



**Council of the District of Columbia
Committee on the Judiciary
Performance Oversight Hearing
Pre-Hearing Questions and Answers**



General Questions

1. Please provide, as an attachment to your answers, a current organizational chart for the agency, including the number of vacant, frozen, and filled FTEs in each division or subdivision. Include the names and titles of all senior personnel. Also provide the date that the information was collected on the chart. *Please see General Questions 1.*
 - a. Please provide an explanation of the roles and responsibilities for each division and subdivision. *Please see General Questions 1(a), 1(b).*
 - b. Please provide a narrative explanation of any changes made during the previous year. *Please see General Question 1(a), 1(b).*

2. Please provide, as an attachment, a current Schedule A for the agency, which identifies all employees by title/position, current salaries, fringe benefits, and program. This Schedule A should also indicate if the positions are continuing/term/temporary/contract and whether they are vacant or frozen positions. *Please see General Questions 2.*
 - a. For each vacant position, please provide the status of the Agency's efforts to fill the position, as well as the position number, the title, the program number, the activity number, the grade, the salary, and the fringe associated with each position. Please also indicate whether the position must be filled to comply with Federal or local law.
 - b. For each filled position, please provide the employee's length of service with the agency.

3. Please list all employees detailed to or from your agency, if any. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.

From DYRS

Marcus Ellis - Office of the Deputy Mayor, Health and Human Services, 11/16/2015

To DYRS

None

4. Please provide the Committee with:
 - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY15 and FY16, to date; *Please see General Questions 4a.*
 - b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents



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involving the agency’s vehicles in FY15, and FY16, to date; *Please see General Questions 4b, c, e.*

- c. A list of employee bonuses or special award pay granted in FY15 and FY16, to date; *Please see General Questions 4b, c, e.*
- d. A list of travel expenses, arranged by employee for FY15 and FY16, to date, including the justification for travel; *Please see General Questions 4d*
- e. A list of the total overtime and workers’ compensation payments paid in FY 15 and FY16, to date, including the number of employees who received overtime and workers’ compensation payments. *Please see General Questions 4b, c, e.*

5. With regard to the use of communication devices:

- a. What procedures are in place to track which individuals or units are assigned mobile devices (including, but not limited to smartphones, laptops, and tablet computers)? Please include how the usage of these devices is controlled. *Please see General Questions 5a,b,c.*
- b. How does your agency limit the costs associated with its mobile devices? *Please see General Questions 5a,b,c.*
- c. For FY15 and FY16, to date, what was the total cost including, but not limited to, equipment and service plans for mobile communications and devices? *Please see General Questions 5a,b,c.*

6. For FY15 and FY16, to date, please list all intra-District transfers to or from the agency.

FY2015

Amount	Sending Agency	Service
\$19,253	Justice Grants Administration	Prison Rape Elimination Act Reallocation Title 11
\$262,704	Office of the State Superintendent of Education	Funding for Wellness and Nutrition Services - to provide reimbursable funding for healthy breakfast, lunch and snacks for DYRS committed youth.
\$375,586	Office of the State Superintendent of Education	Title 1 Part D - Elementary & Secondary Education Act 1965
\$377,727	Office of the Attorney General	General Counsel



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\$1,035,270

Amount	Receiving Agency	Service
\$12,948	Office of the Chief Technology Officer (OCTO)	RTS expense for phones etc.
\$12,960	D.C. Human Resources (DCHR)	Criminal background checks
\$24,000	D.C. Human Resources (DCHR)	Executive Leadership Program (2 employees)
\$30,663	Department of Public Works (DPW)	Supervisory Attorney Advisor
\$96,776	D.C. Office of Unified Communications (OUC)	Radio Communications
\$221,927	Department of Public Works (DPW)	Fleet Share
\$182,763	Department of General Services' Protective Services Division (DGS-PSD)	Security Personnel
\$819,578	OCP	P-Cards
\$1,959,000	D.C. Public Schools (DCPS)	Academic & Vocational Programming (YSC)
\$3,360,615		

FY2016 As of January 12th

Amount	Sending Agency	Service
\$19,083	Justice Grants Administration	Prison Rape Elimination Act Reallocation Title 11
\$279,000	Office of the State Superintendent of Education	Funding for Wellness and Nutrition Services -to provide reimbursable funding for healthy breakfast, lunch and snacks for DYRS committed youth.
\$298,083		

Amount	Receiving Agency	Service
\$16,352	D.C Human Resources (DCHR)	Criminal background checks



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\$30,000	Office of the Chief Technology Officer (OCTO)	RTS expense for phones etc.
\$57,855	Department of Public Works (DPW)	Supervisory Attorney Advisor
\$327,378	Department of Public Works (DPW)	Fleet Share
\$800,000	OCP	P-Cards
\$1,250,000	D.C. Public Schools (DCPS)	Academic & Vocational Programming (YSC)
\$2,481,585		

7. For FY15 and FY16 to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the program that generates the funds; (4) the amount of funds generated by each source or program; and (5) expenditures of funds, including the purpose of each expenditure; *None*.
8. For FY15 and FY16, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure. *Please see General Questions 8.*
9. Please list all memoranda of understanding (MOU) entered into by your agency during FY15 and FY16, to date, as well as any memoranda of understanding currently in force. For each, indicate the date entered and the termination date. *Please see General Questions 9, 10.*
10. Please list the ways, other than memoranda of understanding, that the agency collaborated with analogous agencies in other jurisdictions, with federal agencies, or with non-governmental organizations in FY15 and FY16, to date. *Please see General Questions 9, 10.*
11. Please list all currently open capital projects for DYRS, including an update on all capital projects under its purview in FY15 and FY16, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide: *Please see General Questions 11.*



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- a. An update on all capital projects begun, in progress, or concluded in FY14, FY15, and FY16, to date, including the amount budgeted, actual dollars spent, and any remaining balances.
 - b. An update on all capital projects planned for FY16, FY17, FY18, FY19, FY20, and FY21.
 - c. Do the capital projects begun, in progress, or concluded in FY14, FY15, or FY16 to date have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.
12. Please provide, as an attachment, a list of all budget enhancement requests (including, but not limited to capital improvement needs), for FY15 and FY16, to date. For each, include a description of the need and the amount of funding requested. *N/A*
 13. Please list, in chronological order, every reprogramming in FY15 and FY16, to date, that impacted the agency, including those that moved funds into the agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogramming for FY15 and FY16. For each reprogramming, list the date, the amount, the rationale, and the reprogramming number. *Please see General Questions 13.*
 14. Please list each grant or sub-grant received by your agency in FY15 and FY16, to date. List the date, amount, and purpose of the grant or sub-grant received. *N/A.*
 15. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans (if any) are in place to continue funding? *None.*
 16. Please list all pending lawsuits that name the agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant financial liability and/or will result in a change in agency practices, and the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case. *Please see General Questions 16, 17, 18.*
 17. Please provide the total number of administrative complaints or grievances that the agency received in FY15 and FY16, to date, broken down by source, including those received from employees, detained juveniles, families of detained juveniles, or other sources. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. *Please see General Questions 16, 17, 18.*
 18. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY15 and FY16, to date. *Please see General Questions 16, 17, 18.*



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19. Please describe any anticipated spending pressures for FY16. Include a description of the pressure, the estimated amount, and any proposed solutions. *N/A.*
20. Please provide, as an attachment, a copy of the agency’s FY15 performance plan. *Please see General Questions 20.*

Please explain which performance plan objectives were completed in FY15 and whether or not they were completed on-time and within budget. If they were not, please provide an explanation. *Please see General Questions 20.*

21. Please provide, as an attachment, a copy of your agency’s FY16 performance plan as submitted to the Office of the City Administrator. *Please see General Questions 21.*
22. Please provide the number of FOIA requests for FY15 and FY16, to date. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, and the estimated number of hours spent responding to these requests.

There were three FOIA requests during this duration. All were granted. The average response time is eight days, and one FTE spent approximately 20 hours collecting this information.

23. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared, or contracted for, during FY15 and FY16, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.

Jerry M. Juvenile Justice Community Programming Review: *At the request of the Jerry M. plaintiffs and with the partnership of DYRS, Edwards and Associates Consulting prepared a report reviewing the Team Decision Making and community service connection processes. DYRS began implementing recommendations immediately and plans to produce a follow-up report in 2016.*

FY14 Annual Report: *In early 2015, the agency released an annual report to the public summarizing agency initiatives, performance metrics, and outcomes for youth.*

“Resetting Perspective”: *In November 2015, DYRS released a report to staff and the community showcasing the agency’s progress toward supporting positive outcomes for youth, their families, and DYRS staff.*

DC YouthLink Strategic Planning: *The agency worked with Front of the Bus to facilitate a strategic planning process for DC YouthLink.*



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Best Practice Briefs: The agency has been working with Front of the Bus to develop a series of briefs describing the research, evidence, and best practices behind a variety of types of positive youth development activities, such as arts enrichment, physical education, and family support.

Personnel

1. Please separately list each employee whose salary was \$110,000 or more in FY15 and FY16, to date. *Please see Personnel 1.* (Provide the name, position number, position title, program number, activity number, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list. *None.*
2. Please list in descending order the top 25 overtime earners in your agency in FY15 and FY16, to date. For each, state the employee's name, position number, position title, program number, activity number, salary, fringe, and the aggregate amount of overtime pay earned. *Please see Personnel 2.*
3. For FY15 and FY16, to date, please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay. *None*
4. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement.

Please see all attachments titled Personnel 4. These CBAs are all currently in use by the respective unions.

5. Please describe any efforts undertaken by the agency in FY15 or FY16 to date to improve agency morale and reduce staff turnover.

In FY2015, this administration took over an agency with some identified challenges including low morale, fear of job security, and disconnect from the work. We came in with a focus to create a culture of respect and dignity for the staff. We want the agency to be focused on the work and the youth; however, we realized the need to bolster and strengthen the staff. We conducted multiple focus groups throughout the agency to hear how the new administration could address their concerns. The feedback drove the programs and initiatives implemented over the last year. To this end, here are a few of the things done to assist our staffs' continual professional development and boost morale:

- 1) *Moved all entry level positions to grade 7 to move closer to the vision of a living wage here in the District of Columbia*



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- 2) *Changed recruitment strategy and creating more internal promotion opportunities for our front line staff and supervisors.*
- 3) *Held District-wide hiring fair filling positions that helps meet Jerry M requirements and relieve the pressure on our staff.*
- 4) *Held a series of staff appreciation events.*
- 5) *Partnered with George Washington University to provide leadership training for 20 current and future leaders in the agency.*
- 6) *Created a monthly newsletter keeping everyone aware of the inner workings of the entire agency and promoting feel good stories about the things our staff is doing in the facilities and community.*

Our goal and commitment to our team is that we are accessible and are concerned about their overall well-being. We will continue to find solutions that create the culture that we desire, one focused on youth and the community and providing the best pathway to success.

6. Please list the required education and training for agency staff that interact with youth. To the extent that these requirements differ for each position, please list the training requirements for each position. Please provide the percentage of staff in each position that completed the training requirements in FY15, and in FY16, to date. *Please see Personnel 6,7,8.*
7. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, as well as the number of agency employees that were trained. *Please see Personnel 6,7,8.*
8. How does the agency ensure that staff is trained in trauma-informed practices? What trauma-informed training is mandated for staff, and what trauma-informed training is available for staff? *Please see Personnel 6,7,8.*

Agency Operations

1. Please describe any initiatives that the agency implemented in FY15 or FY16, to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative. *Please see Agency Operations 1.*
2. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY16. *Please see Agency Operations 2, 3.*



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3. Please describe any action the agency has taken to address racial disproportionality in the District's juvenile justice system. *Please see Agency Operations 2, 3.*

4. Please describe the status of the *Jerry M.* consent decree, including all remaining requirements in the "Jerry M. Work Plan." In particular, please list any minimum staffing requirements and whether the agency is in compliance with those staffing requirements.

Consent Decree Status:

The court continues to retain jurisdiction over 5 areas of the Consent Decree and Work Plan, including: Critical Incidents and Assaults; Staffing and Supervision; Behavioral Health; Fire Safety, and Medical Services. Additionally, pursuant to the December 2015 Settlement Agreement, DYRS is required to produce one final written report to the Plaintiffs' counsel regarding the agency's Case Planning process. After submission of that report, DYRS will only have legal obligations related to the 5 Consent Decree/Work Plan areas listed above. In December 2013, the District moved to vacate the Consent Decree and any subsequent remedial relief based on a challenge of the certification of the protected class in this case. The ruling on this motion was stayed in the wake of the settlement agreement and the motion will continue to be stayed in 2016 as DYRS continues compliance efforts.

Staffing Requirements:

With respect to staffing at the YSC, the agency is required to hire 151 YDRs and 15 SYDRs. Currently, the agency has met the hiring requirements for staff at the YSC and has maintained that compliance status since December 8, 2015. Specifically, the YSC currently has 153 filled YDR positions and 17 filled SYDR positions.

At New Beginnings Youth Development Center, DYRS is required to hire a minimum of 103 YDRs, 12 SYDRs and 6 Youth Treatment Managers to meet staffing requirements. Currently, NBYDC has 95 YDRs. DYRS met the hiring requirements for SYDRs and Youth Treatment Managers at NBYDC with 12 SYDRs and 6 Youth Treatment Managers.

DYRS is also required to maintain supervision requirements, including maintaining at least two staff on each housing unit during the morning and afternoon shifts within the facilities, and at least one staff on all housing units during the midnight shifts at both facilities. Each facility also has specific requirements for 'operations posts' (posts that do not involve the direct supervision of youth on the housing units) during the three shifts, as well as managerial requirements. Over the past year, DYRS has shown great improvement in supervision practices which was recognized by the Special Arbiter in court during the agency's most recent status hearing on December 8, 2015.



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5. Please describe any steps the agency took in FY15 and FY16, to date, to improve the transparency of agency operations.

Since FY15, DYRS made concerted efforts to increase and improve regular reporting on agency activities and data to the public, staff, and families of youth committed to the agency. In addition to updates posted on the website, the agency has also engaged in the following efforts:

Committed to Excellence – In FY15, the Office of Communications and Public Affairs created “Committed to Excellence,” a biweekly newsletter providing agency employees and more than 500 stakeholders detailed information on youth and agency initiatives, progress and upcoming events. The newsletter has been instrumental in boosting staff and youth morale, recognizing both audiences for their dedicated work and development. The newsletter is distributed via email and printed out for line staff across the agency’s four locations that work in the field, as well as for youth and parents.

Town Halls – Beginning in 2015, DYRS leadership organized a series of town hall-style meetings to give staff, families of committed youth, and other stakeholders an opportunity to speak directly with Director Lacey and executive team members about ongoing agency efforts. Employees asked questions, raised concerns and provided feedback in follow-up town halls that took place six months after the initial Employee Town Hall meetings. Other Town Hall topics include: discussions about the upcoming “Credible Messenger Initiative:” and “A Parent’s Perspective,” a series of interactive conversations with parents of the agency’s committed youth in the community about Director Lacey’s vision for their children and the community. Other key staff members also participated in these town halls to explain their work in improving the agency’s engagement with the families of youth.

Community Report: “Resetting Perspective” – In November 2015, DYRS released a report to staff and the community showcasing the agency’s progress toward supporting positive outcomes for youth, their families, and DYRS staff.

Social Media: In FY15, the agency worked with the Executive Office of the Mayor and Facebook Government Relations team to reinstate and update its previously dormant Twitter and Facebook pages - setting the stage for interactive dialogue with constituents, stakeholders and media - and using the platforms as an avenue to publicize agency efforts and news.

Agency website and intranet: In FY15, DYRS made significant updates to the agency’s internet page that include: adding a section called “programs and initiatives” to highlight new enterprises, rotating website banners with fresh content on upcoming programs, adding an agency calendar listing DYRS events to the homepage, and a content box with the agency’s Twitter feed to further publicize call to action efforts.



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DYRS also completely updated its intranet with pertinent contact and organizational information, a calendar listing all agency events, access to past newsletters, media clips and other information.

Relationship Building – DYRS Communications meets periodically with juvenile justice communications peers in the Office of Juvenile Justice and Delinquency Prevention, the White House Domestic Policy Council and the Georgetown University Center for Juvenile Justice Reform to keep them apprised of the agency's efforts and look for areas of collaboration. The agency also responded to all media requests in a timely manner and emphasized its commitment to transparency and establishing positive relationships.

Youth Justice Project – DYRS leadership meets with members of the Youth Justice Project, which consists of juvenile justice advocates and public defenders, to discuss agency initiatives and any concerns that advocates have in relation to their direct service to DYRS youth.

6. Please provide the anticipated schedule for the public release of data on agency performance, including youth population snapshots, agency progress reports, or agency annual or quarterly reports in FY16 and FY17.

DYRS anticipates the release of several reports or summaries through FY16, including:

Public Safety Updates – Two public safety updates will give the most recent rearrest and recidivism data. The agency anticipates releasing the first, representing calendar year 2015, before the budget hearing and the second by September 2016, representing the first half of CY16.

Annual Report – The agency anticipates the release of an annual report including youth population data, outcomes, and other performance indicators sometime in the spring of 2016.

Semiweekly Population Snapshots – The agency continues to update the website with population statistics and data twice per week.

7. Please describe any policies or procedures used at the Youth Services Center or the New Beginnings Youth Development Center that result in a youth being separated from other youth or staff or otherwise isolated, for any significant period of time, for any reason, including punitive, protective, or administrative separation. For each procedure, please estimate the number of times the procedure was used in FY15 or FY16, to date, the reason for the procedure, and the maximum amount of time that a youth was kept separated or in isolation in FY15 or FY16. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*



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8. Please describe the policy of the agency regarding the use of restraints on youth in the custody of the agency. In particular, please describe what forms of restraint are permitted, the circumstances under which restraints may be utilized, and the locations in which restraints are utilized. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*
9. Please describe the agency's policy regarding the confidentiality of information relating to youth in the custody of the agency. In particular, please describe the extent to which information in a youth's record is shared with other agencies, a youth's family, service providers, and the public. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*
10. Please describe the policies for visitation of DYRS committed youth residing at the Youth Services Center, at New Beginnings Youth Development Center, in residential community placements in the District, and in residential placements outside the District. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*
11. Please describe any efforts undertaken by the agency in FY15 or FY16 to date to reduce the occurrence of violence, bullying, harassment, or intimidation among committed youth. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*
12. Please describe any policies or procedures utilized by the agency to hold youth accountable when they abscond or are otherwise noncompliant while in the community. *Please see Agency Operations 7, 8, 9, 10, 11, 12.*
13. Please describe the agency's procedure for handling committed youth that are subsequently charged under Title 16 of the D.C. Code.

For those committed youth who are subsequently charged with offenses under Title 16 of the D.C. Code, DYRS continues to monitor the youth's cases just as the Agency would monitor all committed youth. To the extent the youth are detained at D.C. Jail, DYRS case managers are required to continue to visit the youth and maintain contact with the families until such time as the case is dismissed or the youth is found guilty and sentenced. If the youth's sentence exceeds the length of time remaining on the youth's commitment, DYRS will seek to have the youth's juvenile commitment ended. If the sentence does not exceed the length of time remaining on the youth's commitment, DYRS will continue to provide rehabilitative services following the youth's completion of their sentence for their Title 16 offense.



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Services for Committed Youth

1. Please describe any programs or services that the agency provided or funded in FY15 or FY16, to date, for youth that have not been committed. Please include a description of any youth engagement, community outreach, or crime reduction activities that were undertaken by the agency in FY15 or FY16, to date. For each program or activity, please provide: *Please see Services for Committed Youth 1, 2, 3.*
 - a. The nature of the program or activity;
 - b. The goals of the program or activity;
 - c. The vendor that administered the program or activity, if applicable;
 - d. The cost per youth of the program or activity;
 - e. The total number of youth that took part in the program or activity; and
 - f. Any outcome data from the program or activity.

2. Please describe the efforts that DYRS made in FY15 or FY16, to date, to assist youth with disabilities, including efforts made to ensure: *Please see Services for Committed Youth 1, 2, 3.*
 - a. Identification of disabilities during commitment;
 - b. Access to meaningful education during commitment;
 - c. The implementation of existing IEPs, where applicable;
 - d. The accessibility of facilities;
 - e. Equal access to rehabilitation programs;
 - f. The availability of staff trained specifically to support youth with disabilities;
 - g. The safety and security of youth with disabilities.



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3. Please describe any actions taken by DYRS in FY15 or FY16, to date, to identify those youth in the custody of the agency that have experienced homelessness. Please also describe any additional services or supports that the agency provided to youth who have experienced homelessness. *Please see Services for Committed Youth 1, 2, 3.*
4. Please describe any actions taken by DYRS in FY15 or FY16, to date, to identify those youth in the custody of the agency who have mental health challenges. Please also describe any additional services or supports that are provided to these youth while they are committed to DYRS, including a list of available residential placements that offer intensive mental health care. Please include any steps the agency has taken to increase the availability of placements in the District of Columbia that provide mental health care. *Please see Services for Committed Youth 4, 5.*
5. Please describe any actions taken by DYRS in FY15 or FY16, to date, to identify those youth who require treatment for substance abuse or addiction and describe any additional services or supports that are provided to these youth while they are committed to DYRS. *Please see Services for Committed Youth 4, 5.*
6. Please describe all programming offered by DYRS specifically to address the needs of committed girls. Please also describe the agency's efforts in FY15 and FY16, to date, to improve the available services for committed girls in the District of Columbia, including increasing the availability of suitable placements. Please include a list of the existing residential placements in the District of Columbia that can serve girls. *Please see Services for Committed Youth 6, 7.*
7. Please describe the agency's efforts in FY15 and FY16, to date, to ensure that LGBTQ youth are safe throughout their commitment to the agency. Please detail any specialized support and programming that the agency provides to LGBTQ youth that are in the custody of the agency. *Please see Services for Committed Youth 6, 7.*
8. Please describe any programs or services that the agency funded or provided to committed youth in FY15 or FY16, to date, to: *Please see Services for Committed Youth 8, 9, 10.*
 - a. Improve the employability of committed youth;
Develop the workplace skills of committed youth;



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- b. Provide committed youth with employment certifications;
 - c. Subsidize the employment of committed youth; and
 - d. Connect committed youth to unsubsidized employment.
9. For each program or activity identified in Question 10, please also provide:
Please see Services for Committed Youth 8, 9, 10.
- a. The nature of the program or activity;
 - b. The goals of the program or activity;
 - c. The vendor that administered the program or activity, if applicable;
 - d. The cost per youth of the program or activity;
 - e. The total number of youth that took part in the program or activity; and,
 - f. Any outcome data from the program or activity.
10. Please describe any programs or services that the agency provided to the families of committed youth in FY15 or FY16, to date, to build the capacity of families, to develop parenting skills, or to otherwise engage families in their children’s rehabilitation.
Please see Services for Committed Youth 8, 9, 10.

Placement and Monitoring

1. Please describe the process that DYRS currently utilizes to determine placements for youth. Please provide any written policies or procedures that the agency follows in making placement decisions. Please also provide the average length of time that committed youth were “awaiting placement” in FY15 and FY16, to date.

In FY15, the average length of stay for youth on awaiting placement was 15 days. In FY16, the average length of stay is 1 day.

The Department of Youth Rehabilitation Services’ (DYRS) Case Management Division uses a variety of strategies to make informed placement decisions for committed youth. In addition to the below strategies, please see attachment titled Placement and Monitoring 1.

Utilized During Pre-commitment

Child and Adolescent Functional Assessment Scale (CAFAS)

- *The Youth Assessment Unit (YAU) initially completes a CAFAS when DYRS receives a Notice of Intent to Recommend Commitment (NOITRC) for a youth. The youth’s score on the CAFAS, in conjunction with the recommendations from the evaluations provided by the court, a clinical interview with youth and parent/guardian, and the results of the Structured Decision Making Assessment (SDM), guide the initial placement decision.*



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- *In instances where a placement decision is made and is a higher or lower level of restrictiveness than the SDM assessment recommends, an internal SDM Override Committee convenes to review the youth's case and proposed placement and gives approval/denial to override the SDM.*

Resource Meeting

- *After assessing the youth and interviewing the family, a team of DYRS staff convenes a Resource Meeting to discuss the youth's strengths and needs and determine the most appropriate placement.*

Utilized Throughout Commitment

Child and Adolescent Functional Assessment Scale (CAFAS) and Team Decision Making Meeting (TDM) Process:

- *CAFAS and the TDM meeting process occurs every 90 days. If the results indicate one or more of the following, then the current placement will be analyzed in order to deem if it is appropriate.*
 - *Youth is struggling to comply with their treatment in their community placement,*
 - *Youth's behavior in the community or towards others indicates that a higher level of care may be needed,*
 - *Substance abuse or mental health needs are not being appropriately addressed in their current placement.*

Community Status Review Hearing (CSRH)

- *When a youth violates their Community Placement Agreement (CPA) and is unable to improve behavior a CSRH is requested.*
- *The caseworker completes a CSRH packet with supporting documentation of CPA violations and obtains approval from their Supervisor and Program Manager. DYRS notifies the youth and legal counsel of the hearing.*
- *A Hearing Officer facilitates the hearing and the DYRS caseworker and youth's attorney present the case before a panel. The panel determines to raise the youth's level of restriction to medium or high, or to have the youth remain at his current placement level.*

Residential Review Committee

- *When a caseworker requests a CSRH to raise the youth's level of restrictiveness to high, or requests to send the youth to an out of state placement. The case will*



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be presented to the internal DYRS Residential and Out of State Placement Review Committee.

- *The committee will make recommendations regarding appropriate placement and level of care based on the youth's strengths, needs, and history, provided during the presentation.*
2. For FY14, FY15, and FY16, to date, please provide the aggregate number of youth, the average length of stay for youth, and the percentage of the total committed youth population that were placed for any portion of the fiscal year in each of the following placement categories: *Please see Placement and Monitoring 2,3,4.*
 - a. The Youth Services Center;
 - b. The New Beginnings Youth Development Center;
 - c. A secure community placement in the District of Columbia;
 - d. A non-secure community placement in the District of Columbia;
 - e. A residential treatment facility in the District of Columbia;
 - f. A secure out-of-the-District placement; and
 - g. A non-secure out-of-the-District placement.

 3. Please provide the current number of committed youth, the risk levels of youth, the percentage of current committed youth, and the current available capacity in each of the following placement categories: *Please see Placement and Monitoring 2,3,4.*
 - a. The Youth Services Center;
 - b. The New Beginnings Youth Development Center;
 - c. A secure community placement in the District of Columbia;
 - d. A non-secure community placement in the District of Columbia;
 - e. A residential treatment facility in the District of Columbia;
 - f. A secure out-of-the-District placement; and,
 - g. A non-secure out-of-the-District placement.

 4. Please provide the average daily number of youth residing at the Youth Services Center and the New Beginnings Youth Development Center, respectively, in FY14, FY15, and FY16 to date. *Please see Placement and Monitoring 2,3,4.*

 5. Please provide the status of the agency's contract with the Fairfax Juvenile Detention Center. Please also provide the number of youth committed to the agency that were placed at the Fairfax Juvenile Detention Center in FY15 and FY16, to date.

DYRS entered into a one year agreement with Fairfax County for FY15. DYRS chose not to continue that contractual relationship for FY16; as of September 30, 2015, DYRS no longer has a contract with the Fairfax County Juvenile Detention Center. In FY15, there were 16 enrollments for 15 unique youth and in FY16, there were 0.



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6. Please describe how the agency oversees the operation of facilities in which committed youth are placed, including a description of any standards that the agency enforces for residential facilities. In addition, please describe any differences in oversight that exist for placements in the District of Columbia compared to placements outside the District of Columbia.

Facilities

The agency oversees the committed youth in our facilities in the same manner as our detained population. We provide educational, mental health, medical, beneficial programming and other helpful services.

While housed in the YSC, the agency places an emphasis on keeping the committed male population kept separated from the male detained population.. As it relates to our female population, both committed and detained female youth are normally housed together.

The committed residents housed at the New Beginnings Youth Development Center receive a variety of treatment services based on their treatment plans. These services consist of substance abuse education, trauma systems informed care, anger management, moral recognition therapy and other treatment services to address each youth with their recognized needs. While at New Beginnings, the youth are connected to community-based programs they will receive upon their exit.

Youth at our facilities are also under 24-hour supervision of Youth Development Representatives (YDRs). In addition to providing safety and security the YDRs are tasked implementing with Positive Youth Development programming for the youth.

Placements

During FY15, DYRS implemented an objective, outcome-based quantitative evaluation guide for assessing the performance of community-based residential facilities. These evaluations, intended to improve CBRF performance, will ultimately enhance DYRS' oversight, promote vendor accountability, and accurately measure program performance. The performance monitoring division addresses the following four performance improvement outcomes: Public Safety, Well-being, Stability, and Governance.

On a quarterly basis each Contract Administrator convenes a comprehensive contract compliance and program monitoring review session for each of the contracts they oversee. The purpose of these sessions is for the Contract and Performance Monitoring Unit (CPMU) to review the contract compliance protocols and program monitoring compliance reports with each vendor. During this session, each contract compliance



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reviews and program monitoring protocols implemented will be reviewed with the Program Manager, the Contract Administrator and the vendor.

Contract Administrators, at a minimum, visit Residential and Community-Based providers on the following monitoring frequency basis:

- *Providers within 50 mile radius of Washington, D.C. metro area – bi-weekly*
- *Providers outside 50 mile radius of Washington, D. C. metro area in the states of Maryland and Virginia – quarterly basis*
- *Providers outside 50 mile radius of Washington, D. C. metro area in states other than Maryland and Virginia – annual basis*

As previously noted, Contract Administrators conduct contract compliance site visits for providers outside a 50 mile radius of Washington, D.C. metro area on an annual basis. When traveling to providers outside the 50 mile radius of Washington, D. C. Metro Area (in states other than Maryland and Virginia). All non-compliance issues identified and cited during the contract compliance process will be duly documented by the Contract Administrator staff and communicated to vendor senior management using the HCA Compliance/Evaluation Tool and the Performance Evaluation Tool. When appropriate, a Performance Improvement Plan (PIP) is created outlining non-compliance items, requisite corrective actions, and the expected timeline for resolution.

7. Please provide a list of the lead entities and members of the D.C. YouthLink service coalition that served committed youth in FY15 or FY16, to date. For each organization, please provide:
 - a. The name and address of each organization;
 - b. The number of youth referred to each organization;
 - c. The number of youth served by each organization;
 - d. The types of service provided by each organization;
 - e. The funds allocated to each organization;
 - f. Any payments that the agency or the lead entities failed to make on-time to organizations in the service coalition; and,
 - g. Any reports provided by the service coalition member or lead entity with regard to the outcomes or success of their programs.

8. Please provide the total number of youth that attended a program at, took part in an activity in, or otherwise utilized the DYRS Achievement Center. For each program or activity that occurred at the Achievement Center in FY15 and FY16, to date, please provide: *Please see Placement and Monitoring 8.*
 - a. The nature of the program or activity;
 - b. The goals of the program or activity;



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- c. The vendor that administered the program or activity, if applicable;
 - d. The cost per student of the program or activity;
 - e. The total number of students that took part in the program or activity; and
 - f. Any outcomes data from the program or activity.
9. Please provide the following for youth committed to DYRS: *Please see Placement and Monitoring 9.*
- a. The total number of committed youth monitored by GPS in FY14, FY15, and FY16, to date;
The percentage of committed youth monitored by GPS in FY14, FY15, and FY16, to date;
 - b. The cost to the agency of the electronic monitoring system in FY14, FY15, and FY16 to date;
 - c. The way in which the agency utilizes electronic monitoring data;
And a description of all crimes committed by committed youth monitored by GPS in FY14, FY15, and FY16, to date.
10. What transition planning services does DYRS provide to youth that are exiting commitment?

Transition planning begins upon commitment. DYRS requires case management staff to complete a discharge Team Decision Making (TDM) meeting prior to a youth's commitment expiration. At this meeting, discharge planning and any supports and services needed post-commitment will be discussed.

DYRS social workers have a commitment expiration checklist they utilize to assist with transition planning for their youth. Upon expiration of commitment, all youth should have a copy of their birth certificate, social security card, and non-driver's identification card. Any outstanding issues should be resolved prior to commitment expiration. Youth are to be enrolled in school (if applicable), connected to a Core Service Agency (if needed), and should have stable housing and identified services and supports in the community.

In certain circumstances, a youth may be connected to post-commitment services funded by DYRS through DC YouthLink, if these services are necessary for youth's post-commitment success. Services may include: a mentor with which a youth has developed a trusting relationship, tutoring to assist youth in passing the GED exam, or family support services to help maintain the youth in the family home. A detailed justification is required by the social worker when requesting these services, and they are only available to youth who were regularly attending the service during commitment, and may need



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approximately 90 additional days to reach a goal of the service or stabilize post-commitment.

Additionally, the DYRS Achievement Center provides services to youth who are currently committed and those who are exiting and post-commitment. These services include: truancy outreach and intervention, financial literacy, customer service and interviewing skills, culinary arts, music engineering, computer training, television production, martial arts, entrepreneurship, family support groups, workforce development, and job placement. The Achievement Center also offers a mentoring program called “Grow up, Grow Out,” which offers essential life skills training focused on de-escalation techniques, compliance, effective decision making and gang prevention.

Lastly, in January 2016, DYRS developed a work group comprised of DYRS employees in the Youth and Family Programs Division, as well as staff from the DC YouthLink Lead Entities to develop a clear policy and standard operating procedures for youth exiting commitment. The process of transition planning will begin at least six months prior to commitment expiration to better prepare youth for independence after commitment expiration.

11. How does DYRS measure the post-commitment “success” of youth?

In order to systematically measure positive outcomes after commitment, DYRS would need access to records through other agencies. This could be accomplished by making regular data requests to the agencies asking for data about cohorts of specific post-committed youth for an allotted period of time. DYRS is sensitive to the privacy of post-committed youth and is careful to create barriers to employment, education, or other services if an agency, employer, or other entity were to become aware of a young person’s court involvement. Alternatively, DYRS could follow up with young people directly about their achievements. This would require dedicated staff or consultant, a process to locate contact information for youth whose commitment has expired, and carefully articulated policies that protect the identity of young people.

For recidivism or rearrests, the general process would be similar to the current recidivism analysis; however, there are additional considerations:

Data sharing across DC justice agencies: *Currently, DYRS logs into JUSTIS to check on the arrests or conviction status of youth committed to the agency. Because there is no common unique identifier across justice agencies, DYRS takes a number of steps to attempt to accurately match arrest and reconviction data and stores the data separately, including matching four data types and manually comparing records. In addition, adult jackets have a different type of identifier and youth often have multiple jackets. It can be difficult to determine which charge is the correct one.*



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***Establish parameters:** DYRS would set a one or two year time frame for tracking youth after their commitment expires. This cohort would be the group by which recidivism or re-arrest rates are calculated. Generally, convictions can take up to a year from arrest.*

***Tracking youth outside DC:** Once youth are no longer committed, they may be more likely to move to an area outside of DC. Because DYRS does not have access to databases outside the City, DYRS would be unable to track arrests or convictions for those youth. In addition, DYRS would likely not know that an individual has left the area and would not know to eliminate them from the cohort, potentially skewing the rates of re-arrest or recidivism.*

DYRS currently follows OJJDP’s recommendation for tracking recidivism, which does not include recidivism post-commitment. The majority of states follow similar guidelines to track recidivism, focusing on the recidivism of youth in the custody of the juvenile justice system¹ The Council of State Governments recommends tracking recidivism after custody ends; however, many states have co-existing juvenile and adult correctional systems and do not include youth who are supervised in the community.

12. Please describe any programs or services that the agency provided or funded in FY15 or FY16, to date, to youth that were no longer committed to DYRS. For each program or activity, please provide: *Please see Placement and Monitoring 12.*
 - a. The nature of the program or activity;
 - b. The goals of the program or activity;
 - c. The vendor that administered the program or activity, if applicable;
 - d. The cost per youth of the program or activity;
 - e. The total number of youth that took part in the program or activity; and
 - f. Any outcome data from the program or activity.

Tracking Youth Success

1. Please list the top ten charges that resulted in the commitment of youth to DYRS in FY15 and the number of youth who received each charge. *Please see Tracking Youth Success 1, 2,3,4,5,7,8.*
2. Please provide the number of youth committed to DYRS in FY14, FY15, and FY16 to date. Please also provide the number of youth that are currently committed to DYRS. For youth committed in each fiscal year, and for youth currently committed to DYRS, please also breakdown the number of youth by: *Please see Tracking Youth Success 1,2,3,4,5,7,8.*
 - a. Gender;
 - b. Age;



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- c. Ward where the youth resided prior to commitment;
 - d. Whether the committed youth are also youth with identified disabilities;
 - e. Whether the committed youth tested positive for use of a controlled substance on at least one occasion;
 - f. Whether the committed youth have experienced homelessness;
 - g. Whether the youth were committed to DYRS due to a misdemeanor adjudication, due to a felony adjudication, or due to any other adjudication;
 - h. Whether the committed youth are determined to be high risk, medium risk, or low risk.

- 3. Please provide the number, and percentage, of committed youth, for whom DYRS: *Please see Tracking Youth Success 1,2,3,4,5,7,8.*
 - a. Conducted a Team Decision Making Meeting in FY15 or FY16, to date;
 - b. Established an Individual Success Plan in FY15 or FY16, to date; and
 - c. Provided the services indicated on a student’s Individual Success Plan in FY15 or FY16, to date.

- 4. Please provide the number of new charges that were brought against committed youth in FY15 or FY16 to date based on the youth’s actions while residing in a secure placement. Please specifically provide the number of youth who were newly charged due to an alleged assault on a staff member and the number of youth who were newly charged due to an alleged assault on another committed youth. *Please see Tracking Youth Success 1, 2,3,4,5,7,8.*

- 5. Please provide the following for youth committed to DYRS: *Please see Tracking Youth Success 1,2,3,4,5,7,8.*
 - a. Arrest rates for FY14, FY15, and FY16, to date, including how this rate is calculated;
 - b. Rate of abscondence for FY14, FY15, and FY16, to date, including how this rate is calculated;
 - c. The recidivism rate for FY14, FY15, and FY16, to date, including how this rate is calculated;
 - d. The number of youth in FY14, FY15 and FY16, to date, that either have committed a homicide or were the victim of homicide;
 - e. The number of youth in FY14, FY15, and FY16, to date, that either committed a violent crime or were the victim of a violent crime; and
 - f. The number of youth that were injured due to contact with other youth, or with agency staff, at the Youth Services Center or New Beginnings Youth Development Center in FY15 and FY16, to date.



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6. Please provide the following for youth under the age of 21 who were previously committed to DYRS:

In order to systematically measure positive outcomes after commitment, DYRS would need access to records through other agencies. This could be accomplished by making regular data requests to the agencies asking for data about cohorts of specific post-committed youth for an allotted period of time. DYRS is sensitive to the privacy of post-committed youth and is careful to create barriers to employment, education, or other services if an agency, employer, or other entity were to become aware of a young person's court involvement. Alternatively, DYRS could follow up with young people directly about their achievements. This would require dedicated staff or consultant, a process to locate contact information for youth whose commitment has expired, and carefully articulated policies that protect the identity of young people.

- a. Arrest rates for FY14, FY15, and FY16, to date, including how this rate is calculated;
 - b. The recidivism rate for FY14, FY15, and FY16, to date, including how this rate is calculated;
 - c. The number, and percentage of youth in FY14, FY15, and FY16, to date, that either committed a homicide or were the victim of a homicide; and
 - d. The number and percentage of youth in FY14, FY15, and FY16, to date, that either committed a violent crime, or were the victim of a violent crime.

7. For FY14, FY15, and FY16, to date, please provide the number, and percentage, of DYRS committed youth, who, prior to or during their commitment: *Please see Tracking Youth Success 1,2,3,4,5,7,8.*
 - a. Were registered to vote;
 - b. Received their high school diploma or a GED;
 - c. Achieved an employer recognized professional certification;
 - d. Received subsidized employment for more than 3 months;
 - e. Attained unsubsidized employment for more than 3 months; or,
 - f. Been accepted to a post-secondary educational institution.

8. For FY14, FY15, and FY16, to date, please provide the number, and percentage, of DYRS committed youth, who, during their commitment: *Please see Tracking Youth Success 1,2,3,4,5,7,8.*
 - a. Received mentoring services;
 - b. Received tutoring services;
 - c. Received family counseling;
 - d. Received substance abuse treatment;
 - e. Received a health screening;



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- f. Received mental health services; or
 - g. Received conflict resolution or mediation services.
9. For FY14, FY15, and FY16, to date, please provide the number and percentage of youth under the age of 21 that were previously committed to DYRS, who have:
- a. Received their high school diploma or a GED;
 - b. Achieved an employer recognized professional certification;
 - c. Received subsidized employment for more than 3 months;
 - d. Attained unsubsidized employment for more than 3 months; or
 - e. Been accepted to a post-secondary educational institution.

In order to systematically measure positive outcomes after commitment, DYRS would need access to records through other agencies. This could be accomplished by making regular data requests to the agencies asking for data about cohorts of specific post-committed youth for an allotted period of time. DYRS is sensitive to the privacy of post-committed youth and is careful to create barriers to employment, education, or other services if an agency, employer, or other entity were to become aware of a young person's court involvement. Alternatively, DYRS could follow up with young people directly about their achievements. This would require dedicated staff or consultant, a process to locate contact information for youth whose commitment has expired, and carefully articulated policies that protect the identity of young people.

10. If the agency is not capable of providing any of the data requested in these questions, please provide the steps that the agency would need to take in order to track the requested data. In particular, please provide any budgetary, operational, or legal changes that would be necessary to track the requested information.

Any of the steps the agency would need to take in order to track the requested data are listed in the context of the responses to the above questions.