restraints including prohibited techniques. 		
			Total Training Hours	8

Thursday:

Time	Topic	Objective	Trainer	Employee Signature
8:00-12:00pm	Handle with Care (De-escalation and Restraint)	<ul style="list-style-type: none"> To review verbal de-escalation practices and procedures. Avoid power struggles 		
12:00-1:00PM		LUNCH		
1:00-5:00pm	Handle with Care (Approval Restraint Technique)	<ul style="list-style-type: none"> To review and be able to perform all approved restraint techniques. To review and be able to perform all designated blocks, countermoves, control moves, and takedowns. Use of personal and mechanical restraints including prohibited techniques. 		
			Total Training Hours	8

Friday:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
8:00-12:00PM	Positive Performance	<ul style="list-style-type: none"> Distributing rewards and consequences in a fair and 			

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
	System Behavior Management System/ Fostering Positive Behavior	<p>consistent manner</p> <ul style="list-style-type: none"> Review consequences positive and negative Review the facility behavior motivation system Review the procedures for providing feedback to staff in regards to their use of rewards and consequences and how it is monitored Review expectations with the youth Review how to process with the youth Review the treatment team protocol Review the site specific evidenced based practices Review how the youth's progress is shared with the treatment team members 			
12:00-1:00PM		LUNCH			
1:00-3:00pm	Youth Supervision, Safety and Security	<ul style="list-style-type: none"> Review the staff to youth ratio Youth supervision including Behavior Observation and Documentation. Review the escape procedures Review the staff positioning when in the cafeteria Review staff positioning with line movements, recreational activities, and during school activities Review the staff positioning with line movements Review staff positioning with recreational activities Review the staff positioning during school activities Informal, Formal and Emergency youth counts Review the 10 minute accountability checks Supervising residents in seclusion Reinforce that supervision is not just seeing the youth but also hearing the youth Review the facility safety and security policies. Review the facility discipline plan including safety-based seclusion and Resident-initiated separation. Review the facility zones, alert statuses and codes Facility's Fire drill procedures; specific duties in the event of a fire to include the location and the use of life safety and/or fire suppression equipment. Risk Management Safety and Security Review the security devices: Metal detectors, camera's, etc.. Radio Etiquette Review the Key control procedures to include the various key types, signing in and out keys, procedures for when a key is damaged and 		2	

Time	Topic	Objective	Trainer	Training Hours	Employee Signature
		procedures for when a key is lost <ul style="list-style-type: none"> • Review the Security Alert System • Review Contraband • Review the various search procedures • Responsibility of Master Control • Use of mechanical restraints including prohibited techniques. 			
3:00-5:00pm	Tool Management, Zones and Emergency Procedures and Drills	<ul style="list-style-type: none"> • Tour facility and locate the safety tools: First Aid Kits, CPR Kits, Pull stations and Knife for life • Review the Non-fire and evacuation Procedures • Departmental security, emergency and evacuation procedures • Review the COOP Plan • Review the Egress Plans • Review procedures for serious disturbances and riot situations • Review the facility fire safety plan and demonstrate competency with fire drills and extinguishing of fires • Facility's Fire drill procedures; specific duties in the event of a fire to include the location and the use of life safety and/or fire suppression equipment. • Review policy and procedures in regards to Class A and B tools • Review policy, ratio and documentation requirements when youth are working with tools • Review and demonstrate competency with the intended and safe use of tools 		2	
			Total Training Hours	8	

By signing below, I am confirming that I have received and completed all the instructional training that is mentioned and signed on this training plan. I further acknowledge that I have full understanding of the above mentioned policy and procedures and will be held to those standards.

Employee Signature

Date

By signing below, I am confirming that the above mentioned employee has received all of the instructional training that is mentioned and signed on this training plan. I further acknowledge that they have demonstrated a working knowledge of all policy and procedures that were reviewed.

Staff Development

Date

TrueCore™

EXHIBIT 2

True Potential. Discovered.



2018 In-Service Training Plan

Employee Name: _____ Last 5 SS# _____ D.O.H: _____

Date: _____

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
8:30am-10:00am	Program Transportation Procedures	<ul style="list-style-type: none"> To Review documentation required for all youth transports. To Review proper security steps prior and when transporting youth. To Review the information needed for transportation log. Recognize Red Flags when transporting youth 		1.5	
10:00-12:30pm	First Aid and the Use of Epi-pen	<ul style="list-style-type: none"> To become certified in First Aid through the American Safety and Health Institute 		2.5	
12:30-3:00pm	C.P.R. and AED	<ul style="list-style-type: none"> To become certified in C.P.R. and AED through the American Safety and Health Institute 		2.5	
3:00-5:00pm	Preventing, Identifying, and Reporting Abuse, Neglect, and Exploitation	<ul style="list-style-type: none"> Identify the individuals required to report abuse. Give examples of at least three (3) types of abuse. Differentiate the various entities to whom abuse must be reported. Define the timelines for reporting abuse. 		2	
5:00-6:30pm	PREA	<ul style="list-style-type: none"> Describe the impact of the Prison Rape Elimination Act (PREA) on the juvenile justice system in Texas 		1.5	
			Total Training Hours	10	

Date: _____

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
8:30-12:30pm	Handle with Care (De-escalation and Restraint)	<ul style="list-style-type: none"> To review verbal de-escalation practices and procedures Avioding power struggles. 		4	
12:30-4:30pm	Handle with Care (Approval Restraint Technique)	<ul style="list-style-type: none"> To review and be able to perform all approved restraint techniques. To review and and be able to perform all designated blocks, countermoves, control moves, and takedowns. Use of personal and mechanical restraints including prohibited techniques. 		4	
4:30-6:30pm	Code of Ethics, Disciplinary & Revocation Proceedings	<ul style="list-style-type: none"> Locate the Texas Administrative Code's Code of Ethics. Define what ethics is by identifying four (4) main concepts within its definition. 		2	



2018 In-Service Training Plan

		<ul style="list-style-type: none"> List the people in the Ethics responsibility hierarchy. List the "shall" and "shall not" behaviors in the Code of Ethics. List the consequences for violations of the Code of Ethics. 			
			Total Training Hours	10	

Date:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
8:30-12:30pm	Cultural Competency-Mod 1: Cultural Equity	<ul style="list-style-type: none"> To define culture Explore the origins of cultural identity, as well as analyze the benefits and challenges of culture. Strategies on how to foster a professional culture centered on cultural equity will be discussed. 		4	
12:30-4:30pm	Cultural Competency-Mod 2: Gender & Sexuality- (A Changing Perspective)	<ul style="list-style-type: none"> This course examines sexual orientation, gender identity, and gender expression (SOGIE) related issues in the juvenile justice system. Strategies needed to create safe and nurturing environments for lesbian, gay, bisexual, and transgender (LGBT) juveniles are described. 		4	
4:30-6:30pm	Positive Performance System Behavior Management System/ Fostering Positive Behavior	<ul style="list-style-type: none"> Distributing rewards and consequences in a fair and consistent manner Review consequences positive and negative Review the facility behavior motivation system Review the procedures for providing feedback to staff in regards to their use of rewards and consequences and how it is monitored Review expectations with the youth Review how to process with the youth Review the treatment team protocol Review the site specific evidenced based practices Review how the youth's progress is shared with the treatment team members 		2	
			Total Training Hours	10	



2018 In-Service Training Plan

Date:

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
8:30-10:30am	Effective and Appropriate Interventions	<ul style="list-style-type: none"> • Define and Identify immediate threat, passive resistance and power struggle • Explain the six intervention steps • Perform the six intervention steps 		2	
10:30-12:30pm	Youth Supervision, Safety and Security	<ul style="list-style-type: none"> • Review the staff to youth ratio • Behavior Observation and Recording • Review staff positioning with line movements, recreational activities, and during school activities • Review the Room checks • Supervising youth in seclusion • Reinforce that supervision is not just seeing the youth but also hearing the youth • Review the facility discipline plan • Review the facility zones, alert statuses and codes • Facility's Fire drill procedures; specific duties in the event of a fire to include the location and the use of life safety and/or fire suppression equipment. • Risk Management Safety and Security • Review the security devices: Metal detectors, camera's, etc.. • Radio Etiquette • Review the Key control procedures to include the various key types, signing in and out keys, procedures for when a key is damaged and procedures for when a key is lost • Review the Security Alert System • Review Contraband • Review the various search procedures • Use of restraints • Responsibility of Master Control 		2	
12:30-2:30pm	Suicide Prevention, Suicide Precautions	<ul style="list-style-type: none"> • Review the Warning Signs of Suicide • Facility's suicide prevention plan • Review the statistics of suicide and adolescents • Review the 5 stages of suicide: Stressful event, Suicide Thought, Suicide Plan, Suicide Action and After an Attempt • Review the Levels of Supervision: Constant, One to One and Close • Review Precautionary Observation and Secure Observation 		2	



2018 In-Service Training Plan

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
		<ul style="list-style-type: none"> • Review Emergency Procedures such as hanging, cutting overdose and suffocation • Review and practice how to use the knife for life • Review the locations of the rescue tool and the seat belt cutter. • Review how to handle a youth that is in crisis while on a transport. Notifications and processes to take • Review and practice all the required documentation for Precautionary and Secure observation • Review the Risk factors and triggers relating to homicidal risk and homicidal prevention • Risk factors for delinquency and treatment 			
2:30-3:30pm	Medication-Infection Control	<ul style="list-style-type: none"> • Review the site specific exposure plan • Review biomedical waste procedures • Recognizing and responding to medical and mental health needs and residents. • Review hand washing techniques according to the CDC guidelines • Review standard and Universal precautions • Prevention and transmission of communicable diseases • CDC guidelines for infection control in the workplace • Physical Development and common health issues of adolescent males • Sick call procedures • Medical emergencies 9-1-1 • Medical pass and alerts; common side effects • On-site Doctor visits • Medical alert log and communication of updated health issues • Emergency evaluation procedures for youth with a medical alert system • Documentation requirements for non-licensed health professionals 		1	
3:30-4:30pm	Recognizing and Supervising Youth with Mental Health Issues	<ul style="list-style-type: none"> • The neurological, physical and psychological development of adolescents • Mental Health Issues • Understand mental disorders that commonly affect juvenile offenders. • Identify signs and symptoms of various mental disorders common among juvenile offenders. 		1	



2018 In-Service Training Plan

Time	Topic	Objective	Trainer	Training Hours	Employee Signature and Date
		<ul style="list-style-type: none"> • Identify appropriate supervision strategies for juveniles affected by mental disorders • Introduce the Diagnostic Statistical Manual of Mental Disorders (DSM) • Introduce the MAYSI screening tool. • Recognize issues of confidentiality regarding mental health information. • Review how to get immediate access to emergency medical, mental health and substance abuse services • Recognizing and responding to medical and mental health needs and residents 			
4:30-6:30pm	Incident Report Writing	<ul style="list-style-type: none"> • To understand the purpose of incident report writing. • Understanding the characteristics of a good incident report. 		2	
			Total Training Hours	10	

By signing below, I am confirming that I have received and completed all the instructional training that is mentioned and signed on this training plan. I further acknowledge that I have full understanding of the above mentioned policy and procedures and will be held to those standards.

Employee Signature

Date

By signing below, I am confirming that the above mentioned employee has received all of the instructional training that is mentioned and signed on this training plan. I further acknowledge that they have demonstrated a working knowledge of all policy and procedures that were reviewed.

Staff Development

Date

TrueCore™

EXHIBIT 3

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Youth Care Worker	Page: 1 of 4
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Shift Supervisor	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides safety and security to the facility through proper youth supervision. Ensures that the facility behavior management system is enforced in a consistent and fair manner. Participate as a member of the facility treatment team, assisting youth with meeting performance goals. Completes observation checks and provides role model behavior to assist youth with problem solving and competency development. Must make every attempt to minimize adverse affects of confinement by supporting the juvenile's physical, emotional, educational, and social development in an atmosphere which is as nonthreatening as possible. Is on call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Supervises and/or participates in various recreation programs and activities with juvenile residents to stimulate interest in and cooperation with various social and education programs.
- Teaches, supervises and/or participates in various daily living activities with juvenile residents to stimulate interest in and train skills needed for independent living.
- Provides advice to individual juvenile residents on personal problems they encounter while in the facility such as peer pressure, adapting to the surroundings, and so forth by presenting a positive role model and using common sense to relieve tension and prevent additional problems.
- Keeps continual track of the number of juvenile residents under direct supervision through periodic head counts and reports all movements of juvenile residents in areas both inside and outside the facility, to master control, aware at all times of the whereabouts of juvenile residents.
- Uses understanding to calm disruptive residents in a potentially dangerous situation and may physically restrain residents to prevent endangering the health and safety of the resident and others.
- Constantly observes unusual physical appearance or behavior of juvenile residents throughout the facility to uncover violations of rules and protect the health, security, safety, and welfare of the juvenile residents.
- Detects unusual odors such as marijuana, cigarette smoke, fires, or alcohol to uncover violations, and protects the security, safety, and welfare of the juvenile residents.
- Listens for unusual sounds such as a sudden change in noise level, calls for help, cries of fire, arguments among juvenile residents, scraping of metal, and so forth to maintain the security, safety, and welfare of the juvenile residents, and to react in accord with established policies, regulations, and procedures in crisis situations.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Youth Care Worker	Page: 2 of 4
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- Learns the names and recognizes juvenile residents under immediate charge and maintains a constructive personal relationship with the juvenile residents to control their general conduct and behavior and to identify the problem residents so that these persons can be closely watched.
- Patrols various locations within the facility for the purpose of checking safety and security hazards such as fire, smoke, broken pipes, unlocked doors, and tampered windows and locks to protect the security and safety of the inmates and the facility.
- Searches juveniles clothing and possessions, and makes periodic room checks to detect contraband in accord with established policies, regulations, and procedures.
- Participates in escape apprehension activities.
- Participates in emergency response activities.
- Supervises, performs, and instructs juvenile residents in housekeeping duties such as sweeping and mopping floors, making beds, and so forth to maintain sanitary conditions in resident areas.
- Ensures that all residents are washed and properly dressed by observing them, and thus maintains personal hygiene of the residents.
- Remains alert to possible security problems such as the planning of escapes and so forth, and reports such information in accord with established policies, regulations, and procedures.
- Writes comprehensive, factual, incident reports and/or fills out short forms such as head counts and safety reports to give routine and detailed information.
- Perform related tasks as required to include operation of the facility's central control center.
- Will be required to learn to utilize various types of electronic and/or manual recording and computerized information systems used by the agency, office, or related units.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High school diploma or equivalent and successful completion of a required training program.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Youth Care Worker</p>	<p>Page: 3 of 4</p>
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- Ability to maintain positive professional working relationship with co-workers and juveniles.
- Ability to comply with rotating mandatory stay list.
- Ability to cope with crisis situations that occur in a juvenile facility.
- Ability to follow orders explicitly.
- Ability to empathize with juveniles from different backgrounds.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to write concise and accurate reports.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Youth Care Worker	Page: 4 of 4
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punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Youth Care Worker II	Page: 1 of 4
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Shift Supervisor	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides safety and security to the facility through proper youth supervision. Ensures that the facility behavior management system is enforced in a consistent and fair manner. Participate as a member of the facility treatment team, assisting youth with meeting performance goals. Completes observation checks and provides role model behavior to assist youth with problem solving and competency development. Provides job shadowing to new employees and provides relief supervision of milieu. Must make every attempt to minimize adverse affects of confinement by supporting the juvenile's physical, emotional, educational, and social development in an atmosphere which is as nonthreatening as possible. Is on call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Assists the Youth Care Workers and performs Youth Care Worker duties in addition to those duties listed below. Works schedules that will enhance supervision in the absence of the Unit Manager.
- Manages the overall operations of assigned staff and briefing of same regarding the proper performance of essential facility routines.
- Supervises and/or participates in various recreation programs and activities with juvenile residents to stimulate interest in and cooperation with various social and education programs.
- Teaches, supervises and/or participates in various daily living activities with juvenile residents to stimulate interest in and train skills needed for independent living.
- Provides advice to individual juvenile residents on personal problems they encounter while in the facility such as peer pressure, adapting to the surroundings, and so forth by presenting a positive role model and using common sense to relieve tension and prevent additional problems.
- Keeps continual track of the number of juvenile residents under direct supervision through periodic head counts and records in a log book all movements of juvenile residents in areas both inside and outside the facility to be aware at all times of the whereabouts of juvenile residents.
- Uses understanding to calm disruptive residents in a potentially dangerous situation and may physically restrain residents to prevent endangering the health and safety of the resident and others.
- Constantly observes unusual physical appearance or behavior of juvenile residents throughout the facility to uncover violations of rules and protect the health, security, safety, and welfare of the juvenile residents.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Youth Care Worker II</p>	<p>Page: 2 of 4</p>
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- Detects unusual odors such as marijuana, cigarette smoke, fires, or alcohol to uncover violations, and protects the security, safety, and welfare of the juvenile residents.
- Listens for unusual sounds such as a sudden change in noise level, calls for help, cries of fire, arguments among juvenile residents, scraping of metal, and so forth to maintain the security, safety, and welfare of the juvenile residents, and to react in accord with established policies, regulations, and procedures in crisis situations.
- Learns the names and recognizes juvenile residents under immediate charge and maintains a constructive personal relationship with the juvenile residents to control their general conduct and behavior and to identify the problem residents so that these persons can be closely watched.
- Patrols various locations within the facility for the purpose of checking safety and security hazards such as fire, smoke, broken pipes, unlocked doors, and tampered windows and locks to protect the security and safety of the inmates and the facility.
- Searches juveniles clothing and possessions, and makes periodic room checks to detect contraband in accord with established policies, regulations, and procedures.
- Participates in escape apprehension activities.
- Participates in emergency response activities.
- Supervises, performs, and instructs juvenile residents in housekeeping duties such as sweeping and mopping floors, making beds, and so forth to maintain sanitary conditions in resident areas.
- Ensures that all residents are washed and properly dressed by observing them, and thus maintains personal hygiene of the residents.
- Remains alert to possible security problems such as the planning of escapes and so forth, and reports such information in accord with established policies, regulations, and procedures.
- Conducts discussions designed to encourage participation within the bounds of discipline and with a view toward the development of positive attitudes, cooperative relationships, and social re-education and adjustment of students.
- Supervises the work of and instructs and trains in the specific trade area.
- Organizes and directs assignments, set up of equipment and processing of raw materials.
- Reviews assignments in progress and inspects finished products to ensure achievement of production, quality, and safety standards.
- Plans and conducts group discussions in the specific trade area.
- Supervises the safe and proper use and operation of necessary equipment, materials, and supplies used in the production process or service ensuring quantity and quality standards in accordance with applicable laws, policies, and regulations.
- Conducts visual and audio surveillance of activities to ensure custody and security of students and facility.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Youth Care Worker II	Page: 3 of 4
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- Prepares clear, sound, accurate, and informative reports involving such subjects as inventory levels, equipment specifications, accidents, and student progress reports, etc.
- Communicates effectively verbally and in writing with other staff, students, and visitors.
- Writes comprehensive, factual, incident reports and/or fills out short forms such as head counts and safety reports to give routine and detailed information.
- Perform related tasks as required to include operation of the facility's central control center.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High school diploma or equivalent and successful completion of a required training program.

Other Requirements:

- Must be 21 years of age or older.
- Must have at least one year of experience working with youth.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Ability to maintain positive professional working relationship with co-workers and juveniles.
- Ability to comply with rotating mandatory stay list.
- Ability to cope with crisis situations that occurs in a juvenile facility.
- Ability to follow orders explicitly.
- Ability to empathize with juveniles from different backgrounds.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Youth Care Worker II</p>	<p>Page: 4 of 4</p>
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- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to write concise and accurate reports.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 1 of 3
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Assistant Facility Administrator	
DATE POSITION LAST REVIEWED:	-----	
POSITION(S) SUPERVISED:	Youth Care Workers I and II on assigned shifts	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides leadership to Youth Care Workers assigned to shift. Ensure that youth are supervised in accordance with all TrueCore, Behavioral Solutions and Department of Juvenile Justice guidelines. Implements and coordinates behavioral management strategies for youth to ensure consistency and compliance to established schedule. Comply with all applicable standards related to P.A.R. and interventions associated with milieu management. Ensures that all documentation to include shift logs and accountabilities are completed per policy. Reinforces established Code of Conduct and youth rights.

B. Position Expectations and Essential Functions:

- Supervises the therapeutic milieu on the unit, enforces the level system or other methods of behavior management
- Maintains resident, program, department and related documentation, ensuring that shift documentation is completed
- Orients new Direct Care to unit, program, and milieu through the implementation of an established training curriculum
- Carries out general nursing assistance necessary to treatment of residents as assigned and supervised by LPN to include medication administration
- Monitors program technicians to ensure residents carry out activities of daily living, when congruent with the resident' treatment plan and needs, age, and developmental level
- Ensures youth on level of supervision and other forms for security alert are monitored
- Supervises staff to ensure staff adhere to TrueCore Behavioral Solutions, LLC Code of Conduct
- Maintains communication with supervisors and other department managers to ensure an effective treatment team system
- Records and documents all incidents per TrueCore Behavioral Solutions, LLC and Department of Juvenile Justice standards
- Reviews all shift log book entries to ensure compliance
- Ensures accountability and supervision is maintained on units
- Maintains unit is in clean and orderly manner
- Works in conjunction with the Program Director and/or Executive Director to managed assigned FTEs
- Provides leadership through role modeling and reinforcement of positive practices
- Ensures that incidents which warrant an occurrence report and CCC reporting are completed



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 2 of 3
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- Follows established TrueCore Safety Program and ensures shift compliance with all related workers compensation issues
- Provides feedback and assistance related to employee selection and employee corrective actions
- Responsible for complying with time and attendance policies and all established Human Resource Policies. Must adhere to the Code of Conduct established by TrueCore.
- Performs other duties as assigned by Supervisor.

C. Position Requirements:

Education:

- High School Diploma or G.E.D.
- Must have at least two years of Direct Care experience working with youth.
- Must have one year of previous related supervisory experience

Other Requirements:

- Must be at least 21 years of age

D. Knowledge, Skills and Abilities:

High school level reading and writing skills; acceptable oral and written communication skills; legible handwriting; ability to maintain information as highly confidential; telephone etiquette and customer service skills by phone and face-to-face; familiarity with medical and psychological terminology preferred; skills in dealing courteously with the public and other staff within the hospital; basic knowledge of human behavior or principles of psychology useful; skills in prioritizing and in managing time; problem-solving skills; use of appropriate social skills, including demonstration and respect for staff and patients; empathy toward residents; skills in teaching or assisting with activities of daily living helpful. Basic or general knowledge of human growth and development helpful; familiarity with, or basic insight into, emotional needs of residential clients; experience with therapeutic limit-setting helpful, or an understanding of level systems or other behavior management modalities; ability to maintain professional boundaries and willingness to seek supervision in this regard.

E. Equipment Utilized

While completing job duties, the following machines and tools may be utilized by the employee:

- Telephone
- Copy Machine
- Shredder
- Calculator
- Television, VCR
- Audio-visual equipment
- First Aid Items
- AED
- Two-way Radio
- Washer and dryer

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 3 of 3
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to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 4

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Clinical Services	Page: 1 of 5
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Facility Administrator	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:	Therapists and Licensed Therapists	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Acts as the facilities mental health and substance abuse authority. Provides at least one hour of clinical supervision per week for each unlicensed mental health therapist. Ensures compliance with overlay requirements, which may include MHOS, RSAT, and intensive mental health. Ensures proper completion of documentation and integration of a mental health delivery system that meets all state and federal guidelines. Has the responsibility for directing the program's psychological and treatment services to include technical and administrative duties, testing, individual, group, and family therapeutic activities, research, and participation in overall institutional programming and administration and does related work as required. Is available to provide emergency consultation services and is on 24-hour call for emergencies.

B. Position Expectations and Essential Functions:

- Participates as a member of facility management team.
- Coordinates services related to Facility Specific Overlay System.
- Provides administrative and clinical supervision to Master level therapists at least once per week.
- Ensures the development of the youth's treatment plan.
- Participates in treatment team process.
- Provides consultation regarding behavior management practices.
- Participates in training and development for purpose of professional growth and skill enhancement.
- Supports the facility safety and security program, adhering to all applicable policies.
- Implements facility substance abuse program.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Clinical Services	Page: 2 of 5
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- Ensure facility compliance with the implementation of the Comprehensive Suicide Plan, including precautionary observation.
- Orients new employees to department's specific policies and procedures.
- Supervises employees to ensure completion of documentation.
- Completes all monthly and weekly reports to ensure proper documentation
- Provides individual, group and family therapy as required
- Completes needs assessments and youth treatment plan
- Supervises the operations of programs for rehabilitation and treatment, including referral, counseling, and other social service activities and programs.
- Assigns and instructs administrative assistants, life skill specialists, MH/SA therapists and supervises the performance of their work.
- Plans, develops, and supervises the implementation of new and/or revised program activities and related operating procedures.
- Assigns staff to accommodate unique or emergency needs.
- Develops policies and procedures necessary for effective program implementation and operation.
- Maintains liaison and cooperative working relationships with other agencies, commissions, and other organizations to enhance service programs and accomplish goals and objectives.
- Reviews and evaluates the overall quality of programs and services to ensure conformance with goals and objectives.
- Plans, organizes, and assigns the work of the organization unit and evaluates employee performance and conduct, enabling the effective recommendation of the hiring, firing, promoting, and disciplining of staff.
- Prepares extensive correspondence in the course of official duties.
- Prepares clear, sound, accurate, and informative reports containing findings, conclusions, and recommendations.
- Administers and supervises the administration of psychological and other tests.
- Directs the scoring and interpretation of tests, the analysis of test results and series of tests and the correlation of test results with other findings.
- Supervises the activities of treatment and program personnel within the unit.
- Plans and directs courses of individual or group treatment.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Clinical Services	Page: 3 of 5
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- Initiates, conducts, and reports on research studies.
- Participates in case related meetings and conferences and in staff and agency policy meetings and discussions. Performs and directs case interviews.
- Prepares recommendations for training programs for staff and the population.
- Plans, organizes, and assigns the work of the organizational unit and evaluates employee performance and conduct, enabling the effective recommendation of the hiring, firing, promoting, and disciplining of subordinates.
- In connection with community education, makes presentations before organizations and groups interested in, or concerned with the problems of mental health, mental retardation, and the prevention of delinquency.
- Prepares and directs the preparation of clear, technically sound, accurate and informative psychological, statistical, diagnostic and other reports containing findings, conclusions, and recommendations.
- Directs the establishment and maintenance of the essential unit records, histories, and files.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Is preferred to be a licensed psychologist that meets professional standards of the Texas Occupations Code, Title 3, Chapter 501, and Psychologists' Licensing Act.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of interviewing and psychological evaluation skills.
- Knowledge of the theory and practice of substance abuse treatment and education, including the practical problems involved in giving varied types of tests and in scoring, analyzing and interpreting tests and test results.
- Knowledge of the Therapeutic Community model.
- Ability to investigate and analyze information and to draw conclusions.
- Ability to observe, assess, and record symptoms, reactions and progress.
- Ability to read, interpret, and apply rules, regulations, policies, objectives, and standards.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Director of Clinical Services</p>	<p>Page: 4 of 5</p>
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- Ability to carry out assigned work and to develop effective work methods in accordance with established procedures.
- Ability to work effectively with facility staff and other persons interested in or concerned with the treatment programs and services.
- Ability to do assigned research work.
- Ability to keep current with literature, trends of thought, and new developments in the treatment of substance abuse.
- Ability to collect materials for and prepare clear, accurate, and informative psychological, statistical, and other reports containing findings, conclusions, and recommendations.
- Ability to draft correspondence.
- Ability to maintain and establish records and files.
- Ability to assist in the establishment and maintenance of the essential mental health and substance abuse related records, studies, and files.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior, including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Clinical Services	Page: 5 of 5
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of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Therapist	Page: 1 of 4
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Director of Clinical Services	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:	N/A	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provide individual therapeutic services to youth as assessed by the treatment team. Develops youth needs assessment and Psychosocial History to formulate treatment plan. Prioritize treatment plan to focus on youth mental health and substance abuse issues, ensuring monthly updates reflecting progress. Complete documentation related to individual, group and family sessions that are provided to the youth, as well as, monthly progress updates related to mental health services.

B. Position Expectations and Essential Functions:

- Under the supervision of the licensed clinical supervisor, conducts needs assessments and psychosocial to document history and identify preliminary issues for treatment focus by interviewing the resident and their family members one on one and transcribing relevant information
- Participates in the development and implementation of treatment plans under the supervision of the licensed clinical supervisor
- Under the supervision of licensed clinical supervisor, provides group and family process oriented therapies using various professional treatment modalities
- Develops and assists in individualized discharge planning for the residents by utilizing treatment team and written chart information to determine residents' aftercare needs
- Attends regular treatment team meetings to provide therapists perspective to total case management of the resident by reading and discussing written progress notes from charts and communicating any state or local agency legal requirement for case management with the interdisciplinary team. Monitors overall course of treatment services
- Conducts educational and other didactic groups for resident and family members
- Makes handwritten entries to resident charges describing therapy performed, progress in discharge planning process, and/or other interventions
- Reports incidents of suspected abuse using prescribed forms and protocols from the relevant community/state agency
- Provides individual therapy as specified on the youth's individual treatment plan
- Maintains Licensure per state applicable laws
- Conducts Substance Intervention and Education groups

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Therapist	Page: 2 of 4
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- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will be a fully licensed or certified professional in the State of Texas to meet the services needs of the population. Each professional will be experienced in working with adolescents; responsible to provide mental health, substance abuse, within the scope of license abilities, as detailed in Section B, "License and Certifications" above. The preferred licensed include:

LCP, LCSW, LSW, LMFT and LCDC

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the theory and practice of psychology and human development, including the practical problems involved in giving varied types of tests and in scoring, analyzing and interpreting tests and test results.
- Ability to read, interpret, and apply rules, regulations, policies, objectives, and standards.
- Ability to carry out assigned work and to develop effective work methods in accordance with established procedures.
- Ability to work effectively with facility staff and other persons interested in or concerned with the treatment programs and services.
- Ability to select and administer psychometric, vocational, aptitude, performance and special tests, score the tests, analyze and interpret the results, and correlate the results of tests with other findings.
- Ability to make special studies of behavior and other problems.
- Ability to do assigned research work.
- Ability to prepare recommendations for carrying out programs of vocational education.
- Ability to keep current with literature, trends of thought, and new developments in the field of psychology, psychometric, and research.
- Ability to collect materials for and prepare clear, accurate, and informative psychological, statistical, and other reports containing findings, conclusions, and recommendations.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Licensed Therapist</p>	<p>Page: 3 of 4</p>
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- Ability to draft correspondence.
- Ability to maintain established records and files.
- Ability to assist in the establishment and maintenance of the essential psychology records, studies, and files.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior, including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to read, write, speak, understand, or communicate in English sufficiently to perform the duties of this position. American Sign Language or Braille may also be considered as acceptable forms of communication.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Therapist	Page: 4 of 4
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- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Therapist	Page: 1 of 4
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Director of Clinical Services	
DATE POSITION LAST REVIEWED:	-----	
POSITION(S) SUPERVISED:	N/A	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provide individual therapeutic services to youth as assessed by the treatment team. Develops youth needs assessment and Psychosocial History to formulate treatment plan. Prioritize treatment plan to focus on youth mental health and substance abuse issues, ensuring monthly updates reflecting progress. Complete documentation related to individual, group, and family sessions that are provided to the youth, as well as, monthly progress updates related to mental health services.

B. Position Expectations and Essential Functions:

- Completing or requesting required assessments;
- Providing individual, group and family therapy;
- Coordinating and implementing behavioral health programming associated with the treatment plan and with the recipient's performance plan;
- Training of direct care staff in the implementation of the individualized treatment plan for behavioral health overlay services;
- Monitoring the overall course of treatment services and observing and documenting direct care staff's implementation of the recipient's individualized treatment plan;
- Convening treatment team meetings as scheduled or as needed to discuss behavioral health overlay services;
- Developing the recipient's behavioral health discharge plan and aftercare plan;
- Serving as a liaison with the Department of Juvenile Justice, the district or regional Substance Abuse and Mental Health program office, and the district Child Welfare and Community Based Care program office, if indicated;
- Under the supervision of the licensed clinical supervisor, conducts needs assessments and psychosocial to document history and identify preliminary issues for treatment focus by interviewing the resident and their family members one on one and transcribing relevant information;
- Participates in the development and implementation of treatment plans under the supervision of the licensed clinical supervisor;



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Therapist	Page: 2 of 4
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- Develops and assists in individualized discharge planning for the residents by utilizing treatment team and written chart information to determine residents' aftercare needs;
- Attends regular treatment team meetings to provide therapists perspective to total case management of the resident by reading and discussing written progress notes from charts and communicating any state or local agency legal requirement for case management with the interdisciplinary team. Monitors overall course of treatment services;
- Conducts educational and other didactic groups for resident and family members;
- Makes handwritten entries to resident charges describing therapy performed, progress in discharge planning process, and/or other interventions;
- Reports incidents of suspected abuse using prescribed forms and protocols from the relevant community/state agency;
- Provides individual therapy as specified on the youth's individual treatment plan;
- Conducts Substance Intervention and Education groups; and
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Must have a Master's degree from an accredited university or college in the field of counseling, social work, psychology, rehabilitation, special education or in a related human services field;

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the theory and practice of substance abuse treatment and education, including the practical problems involved in giving varied types of tests and in scoring, analyzing and interpreting tests and test results.
- Ability to read, interpret, and apply rules, regulations, policies, objectives, and standards.
- Ability to carry out assigned work and to develop effective work methods in accordance with established procedures.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Therapist	Page: 3 of 4
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- Ability to work effectively with facility staff and other persons interested in or concerned with the treatment programs and services.
- Ability to select and administer psychometric, vocational, aptitude, performance and special tests, score the tests, analyze and interpret the results, and correlate the results of tests with other findings.
- Ability to make special studies of behavior and other problems.
- Ability to do assigned research work.
- Ability to prepare recommendations for carrying out programs of vocational education.
- Ability to keep current with literature, trends of thought, and new developments in the treatment of substance abuse.
- Ability to collect materials for and prepare clear, accurate, and informative psychological, statistical, and other reports containing findings, conclusions, and recommendations.
- Ability to draft correspondence.
- Ability to maintain and establish records and files.
- Ability to assist in the establishment and maintenance of the essential psychology records, studies, and files.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior, including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to read, write, speak, understand, or communicate in English sufficiently to perform the duties of this position. American Sign Language or Braille may also be considered as acceptable forms of communication.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Therapist	Page: 4 of 4
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F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 5

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Facility Administrator	Page: 1 of 3
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Regional Director	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:	Department Managers	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides overall day-to-day operations of facility site ensuring that departmental systems are functioning in accordance with established contract guidelines; Ensures that budgetary guidelines are maintained and managed in accordance with yearly plan.

B. Position Expectations and Essential Functions:

- Ensures facility is maintained in a safe and secure manner.
- Ensures that each department is compliant with all established staff development and training guidelines working in conjunction with the Director of Staff Development.
- Ensures that case management services are provided according to contract guidelines.
- Ensures that clinical services are provided according to contract guidelines through supervision to Director of Clinical Services.
- Ensures that medical services are provided according to contract guidelines through the supervision of the Medical Coordinator.
- Ensures that effective systems are implemented for support services department.
- Maintains effective Human Resource system through coordination with the Human Resources Manager.
- Works in conjunction with Compliance Manager to implement systems of contract monitoring and quality assurance.
- Ensures that efforts are maintained to promote community awareness and involvement.
- Ensures compliance with established contract guidelines as it relates to outcome monitoring and services.
- **Manages facility FTE's with specific procedures developed to address turnover ratios, vacancy issues, and overtime utilization.**
- Maintains effective communication with the Regional Director to ensure accurate problem solving and facility enhancement.
- Develops and implements facility yearly budget, and maintains monthly outcome monitor of expenses to ensure compliance with budgetary guidelines.
- Ensures facility is in compliance with Department of Juvenile Justice regulations or Department of Children and Families as applicable to facility.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Facility Administrator	Page: 2 of 3
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- Ensures that overall facility functioning meets regulatory guidelines with safety and security achieved.
- Provides facility leadership and overall management.
- Approves purchasing of supplies and implementation of purchase order system.
- Designated as the PREA Facility Compliance Manager and shall ensure that all mandated requires of this policy, state and federal requirements are met.

C. Position Requirements:

Education:

- Is expected to have a resume that includes a bachelor's degree from an accredited college, and preferred to have at least five years of experience in management of juvenile programming.

Other Requirements:

- Must be at least 21 years of age.
- Responsible for complying with time and attendance policies and all established Human Resource Policies. Must adhere to the Code of Conduct established by TrueCore. Performs other duties as assigned by Supervisor.

D. Knowledge, Skills and Abilities:

High school level reading and writing skills; acceptable oral and written communication skills; legible handwriting; ability to maintain information as highly confidential; telephone etiquette and customer service skills by phone and face-to-face; familiarity with medical and psychological terminology preferred; skills in dealing courteously with the public and other staff within the hospital; basic knowledge of human behavior or principles of psychology useful; skills in prioritizing and in managing time; problem-solving skills; use of appropriate social skills, including demonstration and respect for staff and patients; empathy toward residents; skills in teaching or assisting with activities of daily living helpful. Basic or general knowledge of human growth and development helpful; familiarity with, or basic insight into, emotional needs of residential clients; experience with therapeutic limit-setting helpful, or an understanding of level systems or other behavior management modalities; ability to maintain professional boundaries and willingness to seek supervision in this regard.

E. Equipment Utilized

While completing job duties, the following machines and tools may be utilized by the employee:

- | | |
|----------------|--------------------------|
| • Telephone | • Audio-visual equipment |
| • Copy Machine | • First Aid Items |
| • Shredder | • AED |
| • Calculator | • |

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Facility Administrator	Page: 3 of 3
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of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 6

True Potential. Discovered.

Paul Morales

Objective

Facility Administrator-The Oaks Brownwood, TX.

Experience

2014-2016 Director of Administrator Review and Risk Management Huntsville, TX

Oversight of Risk Management, Access to Courts, Step II Offender Grievance, Administrative Reviews including divisional level reviews, ACA and PREA audits, Use of Force reviews and the Ombudsman for the Texas Department of Criminal Justice.

The division employed 75 staff members which I supervised.

2013-2014 Deputy Director of Management Operations Huntsville, TX

Oversight of PREA and Safe Prison Programs, Security Threat Groups, Fusion Center, Correctional Training and Staff Development, Plans and Operations.

2012-2013 Correctional Training & Staff Development Huntsville, TX

Correctional Training Director

- Oversight of 6 regional training academies and 25 unit-based in-service academies ■
- Leadership and Development

2009-2012 Region III Director's Office Rosharon, TX

Region 111 Director

- Oversight of 20 correctional facilities ■
- Supervise region support staff

2006-2009

Connally Unit

Kenedy, TX

Warden II

- Responsible for daily management operations of facility
- Responsible for safety and security of staff and offenders
- Promote positive attitude, inspire all to excel in job performance
- Serve under direction of Region Director
-

2005-2006

McConnell Unit

Beeville, TX

Warden II

- Responsible for daily management operations of facility
- Responsible for safety and security of staff and offenders
- Promote positive attitude, inspire all to excel in job performance
- Serve under direction of Region Director
-

2004-2005

Lynaugh / Fort Stockton

Fort Stockton, TX

Warden I

- Responsible for daily management operations of facility
- Responsible for safety and security of staff and offenders
- Promote positive attitude, inspire all to excel in job performance
- Serve under direction of Region Director
-

2003-2004

Segovia Unit

Edinburg, TX

Warden

- Responsible for daily management operations of facility
- Responsible for safety and security of staff and offenders
- Supervise 265 employees
- Supervise 1260 offenders
- Serve under direction of Region Director
-

2002-2003

John B. Connally, Jr. Unit

Kenedy, TX

Assistant Warden

- Serve under direction of Senior Warden
- Responsible for daily management operations of facility
- Responsible for safety and security of staff and offenders
- Supervised department supervisors assigned to general population
- Supervise 610 employees ■ Supervise 2840 offenders

1999-2002

Lynaugh Unit

Fort Stockton, TX

Assistant Warden

- Serve under direction of Senior Warden
- Responsible for daily management operations of facility
- Supervised all department supervisors
- Supervise 250 employees
- Supervise 1370 offenders

1996-1999

Wallace Unit

Colorado City, TX

Major

- Served as chief of security
- Responsible for Building Schedule
- Responsible for daily inspections of offender housing
- Evaluate work performance of Captains, Lieutenants, and Sergeants ■
- Serve under direction of Assistant Warden

1994-1996

Daniel Unit

Snyder, TX

Captain

- Responsible for the building operations and the three security shifts
- Disciplinary Hearing Officer
- Supervised security supervisors in the operation of each shift
- Conducted daily inspections of offender housing
- Serve under direction of Major

1992-1994

McConnell Unit

Beeville, TX

Lieutenant

- Responsible for shift briefings
 - Responsible for training of Correctional Officers
 - Responsible for assigning officers to duty post
 - Conducted unit counts
 - Supervised daily activity on shift
 - Investigate disciplinary cases, and conducted minor court hearings ■
- Serve under direction of Captain

1990-1992

Daniel Unit

Snyder, TX

Sergeant

- Responsible for training of Officers
- Supervise shift activities
- Investigate disciplinary cases

Education:

2005 MS Criminal Justice Southwest University

2003 BS Criminal Justice Southwest University

Specialized Training:

Covey Training

Cultural Diversity

NIC Peer Training for New Wardens

NIC Security Audits

CMIT Peer Interaction for New Wardens

NIC Training Directors Forum

Member:

American Correctional Association (ACA)

TrueCore™

EXHIBIT 7

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Assistant Facility Administrator - Operations	Page: 1 of 4
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Facility Administrator	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:	AFA – Support Services, Unit Managers, Shift Supervisor, YCW I, YCW II	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides "second-in-command" management and direction to specified areas of operation. Duties include assisting the Facility Administrator in organizing and supervising the safety, security, transportation, master control, physical plant, QA, and training components of a juvenile correctional center and in formulating and executing plans for the effective utilization of available funds, personnel, equipment, materials, and supplies; does related work as required. Appointees in this position are responsible and accountable for the proper functioning of those areas of operation assigned to them. Is on 24-hour call and serves in Duty Officer Rotation.

B. Position Expectations and Essential Functions:

- Directs and coordinates supervisory functions and responsibilities for Assistant Facility Administrators.
- Reviews all on-going work of these positions, conducting periodic evaluations and conferences to ensure compliance with Federal, State and local laws, rules, regulations and standards, and TrueCore Behavioral Solutions, LLC policies and procedures.
- Meets bi-weekly with staff collectively to provide consistent procedures from shift to shift.
- Ensures staff work schedules are maintained to provide maximum coverage.
- Implements corrective action when necessary.
- Ensures compliance with all standards.
- Ensures annual appraisals are completed and submitted within required time frames.
- Assists the QI Coordinator and QI program and assists in directing the activities for internal reviews, audits, and evaluations of program performance and services to youth campus wide and in those areas specifically identified, assists in the development and implementation of modifications as indicated or required by the contracting authority.
- Responsible for continuous quality improvement initiatives campus wide and in those areas specifically assigned.
- Responsible for identifying deficiencies and implementing appropriate corrective action plans.
- Assists in coordinating training and in providing training as needed.
- Conducts investigation of the facts when staff members or juveniles make complaints, or conduct is alleged or observed that compromises the safety or security of the facility and/or violates any known state or federal law.
- Notes suspicious persons and behaviors and takes action, notes, and reports significant conditions constituting hazards, and takes the steps necessary to insure safe and orderly conditions.
- Ensures the observance of laws and regulations by juveniles, Youth Care Workers, Shift Supervisors, civilian employees and visitors.
- Directs and coordinates supervisory functions and responsibilities for Shift Supervisors.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Assistant Facility Administrator-Operations</p>	<p>Page: 2 of 4</p>
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- Reviews all on-going work of these positions, conducting periodic evaluations and conferences to ensure compliance with Federal, State and local laws, rules, regulations and standards, and TrueCore Behavioral Solutions policies and procedures.
- Conducts prearranged and unscheduled tours and inspections of all interior and exterior campus areas on all shifts; completes reports related to findings; and takes appropriate action related to any problems or deficiencies observed.
- Assists the Facility Administrator in the administration, operation and management of programs of the center.
- Analyzes the work operations of the facility; assists in the development of a suitable work program and working procedures.
- Supervises the execution of work programs in accordance with proscribed procedures.
- Assists in formulating and executing plans for the effective utilization of available funds, equipment and supplies.
- Delegates suitable assignments and provides instructions to individuals and to unit supervisors; provides them with needed equipment, material and supplies and supervises work performance.
- Participates in staff training and development programs.
- Will act as the emergency disaster plan coordinator for the facility. Responsible for the implementation of the emergency disaster plan.
- Reviews training needs of staff, makes recommendations and assists with training.
- Directs behavioral management program. Ensures proper and consistent application of program. Implements changes to behavior management program to reinforce positive client behavior. Monitors behavior management program in operation to ensure compliance by staff.
- Assures building security and safety procedures are maintained.
- Conducts inspections of facility to ensure security and safety are at adequate levels.
- Reviews video recording of day rooms to ensure compliance of minute checks and reviews incidents involving safety procedures.
- **Performs duties of Facility Administrator as directed in Administrator's absence.**
- Ensures compliance with duties of Administrator standards.
- Maintains cooperative relationship with associated Juvenile Justice, Law Enforcement, Court and other State agencies.
- Conducts and participates in weekly review of all detained youth as necessary.
- Assures logs, incidents reports and confinements are in compliance with Facility Operating Procedures.
- Reviews log books periodically to ensure proper documentation.
- Reviews incidents which appear to be out of compliance with Facility Operating Procedures and recommends actions if out of compliance.
- Ensures youth valuables are secured and properly identified.
- Maintains safe inventory for youth valuables.
- Reviews admission cards to ensure proper documentation of client valuables.
- **General Medication Administration Requirements.** If sufficient licensed healthcare professionals (LPNs, RNs) are not available on-site to administer oral over-the-counter medications and/or oral prescription medications, staff who are not duly licensed in the State of Florida under Ch. 458, 459, or 464, Florida Statute (1997) may administer these medications, pursuant to appropriate training and appropriate supervision. The administration of oral prescribed medications to youth by staff who do not hold medical or nursing licenses is not illegal. However, appropriate assignment of staff responsibilities and implementation of procedures to follow are necessary. Additionally, non-healthcare licensed staff members should not be expected to detect education-related problems beyond the scope of the layperson. It is imperative that the administration recognize that an organized, well-documented system of medication management must include specified procedures, adequate training and assignment of job duties if medication administration is to be performed at any time by staff members who do not hold medical or nursing licenses.
- Directs and coordinates the personnel hiring process of all operations staff. Assists in the personnel hiring process of Direct Care Staff.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Assistant Facility Administrator-Operations	Page: 3 of 4
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- Ensures proper and consistent review grid of all applications for operations staff.
- Ensures disciplinary issues are dealt with as necessary.
- Performs as Facility Administrative Duty Officer, and participates in rotation as Administrator for evening, weekends and holidays as necessary.
- All other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Is expected to have a resume that includes a bachelor's degree in business, psychology or nursing; at least five years of experience working with specialized youth, with at least two years supervisory experience.

Other Requirements:

- Must be at least 21 years of age.
- Responsible for complying with time and attendance policies and all established Human Resource Policies. Must adhere to the Code of Conduct established by TrueCore. Performs other duties as assigned by Supervisor.

D. Knowledge, Skills and Abilities:

- Ability to supervise and direct supervisory level employees.
- Knowledge of DJJ Service Manual, Florida District Administrative Code, Chapter 10H, PAR Procedures, and TrueCore Behavioral Solutions, LLC operating procedures.
- Knowledge of Florida Statutes 985, and the Florida Rules of Juvenile Procedure.
- Ability to utilize Policy and Procedure Manual in finding and applying regulations to daily operations.
- Knowledge of District and Regional procedures and ability to implement.
- Ability to conceptualize processes and procedures in a logical and understandable manner and to communicate that information verbally to both experienced and inexperienced staff.
- Ability to organize and coordinate work schedules.
- Knowledge of personnel rules and regulations.
- Knowledge of routine office procedures.
- Ability to conduct and control fact finding interviews.
- Knowledge of Policy and Procedures Manual and Purchasing Regulations.
- Knowledge of statistical theory.
- Ability to compile statistical reports.
- Ability to communicate information effectively and to train staff.
- Ability to review and detect deficiencies in direct care programs to implement corrective actions.
- Knowledge of safety and sanitation standards.
- Knowledge of policy and law related to security and search procedures.
- Knowledge of Quality Assurance Standards.
- Ability to develop and implement procedures to ensure compliance with rules, regulations, policies and standards.
- Ability to prepare accurate and concise correspondence and reports.
- Ability to identify and correct supplies deficiencies.
- Ability to participate in "on-call" duty assignments.
- Ability to complete and utilize aggression control techniques including the PAR on acting out adolescents.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Assistant Facility Administrator-Operations</p>	<p>Page: 4 of 4</p>
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- Ability to deal with clients in counseling roles with difficult and behaviorally troubled youth.
- Ability to legally operate a motor vehicle.
- Ability to physically prevent an escape and to offer immediate pursuit of an escaped client.

E. Equipment Utilized

- Ability to utilize electronic communication devices such as 2-way radio, audio and video surveillance devices.
- May require to learn to utilize various types of electronic and /or manual recording and information systems used by the agency, office computers, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 8

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Case Manager	Page: 1 of 5
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Director of Case Management	
DATE POSITION LAST REVIEWED:	-----	
POSITION(S) SUPERVISED:	N/A	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Coordinates youth designated caseload. Ensures that youth and family are provided orientation to the facility, and release procedures are coordinated to ensure compliance with Department of Juvenile Justice regulations. Acts as the leader of the facility treatment team process and assists with developing youth needs assessment and performance plan. Provides monthly progress updates to the Department of Juvenile Justice and respective judicial representatives.

B. Position Expectations and Essential Functions:

- Maintains ongoing communication with the Department of Juvenile Justice and support services.
- Schedules and coordinates treatment team meetings to provide total case management of the resident by completion of the needs assessment, performance plan, and monthly progress updates.
- Makes handwritten entries to resident charts describing service performed, progress in discharge planning process, or other interventions.
- Conducts psycho-educational/social rehabilitation groups as needed and conducts 1:1's with youth and family related to rehabilitative and transition issues.
- Schedules, attends, and documents court hearings.
- Creates performance plan for youth based on treatment team input and updates goals monthly or as required by youth progress.
- Ensures timely and accurate correspondence to judges, Juvenile Probation Officers, and parents in relation to orientation, monthly progress updates and release proceedings.
- Ensures extensive communication along with all treatment team members to address youth and parental issues.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Case Manager	Page: 2 of 5
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- Coordinates all youth release proceedings including notification of release, coordination of the exit conference, and development of the transition summary.
- Utilizes appropriate individual counseling techniques; assists residents in identifying and resolving areas of social, psychological, emotional, and/or behavioral dysfunction.
- Develops treatment plans and performance contracts.
- Alone or in a team, participates in initial admission interviews.
- Participates in case assessments and progress conferences.
- Insures the proper supervision of juveniles and helps maintain order.
- Prepares and submits case histories, preliminary interviews, and impression intake reports.
- Investigates and verifies pertinent facts and information necessary for an effective treatment plan.
- Develops appropriate working relationships with involved agencies such as, social service, juvenile justice, and/or corrections departments, the police, courts, probation and parole officers, schools, clinics, hospitals, physicians, lawyers, clergy and employers and employment agencies.
- Maintains an assigned caseload, provides necessary group or individual counseling, chairs treatment team meetings and coordinates the delivery of treatment plan services.
- **Leads treatment planning conferences; assists in the identification of resident's weaknesses and strengths and the development of individual treatment and education plans.**
- Conducts resident group life skills meetings to achieve prescribed objectives regarding interpersonal interaction, education, employment and personal adjustment.
- In response to episodes of extreme behavior, uses appropriate crisis intervention and behavioral management techniques, which may include the physical restraint and confinement of residents.
- Participates in escape apprehension activities and emergency response activities.
- In the absence of trained medical personnel, provides emergency first-aid and arranges for immediate follow-up care.
- Maintains a system of records and files which includes entries in a daily log that reflects individuals' needs, problems and progress; prepares clear and concise reports on critical incidents.
- Coordinates and develops uniform practices and direction with facility-wide activities.
- Interprets, explains and applies the rules, regulations and procedures of the Academy.
- Compiles and maintains essential records and files.
- Attends and takes part in conferences, training institutes and meetings concerned with the programs and activities of the facility.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Case Manager	Page: 3 of 5
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- Attends training meetings on subjects designed to improve skills, attitudes and knowledge needed for maximum performance.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will have at least a bachelor's degree in criminology or related field and at least one year experience working with adolescents who have experienced emotional/mental health issues.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of basic theory and practice of human behavior and problems of group living.
- Knowledge of the nature of common behavior and mental health disorders of childhood and adolescence, and the appropriate responses.
- Knowledge of programmatic approaches to behavioral management including the principles of behavior modification.
- Knowledge of individual and group counseling techniques.
- Ability to maintain an attitude of objectivity and open-mindedness concerning new approaches and methods of dealing with children's problems.
- Ability to keep abreast of new ideas, attitudes and skills relevant to working with problem children.
- Ability to think clearly and act appropriately in an emergency or potentially dangerous situation.
- Ability to understand complex concepts of learning and behavior modification and their application to the client population served.
- Ability to participate in recreational activities.
- Knowledge of the rules and equipment used in popular games, sports and other leisure activities and their therapeutic applications.
- Ability to prepare required records and reports.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Case Manager	Page: 4 of 5
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- Ability to maintain essential records, reports and files.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.
- Knowledge of basic first aid and emergency medical care.
- Knowledge of governmental and private agencies that can offer treatment and rehabilitation assistance.
- Knowledge of and familiarity with techniques used in group and individual counseling.
- Ability to organize assigned work and develop effective and efficient work methods.
- Ability to interview persons who may be emotionally upset and antagonistic.
- Ability to comprehend and adjust to frameworks of references other than one's own cultural and educational standards.
- Ability to relate and adjust to individuals of varied types, including staff, residents and their families.
- Ability to acquire knowledge to analyze, comprehends, interpret and apply basic laws, rules, regulations and procedures to specific situations.
- Ability to learn to collect and make appraisals of factual information and the social relationships of individuals and families, to learn quickly the essential and significant facts in an individual or family situation, to weigh and evaluate such facts and to take appropriate action.
- Ability to maintain a firm, correct and professional attitude at all times.
- Ability to comprehend the problems of persons who are physically and/or emotionally maladjusted.
- Ability to prepare clear, sound, accurate and informative reports containing findings, conclusions and recommendations.
- Ability to demonstrate judgment and discretion in dealing with sensitive information and to function independently within a team- oriented atmosphere.
- Ability to move among work site buildings; occasional travel required.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Case Manager</p>	<p>Page: 5 of 5</p>
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- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 9

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 1 of 3
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	Assistant Facility Administrator	
DATE POSITION LAST REVIEWED:	-----	
POSITION(S) SUPERVISED:	Youth Care Workers I and II on assigned shifts	

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides leadership to Youth Care Workers assigned to shift. Ensure that youth are supervised in accordance with all TrueCore, Behavioral Solutions and Department of Juvenile Justice guidelines. Implements and coordinates behavioral management strategies for youth to ensure consistency and compliance to established schedule. Comply with all applicable standards related to P.A.R. and interventions associated with milieu management. Ensures that all documentation to include shift logs and accountabilities are completed per policy. Reinforces established Code of Conduct and youth rights.

B. Position Expectations and Essential Functions:

- Supervises the therapeutic milieu on the unit, enforces the level system or other methods of behavior management
- Maintains resident, program, department and related documentation, ensuring that shift documentation is completed
- Orients new Direct Care to unit, program, and milieu through the implementation of an established training curriculum
- Carries out general nursing assistance necessary to treatment of residents as assigned and supervised by LPN to include medication administration
- Monitors program technicians to ensure residents carry out activities of daily living, when congruent with the resident' treatment plan and needs, age, and developmental level
- Ensures youth on level of supervision and other forms for security alert are monitored
- Supervises staff to ensure staff adhere to TrueCore Behavioral Solutions, LLC Code of Conduct
- Maintains communication with supervisors and other department managers to ensure an effective treatment team system
- Records and documents all incidents per TrueCore Behavioral Solutions, LLC and Department of Juvenile Justice standards
- Reviews all shift log book entries to ensure compliance
- Ensures accountability and supervision is maintained on units
- Maintains unit is in clean and orderly manner
- Works in conjunction with the Program Director and/or Executive Director to managed assigned FTEs
- Provides leadership through role modeling and reinforcement of positive practices
- Ensures that incidents which warrant an occurrence report and CCC reporting are completed

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 2 of 3
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- Follows established TrueCore Safety Program and ensures shift compliance with all related workers compensation issues
- Provides feedback and assistance related to employee selection and employee corrective actions
- Responsible for complying with time and attendance policies and all established Human Resource Policies. Must adhere to the Code of Conduct established by TrueCore.
- Performs other duties as assigned by Supervisor.

C. Position Requirements:

Education:

- High School Diploma or G.E.D.
- Must have at least two years of Direct Care experience working with youth.
- Must have one year of previous related supervisory experience

Other Requirements:

- Must be at least 21 years of age

D. Knowledge, Skills and Abilities:

High school level reading and writing skills; acceptable oral and written communication skills; legible handwriting; ability to maintain information as highly confidential; telephone etiquette and customer service skills by phone and face-to-face; familiarity with medical and psychological terminology preferred; skills in dealing courteously with the public and other staff within the hospital; basic knowledge of human behavior or principles of psychology useful; skills in prioritizing and in managing time; problem-solving skills; use of appropriate social skills, including demonstration and respect for staff and patients; empathy toward residents; skills in teaching or assisting with activities of daily living helpful. Basic or general knowledge of human growth and development helpful; familiarity with, or basic insight into, emotional needs of residential clients; experience with therapeutic limit-setting helpful, or an understanding of level systems or other behavior management modalities; ability to maintain professional boundaries and willingness to seek supervision in this regard.

E. Equipment Utilized

While completing job duties, the following machines and tools may be utilized by the employee:

- | | |
|-------------------|--------------------------|
| • Telephone | • Audio-visual equipment |
| • Copy Machine | • First Aid Items |
| • Shredder | • AED |
| • Calculator | • Two-way Radio |
| • Television, VCR | • Washer and dryer |

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Shift Supervisor	Page: 3 of 3
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to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore™

EXHIBIT 10

True Potential. Discovered.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Administrative Assistant	Page: 1 of 4
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under the direction of a supervisor, performs clerical services to include reception, scheduling, telecommunications, word processing, incoming and outgoing mail and acts as liaison between department personnel and provides clerical support; does related work as required.

B. Position Expectations and Essential Functions:

- May serve as the receptionist of the facility or department including receiving callers, determining their reasons for visiting the office, provides them with the required information according to department procedures and, as is possible, sees that the desired objectives are achieved.
- Notifies department personnel of callers' names and other relevant information and, when so instructed, schedules appointments.
- Ensures telephones are answered in a timely and professional manner.
- May process and distribute incoming and outgoing mail.
- Performs clerical duties such as word processing, filing, composing correspondence, faxing, and record keeping. Fills in and provides backup as necessary to ensure completion of special projects and routine duties.
- Ensures proper use, maintenance and operation of office equipment.
- Handles inquiries and responds to callers, refers complicated/sensitive inquiries to the proper individual or unit.
- May serve as network administrator.
- Sends and receives faxes.
- Performs varied clerical and offices services duties, including typing, filing and checking.
- Prepares reports.
- Handles sensitive and/or confidential information, correspondence, documents, and reports.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Administrative Assistant	Page: 2 of 4
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- Maintains confidentiality.
- Establishes and maintains records and files.
- Attends management and quality improvement meetings.
- Completes daily administrative typing as required as well as all admission and discharge reports.
- Completes purchasing for administrative support services.
- Completes payroll duties as assigned.
- Distributes mail and assists with personal property.
- Coordinates facility JJIS Input and admission process.
- Completes tasks as assigned by the Facility Administrator to include typing, form development and policy coordination.
- Assist with youth orientation through completion of assigned forms and youth photos.
- Acts as a main clerical contact to facility staff.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will have at least a high school diploma or equivalent and successful completion of a required training program to provide administrative and human resource support needed to maintain continuity.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of department rules, regulations, policies, programs, functions, layout and personnel.
- Knowledge of the functions and responsibilities of the unit and of the approved methods of providing information to the public.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Administrative Assistant	Page: 3 of 4
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- Knowledge of the names and professional status of persons calling frequently at the office.
- Knowledge of office deadlines, routines, schedules and procedures.
- Ability to recognize and appropriately handle sensitive and/or confidential information.
- Ability to maintain confidentiality.
- Ability to meet and deal courteously and effectively with varied types of persons, some of whom may be bewildered or antagonistic.
- Ability to give information in person or over the telephone clearly, accurately and in accordance with department regulations and procedures.
- Ability to ascertain callers' reasons for coming to the office and to refer them to the proper individuals or organizations.
- Ability to schedule appointments accurately and to make certain that misunderstandings do not occur.
- Ability to learn to recognize faces and to remember names quickly and accurately.
- Ability to perform varied types of clerical tasks including the receipt, sorting, distributing, weighing, sealing and stamping of mail, typing and filing.
- Ability to establish and maintain records and files.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Administrative Assistant	Page: 4 of 4
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- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 1 of 6
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under the direction of the Program Administrator is responsible to plan and implement case management program relating to everyday living activities, to provide for the emotional, social, and educational advancement of the individual youth, and to ensure the safety and welfare of the residents. Responsible for the overall operation of case management system including training, scheduling, hiring, firing, promoting, demoting and or disciplining of employees. Is on call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Assigns and instructs professional and nonprofessional employees and supervises the performance of their work.
- Plans, develops, and supervises the implementation of new and/or revised case management activities and related operating procedures.
- Reviews and evaluates the overall quality of case management services to ensure conformance with goals and objectives.
- Plans, organizes, and assigns the work of the case managers and evaluates employee performance and conduct, enabling the effective recommendation of the hiring, firing, promoting, and disciplining of staff.
- Coordinates case related meetings and conferences and in staff and agency policy meetings and discussions.
- Assigns staff to accommodate unique or emergency needs.
- Directs the establishment and maintenance of the essential unit records, histories, and files.
- Utilizes appropriate individual counseling techniques; assists residents in identifying and resolving areas of social, psychological, emotional, and/or behavioral dysfunction.
- Develops treatment plans and performance contracts.
- Alone or in a team, participates in initial admission interviews.
- Participates in case assessments and progress conferences.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 2 of 6
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- Prepares and submits case histories, preliminary interviews, and impression intake reports.
- Investigates and verifies pertinent facts and information necessary for an effective treatment plan.
- Develops appropriate working relationships with involved agencies such as, social service, juvenile justice, and/or corrections departments, the police, courts, probation and parole officers, schools, clinics, hospitals, physicians, lawyers, clergy, and employers and employment agencies.
- Provides guidance to paraprofessional staff and monitors program implementation.
- Maintains an assigned caseload, provides necessary group or individual counseling, chairs treatment team meetings, and coordinates the delivery of treatment plan services.
- Leads treatment planning conferences; assists in the identification of resident weakness and strengths and the development of individual treatment and education plans.
- Plans, organizes, and carries out programs of leisure time activities, on both an individual and group basis, as indicated by the needs of each resident.
- Oversees resident group meetings to achieve prescribed objectives regarding interpersonal interaction, education, and personal adjustment.
- Conducts resident group life skills meetings to achieve prescribed objectives regarding interpersonal interaction, education, employment, and personal adjustment.
- Teaches proper methods of personal care, grooming, and basic household activities to ensure suitable standards are followed for order, cleanliness, safety and care of furnishings and equipment.
- Provides calm, consistent, and appropriate direction for and responses to youth behavior during daily living activities.
- In response to episodes of extreme behavior, uses appropriate crisis intervention and behavioral management techniques, which may include the physical restraint and confinement of residents.
- Participates in escape apprehension activities.
- Participates in emergency response activities.
- In the absence of trained medical personnel, provides emergency first-aid, and arranges for immediate follow-up care.
- Assigns resident and staff work activities in accordance with established procedures; provides instruction on skills, develops attitudes and imparts knowledge required to carry out these activities.
- Maintains a system of records and files which includes entries in a daily log that reflects individuals' needs, problems and progress; prepares clear and concise reports on critical incidents.
- Maintains a system of inventory control and requisition for housing unit supplies and equipment.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 3 of 6
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- Coordinates and develops uniform practices and direction with facility-wide activities.
- Interprets, explains, and applies the rules, regulations, and procedures of the center.
- Compiles and maintains essential records and files.
- Attends and takes part in conferences, training institutes, and meetings concerned with the programs and activities of the facility.
- Attends training meetings on subjects designed to improve skills, attitudes, and knowledge needed for maximum performance.
- Coordinates admissions and discharges with the Department of Juvenile Justice and support services.
- Participates as a member of facility management team.
- Provides leadership and support to case management staff.
- Conducts clinical one-to-one interventions with youth and family related to rehabilitation issues.
- Documentation oversight and review of all case management processes.
- Gathers information from court hearings and reviews and assists case managers in documenting and reporting of information.
- Maintains effective working relationships and communications with internal and external customers.
- Responds to emergency codes utilizing training in management of aggressive behavior.
- Participates in training and development for purpose of professional growth and skill enhancement.
- Supports organization's safety and security program.
- Complies with applicable standards of conduct and regulations governing delivery of services.
- Maintains attendance and punctuality.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Must have a Bachelor's degree from an accredited university or college with at least 30 semester hours or 45 quarter hours in either development of human behavior, child development, family intervention techniques,



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 4 of 6
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diagnostic measure of therapeutic techniques such as social work, psychology, sociology, guidance, and counseling; prefer at least two years experience working with adolescents who have experienced emotional/mental health issues, excellent written and oral communication skills; skills in case management, time management, crisis intervention and conflict management.

- Prefer 5 years of experience in counseling or social work having the responsibility for gathering and analyzing social or health information from clients, the determination of their needs and the planning and carrying out of a treatment plan geared to the needs of individual clients. Supervisory experience preferred.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of basic theory and practice of human behavior and problems of group living.
- Knowledge of the nature of common behavior and mental health disorders of childhood and adolescence, and the appropriate responses.
- Knowledge of programmatic approaches to behavioral management, including the principles of behavior modification.
- Knowledge of individual and group counseling techniques.
- Ability to maintain an attitude of objectivity and open-mindedness concerning new approaches and methods of dealing with children's problems.
- Ability to keep abreast of new ideas, attitudes, and skills relevant to working with problem children.
- Ability to think clearly and act appropriately in an emergency or potentially dangerous situation.
- Ability to understand complex concepts of learning and behavior modification, and their application to the client population served.
- Ability to participate in recreational activities.
- Knowledge of the rules and equipment used in popular games, sports and other leisure activities and their therapeutic applications.
- Ability to prepare required records and reports.
- Ability to maintain essential records, reports, and files.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 5 of 6
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- Knowledge of basic first-aid and emergency medical care.
- Knowledge of governmental and private agencies that can offer treatment and rehabilitation assistance.
- Knowledge of and familiarity with techniques used in group and individual counseling.
- Ability to organize assigned work and develop effective and efficient work methods.
- Ability to interview persons who may be emotionally upset and antagonistic.
- Ability to comprehend and adjust to frameworks of references other than one's own cultural and educational standards.
- Ability to relate and adjust to individuals of varied types, including staff, residents, and their families.
- Ability to acquire knowledge to analyze, comprehend, interpret and apply basic laws, rules, regulations and procedures to specific situations.
- Ability to learn to collect and make appraisals of factual information and the social relationships of individuals and families, to learn quickly the essential and significant facts in an individual or family situation, to weigh and evaluate such facts, and to take appropriate action.
- Ability to maintain a firm, correct and professional attitude at all times.
- Ability to comprehend the problems of persons who are physically and/or emotionally maladjusted.
- Ability to prepare clear, sound, accurate and informative reports containing findings, conclusions, and recommendations.
- Ability to demonstrate judgment and discretion in dealing with sensitive information and to function independently within a team- oriented atmosphere.
- Ability to move among work site buildings; occasional travel required.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.

E. Equipment Utilized



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Director of Case Management	Page: 6 of 6
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- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. **Movements** frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Health Services Administrator	Page: 1 of 6
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides direction, direct service, and supervision of the facility medical department and functioning. Ensures that the facility is compliant with all Department of Juvenile Justice guidelines (DJJ and State Guidelines related to medical care.) Through the implementation of policies, ensures all components of medication management, sick call and documentation are conducted in accordance with the DJJ health services manual. Monitors, evaluates, and determines appropriate levels of care; assures the delivery of essential health care needs and quality of service provided; provides consultation services to assist in adhering to standards; does related work as required. Has managerial responsibility (both administrative and clinical) for the medical unit. Administers and coordinates the medical/dental/psychiatric services for the unit. Is on 24- hour call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Administers resident medications prescribed by physician. Ensures that an effective system is provided to review medication oversight and ensure completion of all documentation and forms related to medication
- Assists with implementation of system to ensure special dietary needs of youth are addressed as they relate to medical and dental issues
- Ensures that nursing department completes all required admission procedures and documents outcome in a timely manner to include facility entry screening health related history and physical assessment.
- Ensures facility compliance with Department of Juvenile Justice Health Care Manual
- Completes statistical reporting monthly as required
- Completes and ensures that facility LPN's maintain resident, program, department and related documentation.
- Completes and ensures that facility LPN's carry out general nursing necessary to treatment of residents including sick call procedures
- Effectively communicates with Health Authority and medical clinic personnel regarding youth needs
- Carries out clerical and administrative assignments to support resident care and department and organization operations
- Orients new employees to departments' specific policies and procedures as required
- Supervises employees to ensure completion of documentation as required
- Participates in all management meetings



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Health Services Administrator	Page: 2 of 6
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- Ensures and provides for youth immunizations and documents
- Analyzes and assesses comprehensive multi-disciplinary medical records to identify individual health care programs and needs.
- Ensures the proper conduct and management of the medical unit, the conduct of the unit's staff, the care and treatment services provided, and is responsible and accountable for the delivery of direct treatment services.
- Manages work operations, and has responsibility for employee evaluations and for effectively recommending the hiring, firing, promoting, demoting and/or disciplining of employees of the medical unit.
- Develops the medical unit's basic policy principles, unified services plan, and operating policies and procedures. Plans, organizes, and coordinates the implementation of same.
- Assists with the recruitment for qualified medical staff.
- Performs individual assessments through observation of physical actions, emotional and behavioral characteristics; based on findings, recommends appropriate services.
- Provides counseling regarding community health resources in preparation for release.
- Schedules conferences with, and acts as consultant to, the contracting authority, community services and health care staff, and community based health agency representatives in order to formulate plans to meet the special health care needs of the population being served and coordinates the delivery of such services.
- Reviews and monitors activities to ensure quality of services and to ensure compliance with applicable policies, procedures, directives, rules, and regulations and performance standards of the contracting authority, the company, accrediting bodies, etc.
- Completes in-depth clinical assessment reporting forms and the nursing care summaries for periodic medical review and independent professional review functions.
- Monitors and evaluates health care treatment; monitors progress in satisfying residents' health care needs in accordance with federal, state and contracting authority rules and regulations.
- Establishes and maintains cooperative working relationships with associates within community services, nursing allied professions, community health agencies, and providers of medical assistance regarding placement of or alternative care for services.
- Based upon needs assessment, prepares and presents training programs to staff in areas such as medication administration, side effects, nuisance disease (scabies, ringworm, etc.), hepatitis A and B, universal precautions, AIDS, seizures and other health related issues impacting upon the delivery of services.
- Initiates investigation of and/or investigates complaints; identifies deficiencies in quality of care and/or possible patient abuse situations, environmental safety or other health hazards in accordance with state and federal health and safety laws; evaluates violations within the parameters specified by law and submits comprehensive reports.
- Participates in inter-disciplinary meetings to plan programs, solve problems, present suggestions, and to share professional material and information as requested.
- Participates in treatment program planning for individual cases.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Health Services Administrator</p>	<p>Page: 3 of 6</p>
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- Coordinates review activities and maintains on-going liaison with contracting authority representatives and professional review teams.
- Assigns responsibility and delegate's authority.
- Develops, assigns, and evaluates proper and effective work methods.
- Analyzes and evaluates nursing care and work performances and prepares reports and recommendations for improvement or development.
- Assists in the planning for provision of adequate physical facilities and the proper utilization of personnel by initiating reports, surveys, and recommendations for staffing and assists in determining qualifications for personnel.
- Participates in developing a program of orientation and in-service training for new and present personnel.
- Prepares reports, evaluates and analyzes the performance of all other personnel in the unit.
- Confers with members of medical and psychiatric staff for complete understanding of patient-care problems.
- Assumes the responsibility of the handling, dispensing, use of and recording of narcotics, medications, equipment, and supplies within the unit.
- Prepares the unit's budget.
- Is responsible for the evaluation and control of budget expenditures of the unit.
- Resolves complex nursing problems.
- Maintains a dignified and professional approach to employee and public relations.
- Is responsible for the assignment and supervision of any volunteer workers.
- Establishes priorities for patient care.
- Investigates and studies trends and developments in nursing practice and techniques.
- Supervises the keeping of proper and accurate medical and all other records with the units.
- Participates actively in civic, educational, and professional organizations.
- May be required to engage in lifting patients when working in a setting, which provides direct services to those who are non-ambulant or who are semi-ambulant and/or have severe physical handicaps.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Health Services Administrator	Page: 4 of 6
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- Will be a Licensed Registered Nurse in the State of Texas and will facilitate triages in medical and non-medical situations; provide nurse supervision and training; oversee the daily operations of the medical department.
- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of modern health care concepts.
- Knowledge of the legal aspects of nursing documentation and nursing decisions.
- Knowledge of the principles of management, nursing supervision, and/or health care administration.
- Knowledge of rehabilitative, restorative, psychiatric, and pediatric nursing care.
- Knowledge of human growth, development and the aging process.
- Knowledge of effective interviewing techniques in the nursing process.
- Knowledge of modern social and economic health needs and resources in the state where the work site is located after a period of training.
- Knowledge of Medicare/Medicaid regulations after a period of training.
- Knowledge of utilization review and periodic medical review policy and procedures after a period of training.
- Knowledge of federal and state health and safety regulations after a period of training.
- Knowledge of federal regulations as they relate to the Medicaid program and the licensing of long term care facilities.
- Knowledge of organizing assigned nursing and supervisory work and development of effective work methods.
- Knowledge of sterilization, immunization, and diagnoses.
- Knowledge of the preparation and maintenance of accurate medical and other records.
- Knowledge of the precaution to be taken in the use of narcotics and other medications and treatments.
- Ability to physically lift, move, and position patients as needed.
- Ability to assess and evaluate patient health care needs.
- Ability to develop innovative concepts and to apply them to program coordination and cooperation.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Health Services Administrator	Page: 5 of 6
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- Ability to evaluate objectively the quality of relevant social service and health provider programs in terms of federal and state program requirements.
- Ability to work effectively with representatives of various state and federal organizations and maintain a cooperative working relationship.
- Ability to act in the capacity of resident advocate and case manager under special circumstances as directed.
- Ability to conduct effective investigations and compose clear, concise, accurate, and sound reports containing findings, conclusions, and recommendations.
- Ability to interpret and apply necessary rules, regulations, and policies and the utilization thereof in the development and implementation of staff training programs.
- Ability to analyze, comprehend, and interpret professional nursing problems.
- Ability to organize assigned nursing and supervisory work and develop effective work methods.
- Ability to give suitable assignments and instructions.
- Ability to work harmoniously with associates.
- Ability to develop suitable work schedules for assigned employees.
- Ability to handle, dispense, direct the use of and keep record of narcotics, medications, and other supplies.
- Ability to apply principles, procedures and practices of nursing to specific cases.
- Ability to observe and report symptoms and condition of patients.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior, including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to administer medications.
- Ability to prepare requisitions for needed medication, equipment and supplies.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Health Services Administrator</p>	<p>Page: 6 of 6</p>
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- Ability to direct the keeping of clear, sound, accurate and informative reports containing findings and conclusions.
- Ability to prepare detailed correspondence in the course of official duties.
- Ability to establish and maintain essential records and files. Ability to direct the maintenance of suitable records and files.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Registered Nurse	Page: 1 of 5
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under the direction of a supervisor delivers quality direct resident care under appropriate clinical supervision to adolescents with psychiatric or emotional disorders. Serves actively and constructively as a member of the organization's multidisciplinary treatment team and supports the organization's and adolescent program's philosophy of care. Performs such duties as are required in the care of patients, involving the carrying out of medical orders prescribed by a licensed physician and requiring the professional service outlined in the definition of registered, professional nursing; does related work as required.

B. Position Expectations and Essential Functions:

- Assists in the physical examination of patients including the taking and recording of temperature, pulse, respiration, and blood pressure, and the collection of specimens for laboratory analyses.
- Examines patient's eyes, ears, teeth, and bodies regularly to see that proper hygiene is carried out by nonprofessional resident care personnel.
- Administers first aid to patients in instances of sudden illness or accident until a staff physician arrives.
- Charts patient care and treatment measures.
- Administers treatments under physician's orders.
- Assists with the setting up of equipment used for various treatment applications.
- Reports changes in temperature, pulse, respiration, and other patient conditions to the Health Services Administrator or a physician.
- Assists patients with braces and prosthetic devices.
- Carries out prescribed isolation techniques.
- Dispenses medication as indicated including the measuring and giving of liquid medication by mouth provided that no calculations or fractional doses are required; gives pills, capsules, and powders by mouth.
- Evaluates, on a continuing basis, the positive and/or negative effects of medications on patients.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Registered Nurse (RN)	Page: 2 of 5
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- Performs routine assigned nursing procedures, such as bathing, dressing and feeding patients; making beds and helps patients into and out of bed.
- Collects urine, sputum, and other specimens from patients by having patient place the specimens into containers; labels containers for forwarding to laboratory for analysis.
- When instructed, administers prescribed medications orally and observes patients to see that they take their medication.
- Applies external medications to patients such as salves, ointments, and powders as specifically directed by a superior.
- Gathers information for the preparation of inventory records, such as amounts of drugs, linens, medical, and other supplies.
- Positions patients according to prescribed practices and assists patients with simple exercises.
- Notifies the physician or supervisor as to any conditions of the patient requiring medical attention, other than those already under treatment such as vision or hearing problems or the need for dental care.
- Takes patient temperature, blood pressure, pulse, respiration, height and weight, and records results on patient chart.
- Observes patients closely for reaction to drugs, treatment, any other unusual conditions such as physical and/or emotional problems, and reports adverse reactions or problems to immediate supervisor.
- Requisitions and accurately records individual dosages of medication administered.
- Counsels patients concerning their medications by utilizing medication fact sheets.
- Accounts for narcotics, barbiturates, and other accountable drugs before each shift.
- Prepares and gives medication, including insulin, by subcutaneous hypodermic and intramuscular injections.
- Prepares supplies for sterilization.
- Requisitions, maintains, and accounts for medical supplies, tools, and equipment which must be kept ready for use within the treatment room.
- Acts as a liaison between nonprofessional resident care personnel and medical and professional nursing staff regarding medication changes and patient symptoms or behavior changes.
- Instructs nonprofessional resident care personnel on their medically related job duties and follows up on their performance periodically.
- Assists with the admission, discharge, and transfer of patients.
- Interprets rules and regulations to other staff, patients, members of patients' families, and visitors.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Registered Nurse (RN)	Page: 3 of 5
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- Keeps accurate medical records.
- Prepares accurate factual reports.
- Contributes as a member of the health care team in the determination of treatment and performance goals and participates and involves patient in goal planning sessions.
- Teaches patient education classes in areas of physical health care, good grooming and hygiene, and personal appearance.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will either be a Licensed Vocational Nurse or Registered Nurse in the State of Texas.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of practical nursing skills and techniques and their application to nursing care and treatment.
- Knowledge of the procedures and techniques of first aid and their application.
- Knowledge of and skill in modern sterilization, immunization, testing, and other medical and laboratory procedures which lie within the scope of practical nursing.
- Knowledge of the problems which are likely to arise in working with the mentally ill, the mentally retarded, drug dependent, and medical, and/or surgical patients.
- Knowledge of the rules, regulations, policies, and procedures of the particular facility concerned, relating to the care of patients after a period of training.
- Knowledge of the structure and normal healthy functioning of the human body.
- Knowledge of medications and their dangers and the use of medication fact sheets.
- Knowledge of the symptoms, behavior changes, or other indication of the positive and/or negative effects of medication on patients and of the methods for observing these indications.
- Knowledge of the physical, mental, and emotional needs of mentally deficient, and drug dependent patients and of the methods to provide for their needs.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Registered Nurse (RN)</p>	<p>Page: 4 of 5</p>
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- Ability to read, interpret, and apply the rules, regulations, policies, and procedures, relating to the care of patients.
- Ability to organize assigned practical nursing work and develop appropriate work methods.
- Ability to assist, counsel, and instruct patients in areas relating to personal care and hygiene.
- Ability to work harmoniously with physicians, Registered Nurses of varied grades, nonprofessional resident care staff, patients, and others associated with the facility.
- Ability to function in a liaison capacity for the purpose of communicating patient related information between physicians or professional nursing staff and nonprofessional personnel.
- Ability to carry out preoperative and postoperative procedures.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention including physically breaking up fights.
- Ability to complete pre-service and annual in-service CPR and self-defense and physical intervention training as needed.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to keep accurate medical records.
- Ability to prepare accurate factual reports.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mainly

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Registered Nurse (RN)	Page: 5 of 5
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sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Practical Nurse (LPN)	Page: 1 of 5
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under the direction of a supervisor delivers quality direct resident care under appropriate clinical supervision to adolescents with psychiatric or emotional disorders. Serves actively and constructively as a member of the organization's multidisciplinary treatment team and supports the organization's and adolescent program's philosophy of care.

B. Position Expectations and Essential Functions:

- Assists in the physical examination of patients including the taking and recording of temperature, pulse, respiration, and blood pressure, and the collection of specimens for laboratory analyses.
- Examines patient's eyes, ears, teeth, and bodies regularly to see that proper hygiene is carried out by nonprofessional resident care personnel.
- Administers first aid to patients in instances of sudden illness or accident until a staff physician arrives.
- Charts patient care and treatment measures.
- Administers treatments under physician's orders.
- Assists with the setting up of equipment used for various treatment applications.
- Assists a Registered Nurse in preoperative and post-operative care and specialized psychiatric treatment.
- Reports changes in temperature, pulse, respiration, and other patient conditions to a Registered Professional Nurse or a physician.
- Assists patients with braces and prosthetic devices.
- Carries out prescribed isolation techniques.
- Dispenses medication as indicated including the measuring and giving of liquid medication by mouth provided that no calculations or fractional doses are required; gives pills, capsules, and powders by mouth.
- Evaluates, on a continuing basis, the positive and/or negative effects of medications on patients.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Licensed Practical Nurse (LPN)</p>	<p>Page: 2 of 5</p>
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- Performs routine assigned nursing procedures, such as bathing, dressing and feeding patients; making beds and helps patients into and out of bed.
- Collects urine, sputum, and other specimens from patients by having patient place the specimens into containers; labels containers for forwarding to laboratory for analysis.
- When instructed, administers prescribed medications orally and observes patients to see that they take their medication.
- Applies external medications to patients such as salves, ointments, and powders as specifically directed by a superior.
- Gathers information for the preparation of inventory records, such as amounts of drugs, linens, medical, and other supplies.
- Positions patients according to prescribed practices and the nursing care plan and assists patients with simple exercises.
- Notifies the physician or supervisor as to any conditions of the patient requiring medical attention, other than those already under treatment such as vision or hearing problems or the need for dental care.
- Takes patient temperature, blood pressure, pulse, respiration, height and weight, and records results on patient chart.
- Observes patients closely for reaction to drugs, treatment, any other unusual conditions such as physical and/or emotional problems, and reports adverse reactions or problems to immediate supervisor.
- Requisitions and accurately records individual dosages of medication administered.
- Counsels patients concerning their medications by utilizing medication fact sheets.
- Accounts for narcotics, barbiturates, and other accountable drugs before each shift.
- Prepares and gives medication, including insulin, by subcutaneous hypodermic and intramuscular injections.
- Prepares supplies for sterilization.
- Requisitions, maintains, and accounts for medical supplies, tools, and equipment which must be kept ready for use within the treatment room.
- Acts as a liaison between nonprofessional resident care personnel and medical and professional nursing staff regarding medication changes and patient symptoms or behavior changes.
- Instructs nonprofessional resident care personnel on their medically related job duties and follows up on their performance periodically.
- Assists with the admission, discharge, and transfer of patients.
- Interprets rules and regulations to other staff, patients, members of patients' families, and visitors.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Practical Nurse (LPN)	Page: 3 of 5
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- Keeps accurate medical records.
- Prepares accurate factual reports.
- Contributes as a member of the health care team in the determination of treatment and performance goals and participates and involves patient in goal planning sessions.
- Teaches patient education classes in areas of physical health care, good grooming and hygiene, and personal appearance.
- Assists Registered Professional Nursing in carrying out other delegated work.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Graduation from an approved vocational program for licensed nurses.
- Possession of a valid registration as a Licensed Practical Nurse in the state of Florida. Persons who possess the registration by waiver must have satisfactorily completed an approved refresher program.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of practical nursing skills and techniques and their application to nursing care and treatment.
- Knowledge of the procedures and techniques of first aid and their application.
- Knowledge of and skill in modern sterilization, immunization, testing, and other medical and laboratory procedures, which lie within the scope of practical nursing.
- Knowledge of the problems which are likely to arise in working with the mentally ill, the mentally retarded, drug dependent, and medical, and/or surgical patients.
- Knowledge of the rules, regulations, policies, and procedures of the particular facility concerned, relating to the care of patients after a period of training.
- Knowledge of the structure and normal healthy functioning of the human body.
- Knowledge of medications and their dangers and the use of medication fact sheets.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Licensed Practical Nurse (LPN)	Page: 4 of 5
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- Knowledge of the symptoms, behavior changes, or other indication of the positive and/or negative effects of medication on patients and of the methods for observing these indications.
- Knowledge of the physical, mental, and emotional needs of mentally deficient, and drug dependent patients and of the methods to provide for their needs.
- Ability to read, interpret, and apply the rules, regulations, policies, and procedures, relating to the care of patients.
- Ability to organize assigned practical nursing work and develop appropriate work methods.
- Ability to assist, counsel, and instruct patients in areas relating to personal care and hygiene.
- Ability to work harmoniously with physicians, Registered Nurses of varied grades, nonprofessional resident care staff, patients, and others associated with the facility.
- Ability to function in a liaison capacity for the purpose of communicating patient related information between physicians or professional nursing staff and nonprofessional personnel.
- Ability to do all types of practical nursing work under the supervision of a Registered Nurse.
- Ability to carry out preoperative and postoperative procedures.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention including physically breaking up fights.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to keep accurate medical records.
- Ability to prepare accurate factual reports.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Licensed Practical Nurse (LPN)</p>	<p>Page: 5 of 5</p>
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- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Coordinator	Page: 1 of 3
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Coordinates HR services to the facility, to include the liaison, advisory, service, policy, audit relationships, and functions essential to the effective management of the staff.

B. Position Expectations and Essential Functions:

- Coordinates the hiring process for external hiring.
- Coordinates job interviews for applicants and employees in job vacancy bids with respective department heads.
- Prepares local ads for job openings and post internal job vacancies as needed.
- Processes background screenings prior to employment.
- Processes pre-employment drug screening for new hire.
- Verifies applicants references, education, and license requirement.
- Processes employee status forms.
- Maintains Position Control Log (PCL).
- Compiles salary data.
- Prepares reports and routine correspondence in connection with personnel work. This includes staffing reports as required by the state contract and the monthly KPI (key performance indicators)
- Advises staff on personnel policies and procedures including new-hire orientation.
- Serves as facility benefit coordinator.
- Works closely with corporate office regarding workers compensation, benefits administration, annual evaluation process and other related personnel matters.
- Maintains job descriptions and work with department heads in updating same.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 2 of 3
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- Conducts routine desk audits and other reviews of existing positions and groups of positions to determine the scope and character of duties and responsibilities and existing organizational relationships.
- Advises facility management team on disciplinary issues and Standards of Conduct.
- Maintains confidential personnel records and files.
- Coordinates Workers' Compensation activities, report first report of injury, maintain all files associated with the claim, and acting as liaison between the company, the employee, and the insurance carrier.
- Maintains OSHA records and OSHA log.
- May be required to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.
- Provides back-up payroll system entry as needed.
- Supports facility internal and external customer service standards.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Bachelor's Degree in business, human resources or related field or the equivalent amount of work experience in human resources. Prefer prior health care facility experience in human resources.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the fundamental principles of position classification and their application to specific situations.
- Knowledge of Social Security, Workers Compensation, Unemployment, FMLA, FLSA and COBRA regulations and procedures.
- Ability to administer health insurance program.
- Ability to operate computer to generate reports and maintain personnel database.
- Ability to organize assigned technical tasks and to develop effective work methods.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 3 of 3
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- Ability to comprehend and apply basic personnel law and regulations.
- Ability to talk with employees and public officials.
- Ability to prepare routine correspondence.
- Ability to prepare clear, sound, accurate and informative statistical and other reports on personnel transactions and problems containing findings, conclusions and recommendations.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 1 of 4
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under the direction of a supervisor, provides HR services to the corporate HR Department, to provide the liaison, advisory, service, policy, and audit relationships and functions essential to the effective management of the staff. Ensure that an effective staff development curriculum is established and implemented.

B. Position Expectations and Essential Functions:

- Oversees the administration of the organization's compensation plan.
- Oversees the administration of the employee benefits program.
- Administers the Human Resources Policies and Procedure Manual and develops and administers facility-specific personnel policies and procedures.
- Oversees the administration of the organization's performance appraisal and corrective action process.
- Provides support to managers in staffing cost effectively.
- May manage the HR function of a facility.
- Participates in the development, implementation and training of staff.
- Supports facility internal and external customer service standards.
- Supports the organization's safety and security program.
- Participates in administrative meetings as designated.
- Compiles facility requests for statistics, reports and facilitation of general HR functions in a timely manner. Conduct routine field reviews of procedures, complaints, grievances, and other personnel matters;
- Coordinates the hiring process for external hiring.
- Coordinates job interviews for applicants and employees in job vacancy bids with respective department heads.
- Prepares local ads for job openings and post internal job vacancies as needed.
- Processes background screenings prior to employment.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 2 of 4
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- Processes pre-employment drug screening for new hire.
- Verifies applicants references, education, and license requirement.
- Processes employee status forms.
- Maintains Position Control Log (PCL).
- Compiles salary data.
- Prepares reports and routine correspondence in connection with personnel work. This includes staffing reports as required by the state contract and the monthly KPI (key performance indicators)
- Advises staff on personnel policies and procedures including new-hire orientation.
- Serves as facility benefit coordinator.
- Works closely with corporate office regarding workers compensation, benefits administration, annual evaluation process and other related personnel matters.
- Maintains job descriptions and work with department heads in updating same.
- Conducts routine desk audits and other reviews of existing positions and groups of positions to determine the scope and character of duties and responsibilities and existing organizational relationships.
- Advises facility management team on disciplinary issues and Standards of Conduct.
- Maintains confidential personnel records and files.
- Coordinates Workers' Compensation activities, report first report of injury, maintain all files associated with the claim, and acting as liaison between the company, the employee, and the insurance carrier.
- Maintains OSHA records and OSHA log.
- May be required to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.
- Maintains attendance and punctuality.
- Supports the corporation's favorable public image.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will have a bachelor's degree, human resources or related field or the equivalent amount of work experience in human resources. Prefer prior health care facility experience in human resources.

Other Requirements:

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 3 of 4
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- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the fundamental principles of position classification and their application to specific situations.
- Knowledge of Social Security, Workers Compensation, Unemployment, FMLA, FLSA and COBRA regulations and procedures.
- Ability to administer health insurance program.
- Ability to operate computer to generate reports and maintain personnel database.
- Ability to organize assigned technical tasks and to develop effective work methods.
- Ability to comprehend and apply basic personnel law and regulations.
- Ability to talk with employees and public officials.
- Ability to prepare routine correspondence.
- Ability to prepare clear, sound, accurate and informative statistical and other reports on personnel transactions and problems containing findings, conclusions and recommendations.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 50 pounds of force occasionally. Position is mainly sedentary work (office work), but may on occasion include physical force execution. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Human Resources Manager	Page: 4 of 4
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confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment is a standard office setting. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Manager	Page: 1 of 5
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under direction of a supervisor, has charge of preventive and corrective building maintenance programs and activities including painting, masonry, carpentry, plumbing, plastering, steam fitting, and in some instances, building construction, grounds keeping, and automotive maintenance work; does related work as required. Is on 24-hour call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Inspects buildings to note hazardous conditions, malfunctioning and broken fixtures, appliances, equipment and structures, and other significant conditions.
- Ascertains the nature and probable cost of needed repair work and prepares estimates of the staff, equipment, materials, supplies, and time required to complete such work; obtains the personnel required and sees that needed repairs are made.
- Makes and carries out plans for the effective utilization of available funds, equipment, materials, and supplies.
- Supervises or directly performs the painting of wood, metal, brick, cement walls, floors, and ceilings of the interior and exterior of buildings; supervises the staining, varnishing, and refinishing of cabinets, desks, chairs, and other equipment and furnishings, and the painting and repainting of pipes, radiators, tin roofs, and other types of iron work.
- Supervises or directly performs the repair and maintenance of walls, ceilings, interior and exterior brickwork, tile floors, drains, cement, and concrete floors, sidewalks, steps, foundations, and other types of masonry, plastering, and stone work.
- Supervises or directly performs the repair and maintenance of buildings and of office furniture, screens, frames, windows, ceilings, partitions, floors, and other carpentry work.
- As required, supervises or directly performs grounds keeping work.
- As required, supervises or directly performs building construction work.
- As required, supervises or directly performs automotive maintenance functions.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Manager	Page: 2 of 5
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- Obtains, stores, safeguards, records, distributes, and supervises the proper use of equipment, materials, and supplies.
- Plans and organizes the work of the organizational unit.
- Supervises or directly performs the repair and maintenance of water, drainage, waste, and gas line defective closet bowls, wash basins and urinals; and malfunctioning radiators, refrigerators, laundry machines, and other types of plumbing and steam fitting fixtures, fittings, appliances, and machinery.
- Prepares factual reports.
- Establishes and maintains essential building maintenance records and files pertaining to equipment, materials, supplies, repairs made, work done, costs, and time spent.
- Participates in escape apprehension activities and in activities related to responding to other types of emergencies
- Will be required to learn to utilize various types of electronic and/or manual recording and computerized information systems.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- Will have at least a high school diploma or equivalent and successful completion of a required training program; three years of experience in work involving the inspection, repair, and maintenance, of household, office, and buildings, including equipment, appliances, machinery, and furnishings; provide routine and preventative maintenance/repairs.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of procedures related to the development, implementation, and evaluation of written preventive and corrective maintenance plans and systems.
- Knowledge of the problems, procedures, and methods used in inspecting buildings to determine the presence of actual and/or potential hazards, malfunctioning and broken fixtures, appliances, furnishings, and structures; in determining the nature and extent of work to be done, and in estimating the funds, staff, equipment, materials, supplies, and time required.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Manager	Page: 3 of 5
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- Knowledge of the problems which arise in planning and laying out work for repairs, painting, plumbing, and steam fitting, masonry and plastering, carpentry, electrical work, and other activities related to various types of building maintenance work.
- Knowledge of the problems, procedures, equipment, materials, supplies, and tools used in the painting of wood, metal, brick, cement walls, and floors, ceilings, and the interior and exterior of buildings; in the staining, varnishing, and refinishing of cabinets, desks, chairs, and other types of equipment and furnishings, and in the painting of pipes, radiators, tin roofs, and other types of iron work.
- Knowledge of the problems, procedures, equipment, materials, supplies, tools, and techniques used in the repair and maintenance of walls, ceilings, interior and exterior brickwork, tile floors, drains, cement and concrete floors, sidewalks, steps, foundations, and other types of masonry, plastering, and stone work.
- Knowledge of the problems, equipment, materials, supplies and tools and techniques used in the repair and maintenance of broken water, drainage, gas and waste lines, defective closet bowls, wash basins and urinals, malfunctioning radiators, refrigerators, laundry machines, and other types of plumbing and steam fitting fixtures, fittings, appliances, and machinery.
- Knowledge of problems, equipment, materials, supplies, and tools, and techniques used in the repair, and maintenance of buildings and of office furniture, screens, frames, windows, ceilings, partitions, and other types of carpentry work.
- Knowledge of the general and special problems which arise in the day to day maintenance and repair of the physical plant of an institution.
- Ability to develop, implement, and evaluate written preventive and corrective maintenance plans and systems.
- Ability to organize assigned building maintenance and repair work, analyze problems involving painting, masonry, carpentry, plastering, plumbing steam fitting, and other maintenance work, and develop effective work methods.
- Ability to assign and instruct others in building maintenance work and oversee work performance and completion.
- Ability to inspect buildings and to determine the presence of actual or potential hazards, malfunctioning and/or broken fixtures, appliances, and structures and other significant conditions, ascertain the nature and extent of needed repairs, and to see that such repair work is satisfactorily completed.
- Ability to make and execute plans for the effective utilization of available funds, equipment, materials, supplies, and other resources.
- Ability to prepare estimates of personnel and materials needed for specific projects and costs.
- Ability to work effectively with associates and with groups and individuals engaged in or concerned with building maintenance work.
- Ability to requisition, safeguard, store, issue, record, and supervise the proper use of available equipment, materials, tools, and supplies.
- Ability to prepare factual reports.
- Ability to establish and maintain essential records and files of personnel, equipment, materials, supplies, repairs made, work done, and time spent.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Physical Plant Manager</p>	<p>Page: 4 of 5</p>
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- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior, including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to provide 24-hour on-call services and to be physically present at the facility to respond to emergencies.
- Ability to physically perform all activities described in Examples of Work.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. Work environment may involve



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Manager	Page: 5 of 5
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exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.

- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Worker	Page: 1 of 4
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Under direction of a supervisor, performs maintenance activities including painting, masonry, carpentry, plumbing, plastering, steam fitting, and in some instances, building construction and ground keeping; does related work as required. Supervises youth in the performance of maintenance activities. Is on 24-hour call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Supervises or directly performs the painting of wood, metal, brick, cement walls, floors and ceilings of the interior and exterior of buildings; supervises the staining, varnishing and refinishing of cabinets, desks, chairs, other equipment and furnishings, and the painting and repainting of pipes, radiators, tin roofs and other types of iron work.
- Supervises or directly performs the repair and maintenance of walls, ceilings, interior and exterior brickwork, tile floors, drains, cement and concrete floors, sidewalks, steps, foundations and other types of masonry, plastering and stone work.
- Supervises or directly performs the repair and maintenance of buildings and of office furniture, screens, frames, windows, ceilings, partitions, floors and other carpentry work.
- As required, supervises or directly performs building construction work.
- Obtains, stores, safeguards, records, distributes and supervises the proper use of equipment, materials and supplies.
- Supervises or directly performs the repair and maintenance of water, drainage, waste and gas line defective closet bowls, wash basins and urinals; and malfunctioning radiators, refrigerators, laundry machines and other types of plumbing and steam fitting fixtures, fittings, appliances and machinery.
- Prepares factual reports.
- Maintains essential building maintenance records and files pertaining to equipment, materials, supplies, repairs made, work done, costs and time spent.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Worker	Page: 2 of 4
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- Participates in escape apprehension activities and in activities related to responding to other types of emergencies.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High school diploma or equivalent and successful completion of a required training program.

Other Requirements:

- One (1) year of experience in work involving the inspection, repair, and maintenance, of household, office, and buildings, including their equipment, appliances, machinery, and furnishings.
- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the problems which arise in planning and laying out work for repairs, painting, plumbing, steam fitting, masonry, plastering, carpentry, electrical work and other activities related to various types of building maintenance work.
- Knowledge of the problems, procedures, equipment, materials, supplies and tools used in the painting of wood, metal, brick, cement walls, floors, ceilings, and the interior and exterior of buildings; in the staining, varnishing and refinishing of cabinets, desks, chairs and other types of equipment and furnishings, and in the painting of pipes, radiators, tin roofs and other types of iron work.
- Knowledge of the problems, procedures, equipment, materials, supplies, tools and techniques used in the repair and maintenance of walls, ceilings, interior and exterior brickwork, tile floors, drains, cement and concrete floors, sidewalks, steps, foundations and other types of masonry, plastering, and stone work.
- Knowledge of the problems, equipment, materials, supplies and tools and techniques used in the repair and maintenance of broken water, drainage, gas and waste lines, defective closet bowls, wash basins and urinals, malfunctioning radiators, refrigerators, laundry machines and other types of plumbing and steam fitting fixtures, fittings, appliances and machinery.
- Knowledge of problems, equipment, materials, supplies, tools and techniques used in the repair and maintenance of buildings and of office furniture, screens, frames, windows, ceilings, partitions and other types of carpentry work.
- Ability to organize assigned building maintenance and repair work, analyze problems involving painting, masonry, carpentry, plastering, plumbing steam fitting, and other maintenance work and develop effective work methods.
- Ability to supervise youth in building maintenance work and oversee work performance and completion.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Worker	Page: 3 of 4
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- Ability to work effectively with youth and with associates and with groups and individuals engaged in or concerned with building maintenance work.
- Ability to requisition, safeguard, store, issue, record and supervise the proper use of available equipment, materials, tools and supplies.
- Ability to prepare factual reports.
- Ability to maintain essential records and files of personnel, equipment, materials, supplies, repairs made, work done and time spent.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention involving student behavior including physically breaking up fights in the classroom.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to provide 24-hour on-call services and to be physically present at the facility to respond to emergencies.
- Ability to physically perform all activities described in Example of Work.
- Ability to pass drug and TB screening and testing.
- Ability to learn to utilize various types of electronic and/or manual recording and information systems.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Physical Plant Worker	Page: 4 of 4
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tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Unit Manager	Page: 1 of 5
	Location: The Oaks	FLSA Status: Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Is responsible to plan and implement programs relating to everyday living activities, to provide for the emotional, social, and educational advancement of the individual youth, and to ensure the safety and welfare of the residents. Is responsible for the overall operation of the housing unit including staffing, security, sanitation, and inventory control. Is on call to respond to emergencies.

B. Position Expectations and Essential Functions:

- Supervises the work of direct care staff and performs direct care duties in addition to those duties listed below.
- Oversees direct care evaluations, discipline and terminations.
- Participates in interviewing and makes hiring recommendations.
- Ensures the observance of laws and regulations by juveniles, direct care staff, civilian employees and visitors.
- Supervises the housing independent living programs and has responsibility for employee evaluations and for recommending the hiring, firing, promoting, demoting, and/or disciplining of employees.
- Supervises the disbursement of and where necessary obtains and distributes needed equipment and materials.
- Ensures that all duty posts are filled in conformance with required staff to youth ratios.
- Alone or in a team, participates in initial admission interviews.
- Participates in case assessments and progress conferences.
- Teaches proper methods of personal care, grooming, and basic household activities to ensure suitable standards are followed for order, cleanliness, safety and care of furnishings and equipment.
- Provides calm, consistent, and appropriate direction for and responses to youth behavior during daily living activities.
- In response to episodes of extreme behavior, uses appropriate crisis intervention and behavioral management techniques, which may include the physical restraint and confinement of residents.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Unit Manager	Page: 2 of 5
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- Participates in escape apprehension activities.
- Participates in emergency response activities.
- In the absence of trained medical personnel, provides emergency first-aid, and arranges for immediate follow-up care.
- Manages the overall operations of assigned staff and briefing of same regarding the proper performance of essential facility routines.
- Assigns resident and staff work activities in accordance with established procedures; provides instruction on skills, develops attitudes and imparts knowledge required to carry out these activities.
- Maintains a system of records and files which includes entries in a daily log that reflects individuals' needs, problems and progress; prepares clear and concise reports on critical incidents.
- Maintains a system of inventory control and requisition for housing unit supplies and equipment.
- Coordinates and develops uniform practices and direction with facility-wide activities.
- Interprets, explains, and applies the rules, regulations, and procedures of the center.
- Compiles and maintains essential records and files.
- Attends and takes part in conferences, training institutes, and meetings concerned with the programs and activities of the facility.
- Attends training meetings on subjects designed to improve skills, attitudes, and knowledge needed for maximum performance.
- May be required to learn to utilize various types of electronic and/or manual recording and information systems used by the control center, agency, office, or related units.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High School Diploma or G.E.D.
- Prefer Associate's or Bachelor's Degree from an accredited college / university in the human services field.

Other Requirements:

- Three (3) years of experience in the care and custody of juveniles in a correctional facility, previous supervisory experience preferred.
- Must be 21 years of age or older.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Unit Manager	Page: 3 of 5
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- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the laws, rules and administrative plan standards of a correctional facility.
- Knowledge of the procedures used in maintaining proper conduct among staff, juveniles and visitors.
- Knowledge of the methods used in supervising the custody, rehabilitation, protection, housing, feeding, work, discipline of juveniles to assist them toward social rehabilitation.
- Knowledge of the principles of criminal justice and their application to juvenile custody and correction.
- Ability to organize work and develop work methods to assist youth in meeting their performance goals.
- Ability to give instructions to those engaged in custodial work and supervise their work.
- Knowledge of programmatic approaches to behavioral management, including the principles of behavior modification.
- Knowledge of individual and group counseling techniques.
- Ability to maintain an attitude of objectivity and open-mindedness concerning new approaches and methods of dealing with children's problems.
- Ability to keep abreast of new ideas, attitudes, and skills relevant to working with problem children.
- Ability to think clearly and act appropriately in an emergency or potentially dangerous situation.
- Ability to understand complex concepts of learning and behavior modification, and their application to the client population served.
- Ability to participate in recreational activities.
- Knowledge of the rules and equipment used in popular games, sports and other leisure activities and their therapeutic applications.
- Ability to prepare required records and reports.
- Ability to maintain essential records, reports, and files.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.
- Knowledge of basic first-aid and emergency medical care.
- Knowledge of governmental and private agencies that can offer treatment and rehabilitation assistance.
- Knowledge of and familiarity with techniques used in group and individual counseling.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Unit Manager	Page: 4 of 5
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- Ability to organize assigned work and develop effective and efficient work methods.
- Ability to interview persons who may be emotionally upset and antagonistic.
- Ability to comprehend and adjust to frameworks of references other than one's own cultural and educational standards.
- Ability to relate and adjust to individuals of varied types, including staff, residents, and their families.
- Ability to acquire knowledge to analyze, comprehend, interpret and apply basic laws, rules, regulations and procedures to specific situations.
- Ability to learn to collect and make appraisals of factual information and the social relationships of individuals and families, to learn quickly the essential and significant facts in an individual or family situation, to weigh and evaluate such facts, and to take appropriate action.
- Ability to maintain a firm, correct and professional attitude at all times.
- Ability to comprehend the problems of persons who are physically and/or emotionally maladjusted.
- Ability to prepare clear, sound, accurate and informative reports containing findings, conclusions, and recommendations.
- Ability to demonstrate judgment and discretion in dealing with sensitive information and to function independently within a team- oriented atmosphere.
- Ability to move among work site buildings; occasional travel required.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead small program management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office or related units.
- Ability to read, write, speak, understand, or communicate in English sufficiently to perform the duties of this position. American Sign Language or Braille may also be considered as acceptable forms of communication.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Unit Manager</p>	<p>Page: 5 of 5</p>
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E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. The noise level is usually moderate as the primary work environment. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Master Control Technician	Page: 1 of 4
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: EMPLOYEE MUST SIGN AND DATE →	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:	AFA	
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Ensures overall facility security through accurate monitoring of all youth, staff and visitors via video cameras. Maintains key control through issuance of keys and ensures accurate signatures in key log book. Follow and enact policy regarding visitors and maintain accurate visitor log books. Inspects packages and mail for youth in the facility. Assess communication equipment and report any deficiencies immediately.

B. Position Expectations and Essential Functions:

- Monitors video cameras and recording systems to ensure resident and facility safety.
- Coordinates schedule for Master Control staff to ensure proper staff coverage or troubleshoots to find coverage.
- Provides job shadowing and new employee orientation per established staff development policies.
- Conducting internal safety inspections on a regular basis per the facility operating procedure.
- Ensures proper implementation of facility key control policies.
- Ensures proper implementation of visitation and correspondence policies related to security.
- Accompanies and transports residents as assigned.
- Ensures that radio communication is maintained and documented.
- Ensures proper control of youth's personal property including inspection for contraband.
- Conducts facility external security inspection and overall internal security inspections.
- Maintains program, department, and related documentation.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Master Control Technician	Page: 2 of 4
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- Carries out clerical and administrative assignments to support resident care and department and facility operations.
- Participates in developing professional knowledge and skills.
- Supports the facility's favorable public image.
- Complies with applicable standards of conduct and regulations governing delivery of services.
- Maintains attendance and punctuality.
- Reviews all log books to ensure that proper documentation has been met according to policy and procedure.
- Ensuring that staff is sufficiently trained on any safety and security facility operating procedures and appropriate use of security features and equipment commensurate with their job duties.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High school diploma or equivalent and successful completion of a required training program.

Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Knowledge of the laws, rules and administrative plan standards of a correctional facility.
- Knowledge of the procedures used in maintaining proper conduct among staff, juveniles and visitors.
- Knowledge of the methods used in supervising the custody, rehabilitation, protection, housing, feeding, work, discipline of juveniles to assist them toward social rehabilitation.
- Knowledge of the principles of the criminal justice and their application to juvenile custody and correction.
- Ability to organize the work and develop work methods to assist youth in meeting their performance goals.
- Ability to direct and participate in escape apprehension activities and other emergency situation response requirements.

<p>TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION</p>	<p>Title: Master Control Technician</p>	<p>Page: 3 of 4</p>
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- Ability to perform repetitive work without loss of equanimity, patience, or courtesy, to remain calm and decisive in emergency situations, and to retain emotional stability.
- Ability to work effectively with others.
- Ability to investigate complaints and prepare recommendations for remedial measures.
- Ability to note potential dangers and hazards and to take steps to insure orderly and safe conditions.
- Ability to supervise the proper use of equipment and materials and supplies.
- Ability to prepare reports.
- Ability to supervise the maintenance of records and files.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to work under pressure, meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; ability to manage multiple programs, and work independently Adherence to the highest ethical standards essential.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth: **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Master Control Technician	Page: 4 of 4
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- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.



TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Transporter	Page: 1 of 3
	Location: The Oaks	FLSA Status: Non-Exempt
PRINTED EMPLOYEE NAME:		
EMPLOYEE ACKNOWLEDGEMENT & SIGNATURE: <i>EMPLOYEE MUST SIGN AND DATE →</i>	I have reviewed and been offered a copy of this Position Description. I understand all requirements of the position as listed below and understand I will have to adhere to the employee code of conduct and the attendance policy. I further certify that I can meet the essential requirements of the position without reasonable accommodation, or that I have provided a written copy of any reasonable accommodations that I need.	Date: 7/24/17
REPORTS TO:		
DATE POSITION LAST REVIEWED:		
POSITION(S) SUPERVISED:		

The following is a composite representation of the actual positions which make up this classification. It is not intended to cover all possible job requirements or job factors which, if applicable, are included by reference. Lines of supervision and reporting are as shown on an organizational chart.

A. Position Definition & Summary:

Provides transportation for youth from the facility to their respective appointments. Ensures that proper safety and security measures, as mandated by the Department of Juvenile Justice, are enforced during all transports.

B. Position Expectations and Essential Functions:

- Ensures safety procedures are followed during transportation with residents.
- Participates and coordinates with management to ensure that the transportation needs of the youth are met.
- Supports the facility's favorable public image.
- Complies with applicable standards of conduct and regulations governing delivery of services.
- Maintains attendance and punctuality.
- Maintains restraint inventory log.
- Ensures that vehicles are maintained and appropriate forms completed regarding vehicle utilization.
- Participates in maintaining the therapeutic milieu on the unit, enforces the level system or other methods of behavior management when not on transport.
- Performs other duties as assigned by supervisor.

C. Position Requirements:

Education:

- High school diploma or equivalent and successful completion of a required training program.

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Transporter	Page: 2 of 3
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Other Requirements:

- Must be 21 years of age or older.
- Appointees will be required to possess a driver's license valid in the state where the work site is located only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

D. Knowledge, Skills and Abilities:

- Ability to maintain positive professional working relationship with co-workers and juveniles.
- Ability to comply with rotating mandatory stay list.
- Ability to cope with crisis situations that occur in a juvenile facility.
- Ability to follow orders explicitly.
- Ability to empathize with juveniles from different backgrounds.
- Ability to work with a variety of behaviors.
- Ability to tolerate verbal and mental abuse while maintaining a professional demeanor.
- Ability to perform appropriate crisis intervention, including physically breaking up fights.
- Ability to participate in escape apprehension activities and to respond to emergency situation requirements.
- Ability to complete pre-service and annual in-service CPR and first aid certification training and self-defense and physical intervention training.
- Ability to pass drug and TB screening and testing.
- Ability to work under pressure; meet inflexible deadlines; set priorities; deal diplomatically with difficult individuals; and supervise others; ability to manage multiple programs; lead management teams and work independently. Adherence to the highest ethical standards essential.
- Ability to write concise and accurate reports.

E. Equipment Utilized

- Ability to learn to utilize various types of electronic and/or manual recording and information systems used by the agency, office, or related units.

F. Physical Requirements & Work Environment:

TrueCore Behavioral Solutions, LLC. POSITION CLASSIFICATION DESCRIPTION	Title: Transporter	Page: 3 of 3
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- **Talking:** Ability to express and exchange ideas via spoken word during activities in which they must convey details or important spoken instructions to others accurately, sometimes quickly and loudly. **Hearing and Vision:** Ability to perceive the nature of sounds with no less than 40 dB loss at Hz, 1000 Hz and 2000 Hz with or without correction. Ability to receive detailed information through oral communication. Work requires a minimum standard of visual acuity with or without correction that will enable employees to complete clerical tasks, and observe youth. **Dexterity:** Ability to stoop, kneel, crouch, reach, push, pull, lift, grasp, and be able to perceive the attributes of an object such as size, shape, and temperature. Movements frequently and regularly required using wrists, hands and/or fingers. **Physical Strength:** Ability to exert up to 100 pounds of force occasionally. Position is mostly standing and employee must be able to physically perform escalation matrix as defined in Protective Action Response. This may include, but is not limited to all countermoves and restraint techniques. Employee may be subject to temperature changes, but the employee is not substantially exposed to adverse environmental conditions as the work is predominantly inside. **Language:** Ability to write complex sentences, using proper punctuation, and ability to communicate in complex sentences using normal word order with present and past tenses. **Processing and Reasoning:** Ability to exercise self-control in potentially volatile situations such as in verbal and physical confrontations. Must be able to work and concentrate amidst distractions and noise. Ability to assist youth with problem solving and maintaining self-control in volatile situations.
- The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position the employee is occasionally exposed to outside weather conditions as they relate to travel. Work environment may involve exposure to noise, dust, fumes, dangerous machinery, chemicals, body fluids, falling objects, and aggressive verbal and physical behavior from students and weather and temperature extremes.
- Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the company undue hardship, such persons may not be eligible.

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EXHIBIT 11

True Potential. Discovered.



EXHIBIT 11

TRUECORE BEHAVIORAL SOLUTIONS, LLC.

TRUECORE BEHAVIORAL SOLUTIONS, LLC.	Chapter: 3—Personnel	Policy No.: 3-4
		Page: 1 of 2
	Title: Equal Employment Opportunity	Date: 08/16/2018
		Supersedes: 7/1/17

3-4.1 PURPOSE: To ensure equal employment opportunity for all applicants and employees and to promote diversity at all occupational levels. The overall intent of this policy is to ensure that the administration and implementation of all personnel policies, practices and programs are fair and equitable.

3-4.2 AUTHORITY: Company Policy.

3-4.3 DEFINITIONS: None.

3-4.4 POLICY: The facility shall provide equal employment opportunity and an environment free from harassment (see HR Policy 3-19 for further information) for all persons regardless of race, color, religion, national origin, sex, age, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws with regard to hiring, working conditions, benefits and privileges of employment, compensation, training, opportunities for advancement including upgrading and promotion, transfers, and termination of employment including layoffs and recalls.

This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, and transfer, leaves of absence, and compensation and training.

Dissemination, administration and monitoring of this policy and procedures related to this policy shall be the responsibility of the Company's Vice President of Human Resources.

3-4.5 PROCEDURES: The following procedures apply:

- (A) The Facility Administrator shall continuously monitor the work force to determine whether any methods of recruiting or any other practices within the company provide unfair or discriminatory impediments to members of any protected class. The Facility Administrator shall also take positive measures to ensure that the work environment is consistent with the intent of this policy.
- (B) Each executive, administrative, and/or management staff person shall adhere to this policy in all employment actions and all employment-related decisions within his/her area of assigned responsibility.
- (C) Allegations of discrimination shall be reported to the Facility Administrator and Director of Human Resources. Any allegations of discrimination involving the Facility Administrator shall be reported directly to the Director of Human Resources.
- (D) The Facility Administrator or designee shall investigate all allegations and report the findings to the Director of Human Resources.
- (E) The Facility Administrator shall ensure that no form of retaliation is taken against any employee(s) who reports alleged discrimination.
- (F) Appropriate disciplinary action will be taken against any employee who violates this policy.

3-4.6 APPLICABILITY: All staff.

3-4.7 TRAINING: All employees and volunteers.

3-4.8 EFFECTIVE DATE: Date of policy.



EXHIBIT 11

TRUECORE BEHAVIORAL SOLUTIONS, LLC.

TRUECORE BEHAVIORAL SOLUTIONS, LLC.	Chapter: 3—Personnel	Policy No.: 3-4
		Page: 2 of 2
	Title: Equal Employment Opportunity	Date: 08/16/2018
		Supersedes: 7/1/17

3-4.9 REFERENCES: Title VII of the Civil Rights Act of 1964, Equal Pay Act of 1963, Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act of 1990 and applicable State's Civil Rights Act and local law or ordinance. CARF standard 1.1.7. Title II of the Genetic Information Nondiscrimination Act of 2008. ACA Standards for Juvenile Correctional Facilities 3-JTS-1C-01, 3-JTS-1C-07.

Approved: _____ Date: _____
Vice President of Administration

TrueCore™

EXHIBIT 12

True Potential. Discovered.

Argosy University

Texas School of Professional Psychology

The Board of Trustees on the recommendation of the faculty,

has conferred upon

Beritrea Franciana Mangham

The Degree of


Doctor of Psychology


Clinical Psychology

and has granted this diploma as evidence thereof.

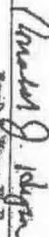
Given at Farmers Branch, Texas, on the thirty-first day of January,

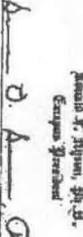
Two Thousand and Eleven.


 John G. Shultz, III
 Chairman, Board of Trustees

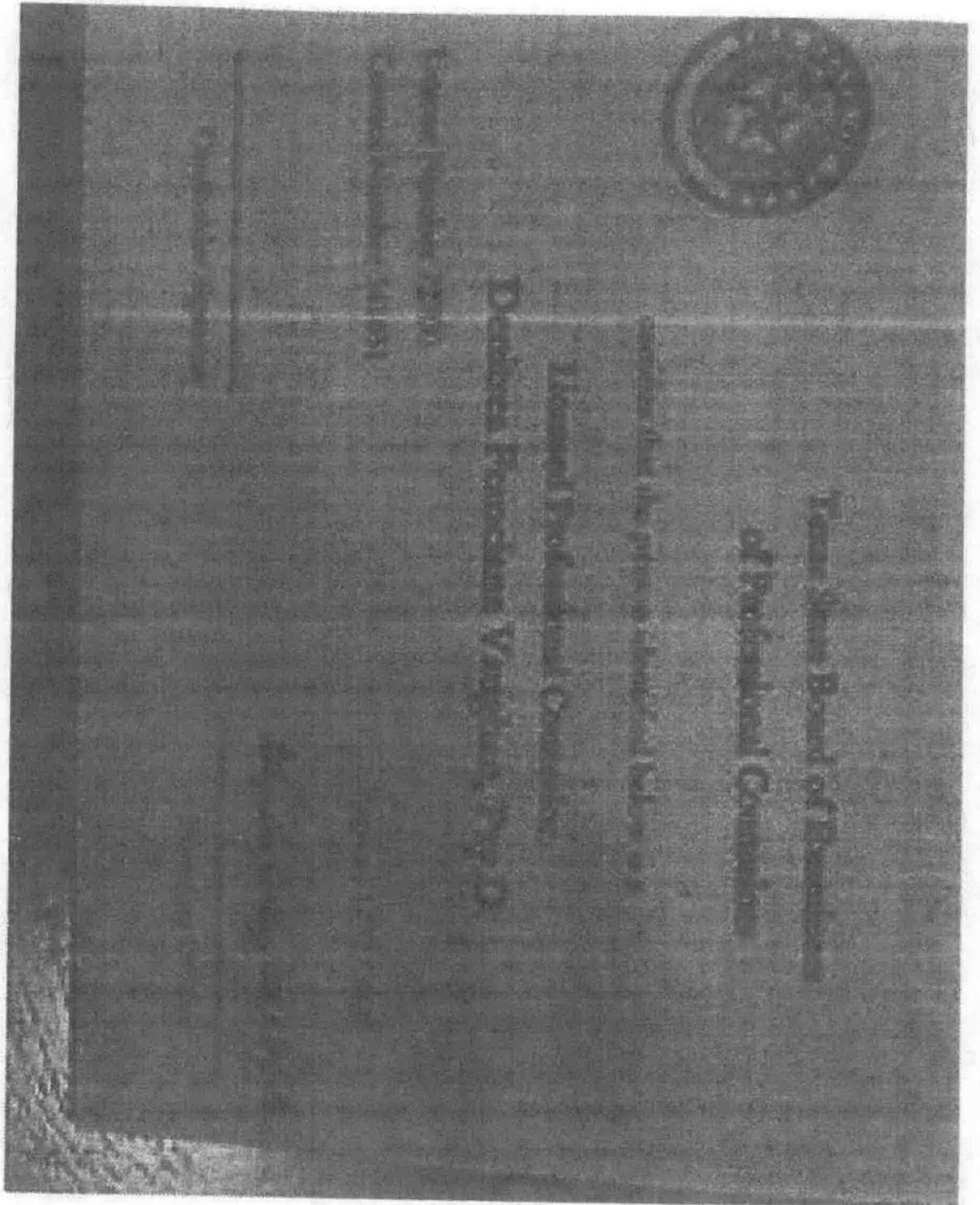

 George W. Sherman, Ph.D.
 Incoming President




 Ronald J. Hyman, Ph.D.
 Campus President


 George W. Sherman, Ph.D.
 Incoming President

4/3/2018



5



License Number: 73835 **Current Date: 09/17/2018 10:49 AM**
Name: KORTU, NATHAN S
License Type: Licensed Professional Counselor
License Status: Current, Active
Expiry Date: 04/30/2019
Effective Rank Date: 12/13/2017

Addresses

Mailing Address	Address	HURST , TX TARRANT 76053 US
Main Address	Address	HURST , TX TARRANT 76053 US



**Texas State Board of
Social Worker Examiners**

DOES HEREBY CERTIFY THAT

Dierra Danielle Ray

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

Licensed Clinical Social Worker

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



**Texas State Board of
Social Worker Examiners**

**Dianna C. Brown, MPA
Clerk, Executive Director**

License Number: 02114
Contract Number: 102125

Expires: 11/30/2015

Dianna C. Brown

Dianna C. Brown, LCSW

Dianna C. Brown, LCSW

**Timothy Mattal Brown, LCSW, Presiding
Officer**



**Texas State Board of
Social Worker Examiners**

DOES HEREBY CERTIFY THAT

Sonia Ann Negrete

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

Licensed Master Social Worker

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

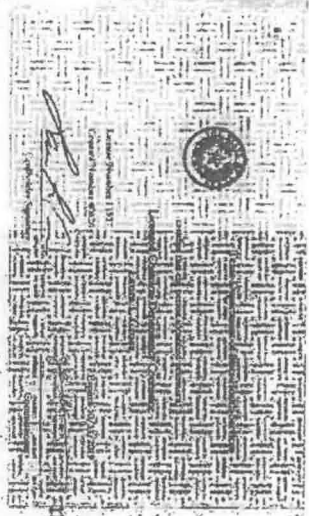
License Number 64186

Effective 05/17/2017

INVALID WITHOUT CURRENT
RENEWAL CARD

Tim Brown, LCSW

Timothy Martel Brown, LCSW, Presiding
Officer



Department of State Health Services

DOES HEREBY CERTIFY THAT

Leanna H. Doss

meets the qualifications established in Texas Occupations Code, Chapter 564, to practice the profession of
chemical dependency counseling and is authorized to employ the title

Fernando Clemente Berrendero Dominguez

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

Licensing Number 41657
Effective 06/11/2011
ANNUAL WITHOUT CURRENT
RENEWAL CARD


John Helmerick, M.D., Commissioner of
Health

West Texas A&M University

A Member of The Texas A&M University System

The Board of Regents upon the nomination of the Faculty
has conferred upon

Laura Lee Cross

the degree of

Master of Arts

Counting

with all the attendant Honors, Rights and Privileges.

In Testimony Whereof, the seal of the University and the signatures
as authorized by the Board of Regents are herewith affixed.

Done this eighth day of May, Two Thousand Four.



Robert Allen
President, West Texas A&M University

Timothy J. ...
Chancellor, Board of Regents

Ann ...
Chancellor, The Texas A&M University System





State Department of State Health Services

candidate that the person identified below is a

licensee of the State Board of Health

Chronic Medication

License Number 0657

Original Number 28310

Expiration 7/30/2019

Candidate Signature

Commissioner

TrueCore™

EXHIBIT 13

True Potential. Discovered.

Litigation¹ - TrueCore Behavioral Solutions

Open: The following cases are currently pending:

David and Megan Walters v. G4S Youth Services, LLC n/k/a TrueCore Behavioral Solutions, et. al. No. 18-CA-3911

Gabriel Leuty v. TrueCore Behavioral Solutions, et. al., Case No. 2018-CA-001449

Tina Pennaman v. TrueCore Behavioral Solutions, LLC a/k/a G4S Youth Services, LLC, Case No. 2018-002701-CA-01n

Crystal Johnson v. TrueCore Behavioral Solutions, LLC f/k/a G4S Youth Services, LLC, Case No. 18-CA-006142

James Vann v. TrueCore Behavioral Solutions, LLC d/b/a TrueCore Behavioral Center, Case. No. 18-ca-008955

Closed: The following case(s) are closed/resolved:

Vicky Robles v. TrueCore Behavioral Solutions, LLC, d/b/a G4S Youth Services, No. C170487C

Litigation² – G4S Youth Services LLC

Open: There are no cases currently pending involving G4S Youth Services LLC.

Closed: The following cases are closed/resolved involving G4S Youth Services.

Equal Employment Opportunity Commission v. G4S Youth Services LLC (Charlotte Allmon litigation), Case No. 4:17-cv-387

John Casey, as legal guardian of Jane Doe, a fictitious name v. G4S Youth Services, LLC, and Pierro Chery, Case No. 15-CA-000118

Regina Peterson v. G4S Youth Services, LLC; Case No. 2015-CA- 003186000000

Allison Newman v. G4S Youth Services, LLC; Case No. 16-000438-CA

Shawanda Henderson v. G4S Youth Services and Norma Wynn; Case No. 2016-CA- 002218000000

Shawnta Session v. G4S Youth Services, LLC, Case No. 3:17-cv-621-MMH-JRK

Gudrun Babb v. G4S Youth Services, LLC

Douglas Cobern v. G4S Youth Services, LLC, Case No. 3:16-cv-00889

DruAnn Denmark v. G4S Youth Services, LLC

Justin Jaynell and Jaylee Jones v. G4S Youth Services, LLC

Caitlin Kelly & Gary Newsome v. G4S Youth Services, LLC, Case No. 43-2015-CA-000188-CAAXMX

Vicki Lake v. G4S Youth Services, LLC, Case No. 3:2013-cv-00448

Chineze Martinez v. G4S Youth Services, LLC, Case No. 2015-007126-SP-25

Daniel Radcliff v. G4S Youth Services, LLC

Cordale Reid v. G4S Youth Services, LLC

DeQuandra Rhames v. G4S Youth Services, LLC, Case No. 2:16-cv-14141-RLR

¹ This list is made to the best of our knowledge and does not include workers compensation claims.

² This list is made to the best of our knowledge and does not include workers compensation claims.

D'Montae Shannon v. G4S Youth Services, LLC

Torres, Manus, Walking Rusing v. G4S Youth Services, LLC, Case No. 8:2015-cv-02779

Joe Bailey v. G4S Youth Services, LLC, and Martin Favas, Docket No. 104776 H

John Cassey, as legal guardian of Jane Doe, a fictitious name, v. G4S Youth Services, LLC and Pierrot Chery, Case No.

Renea Thomas v. G4S Youth Services, LLC

Rebecca Wood v. G4S Youth Services, LLC

Torres, Manus v. G4S Youth Services, LLC

Holmes Yvonne v. Psychiatric Solutions Inc. d/b/a Premier Behavioral Solutions Inc. and/or Premier Behavioral Systems, Inc., and G4S Youth Services, LLC, Case No. 2008-CA-004241000000

The Hartford Insurance Company v. Ramsey Maintenance Company, Premier Behavioral Solutions of Florida, Inc., Premier Behavioral Systems, Inc., and G4S Youth Services, LLC, Case No. 2006-CC-0016080000-WH

Korody Troy v. Correctional Services Corporation, G4S Youth Services, LLC, d/b/a Polk Youth Development Center a/k/a/ Polk Juvenile Correctional Facility, Garay Jose, Case No. 2006-CA-000747000000

Evelyn Heintzelman v. G4S Youth Services, LLC, Case No. 43-2015-CA-000751-CAAXMX

Rebecca J. Wood v. G4S Youth Services, LLC, Case No. 5:2014-cv-00476

Henry Lorenzo Haynes v. G4S Youth Services, LLC, Case No. 1:13-cv-23068-UU

Martinique Wilkins v. G4S Secure Solutions (USA), Inc., d/b/a G4S, Case No. 2:17-cv-01950-APG-GWF