

**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 with the number of vacant, frozen, and filled FTEs marked on each box. Include the names of all senior personnel, if applicable. Also include the effective date on the chart. *Attached.*
 - a. Please provide an explanation of the roles and responsibilities for each division and subdivision. *Attached.*
 - b. Please provide a narrative explanation of any changes made during the previous year.

On October 1, 2014, 3 FTEs were transferred from the Office of the Attorney General to DYRS' Office of the General Counsel. The Legislative Affairs and Office of Internal Integrity functions were moved under DYRS' Office of the General Counsel. Other minor changes were made to better facilitate program coordination and oversight.

2. Please provide, as an attachment, a Schedule A for the agency, which identifies all employees by title/position, current salaries, fringe benefits, and program office, as of January 15, 2015. This Schedule A should also indicate if the positions are continuing/term/temporary/contract and whether they are vacant or frozen positions. *Attached.*
3. Please provide the Committee with:
 - a. A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense; *Attached.*
 - b. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned; *Attached.*
 - c. A list of employee bonuses or special award pay granted in FY14 and FY15, to date; *Attached.*
 - d. A list of travel expenses, arranged by employee; *Attached.*
 - e. A list of the total overtime and workers' compensation payments paid in FY 14 and FY15, to date.

	FY14	FY15 YTD As of 1/31/2015
Overtime	\$2,681,017.24	\$620,839.94
Workers' Compensation	\$831,147.49	\$436,948.33



4. With regard to the use of communication devices:

- a. What procedures are in place to track individuals or units assigned to possess mobile communications and mobile devices (including, but not limited to smartphones, laptops, and tablet computers)? Please include how the usage of these devices is controlled. *Attached.*
- b. How does your agency manage and limit its mobile communications and devices costs? *Attached.*
- c. For fiscal years 2014 and 2015 (to date), what was the total cost including, but not limited to equipment and service plans), for mobile communications and devices?

Agency	Service Type	FY 2014 Expenditures	FY15 YTD (Dec'2014)
JZO - DYRS	Wireless	\$ 114,367.32	\$ 28,875.96

5. For fiscal years 2014 and 2015 (to date), please list all intra-District transfers to or from the agency. *Attached.*

6. For fiscal years 2014 and 2015 (to date), please identify any special purpose revenue funds maintained by, used by, or available for use by your 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.

The agency does not have any special purpose revenue funds.

7. For the fiscal years 2014 and 2015 (to date), please list any purchase card spending by the agency and the general purposes for the expenditures *Attached.*

8. Please list all memoranda of understanding (MOU) entered into by your agency during fiscal years 2013, 2014, and 2015 (to date), as well as any memoranda of understanding currently in force. For each, indicate the date entered, and the termination date. *Attached.*

9. Please list the ways, other than memoranda of understanding, in which the agency collaborated with analogous agencies in other jurisdictions or on the federal level, or with non-governmental organizations in fiscal years 2013, 2014, and 2015 (to date).

DYRS continues to collaborate with both governmental and non-government organizations in a variety of capacities. The most visible partnership is through the DC YouthLink program where we partner with 12 Community Based Organizations (CBOs) providing vital services to our youth in our neighborhoods. Another way we partner across jurisdictions is through the Youth Employment Change Network meetings that are held for youth throughout the DC metropolitan area. We also work with a wide array of individuals and businesses through our Networking Engagement Breakfasts. The career fairs we host work with areas businesses to provide jobs to



DYRS youth. Each year we also participate in the annual Criminal Justice Coordinating Council conference.

In 2009, DYRS received two Federal Grants – Department of Labor Young Offender Grant and the Department of Justice Second Chance Grant, aiding in workforce development. These workforce development grants concluded in 2013.

10. Please provide the capital budget for DYRS and all projects under its purview in fiscal year 2014 and fiscal year 2015, including amount budgeted and actual dollars spent. In addition, please provide:
- An update on all capital projects undertaken in FY13 and FY14. *Attached.*
 - If the capital projects undertaken in FY13 or FY14 have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.

There is no impact on the operating budget.

- A description regarding how the agency decided the FY14 proposed capital budget and the sequencing of projects.

A working group of DYRS staff and District government agencies was formed to establish a list of Capital Projects and scope of works for DYRS projects.

11. Please provide, as an attachment, a list of all budget enhancement requests (including, but not limited to capital improvement needs), for fiscal years 2014 and 2015 (to date). For each, include a description of the need and the amount of funding requested. *Attached.*
12. Please list in chronological order every reprogramming in fiscal year 2014 and fiscal year 2015 (to date) of funds into and out of the agency. Include a “bottom line” – the revised, final budget for your agency. For each reprogramming, list the date, the amount, the rationale, and the reprogramming number. *None.*
13. (a) Please list each grant or sub-grant received by your agency in fiscal year 2014 and FY 2015 (to date). List the date, amount, and purpose of the grant or sub-grant received. *None.*
- (b) 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*

14. 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 liability in terms of money and/or change in practices and their current status. For those identified, please include an explanation about the issues for each case. *Attached.*



15. Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during fiscal years 2014 and 2015 (to date).

The agency routinely conducts investigations into allegations of youth mistreatment and employee misconduct as part of its statutory mandate. CFSA completed one investigation based on a referral pursuant to District law and the agency's mandatory reporting policy. The result was unsubstantiated. In 2014, the Office of the Inspector General made an inquiry into a complaint regarding an incident involving a youth and staff member. Their preliminary investigation did not proceed into an investigation.

16. Please provide your anticipated spending pressures for fiscal year 2015. Include a description of the pressure, the estimated amount, and any proposed solutions.

The Agency does not anticipate any spending pressures for FY2015.

17. (a) Please provide, as an attachment, a copy of your agency's fiscal year 2015 performance plan. Please explain which performance plan objectives were completed and whether or not they were completed on-time and within budget. If they were not, please provide an explanation. *Attached.*

(b) Please provide, as an attachment, a copy of your agency's fiscal year 2015 performance plan as submitted to the Office of the City Administrator. *Attached.*

18. Please provide the number of FOIA requests for fiscal years 2014 and 2015 (to date). Include, the number granted, partially granted, denied, pending, average response time, the estimated number of FTE's processing requests, and the estimated hours spent responding to these requests.

	<u>FOIA Requests</u>	<u>Granted</u>	<u>Partially Granted</u>	<u>Denied</u>	<u>Pending</u>	<u>Average Response Time</u>	<u>FTE Processing Request</u>	<u>Estimated Hours Spent Responding</u>
<u>FY14</u>	10	7	1	2	0	8.9 days	1	20
<u>FY15</u>	4	2	1	1	0	3.5 days	1	6

19. Please provide a list of all studies, research papers, reports, and analyses the agency prepared, or contracted for, during FY 2014 and FY 2015, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.

- a. *DYRS Briefing—December 2014. DYRS completed an analysis (in the form of a PowerPoint presentation) to share with community stakeholders at the end of calendar year 2014. This briefing noted agency accomplishments, lessons learned, and forward looking goals based on strategies implement from 2011-2014.*



- b. **2014 Agency Progress Report.** *The purpose of the 2014 Agency Progress Report was to update District residents, key stakeholders across other agencies, and the greater public on DYRS's advancement in promoting public safety through a community-centered, strengths-based approach to rehabilitating juvenile offenders. This report summarizes DYRS performance from 2011 thru 2014 and serves as a follow-up to the agency's first annual report issued in 2011 and the second report in 2012.*

20. Please provide the total number of complaints the agency received in fiscal years 2014 and 2015 (to date).

The DYRS Office of Internal Integrity (OII) is responsible for investigating allegations of unprofessional and unlawful conduct by employees or contractors, including allegations of abuse or neglect. It also administers the grievance process for youth housed in the agency's two facilities. In FY2014, OII investigated 60 complaints. In 2015, OII received or investigated nine complaints. The agency received three complaints regarding community placements in FY2014 and one complaint in FY2015.

Personnel

1. Please list each employee whose salary was \$110,000 or more for FY 2014 and FY 2015 (to date). Provide the name, position title, and salary. Also, state the amount of any overtime and also any bonus pay for each employee on the list. *Attached.*
2. Please list in descending order the top 25 overtime earners in your agency in fiscal year 2013. For each, state the employees name, position or title, salary, and aggregate overtime pay. *Attached.*
3. For fiscal years 2014 and 2015 (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. *Attached.*

Agency Operations

1. Please describe any initiatives your agency implemented within FY 2014 or FY 2015, to date, to improve the internal operation of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.
 - *Implementation of FAMcare, a juvenile justice case management system allowing for data-sharing. This product provides several utilities that are not available in our previous system, YES! This includes, but is not limited to:*
 - *Scheduled reports;*
 - *Alert notifications;*



- *Individualized case manager reports;*
 - *Data integrity validation; and*
 - *Individual user and system-wide auditing.*
 - *DYRS also joined our sister agencies, the Department of Behavioral Health (“DBH”) and the Child and Family Services Administration (“CFSA”), in implementing the Child and Adolescent Function Assessment Scale or CAFAS for evaluating the effectiveness of service interventions. Mental health professionals use CAFAS to enter data to evaluate program effectiveness and develop a coordinated care plan between DYRS, CFSA and DBH. This leads to more informed case planning and treatment decision-making helping case managers determine if interventions are working by analyzing changes in score that may correspond with positive signs of progress or “red flags” that trigger a need to adjustment supervision levels.*
 - *Team Decision Meeting (TDM) process – The TDM replaced the former Family Team meeting process. In a TDM, a youth’s social worker, parents, extended family, and other supportive people in the youth’s life come together to create a Success Plan, which is updated every 90 days. The TDM meeting is collaborative. Participants share all information relating to the youth, including but not limited to issues related to safety, functioning of the family, strengths, and challenges.*
2. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency expects to achieve or work toward these priorities in fiscal years 2015 and 2016. *Attached.*
3. Please give the number of youth committed to DYRS in FY 2013, 2014, and 2015 (to date). For youth committed in each fiscal year, please also breakdown the number of youth by: *Attached*
- a. Gender;
 - b. Age;
 - c. Ward where the youth resides;
 - d. Whether the committed youth are also students with disabilities;
 - e. Whether the committed youth tested positive for use of a controlled substance on at least one occasion;
 - f. Whether the committed youth are homeless;
 - g. Whether the committed youth are determined to be high risk, medium risk, or low risk.
4. Please describe the efforts that DYRS made in FY 2014 to assist youth with disabilities, including efforts made to ensure:
- a. *Identification of disabilities during commitment;*
DYRS collaborates closely with District of Columbia Public Schools (DCPS) and the Office of the State Superintendent of Education (OSSE) to ensure all committed youth are appropriately identified for special education, if needed. If a social worker or other



DYRS employee believes that a youth may need additional services DYRS will notify appropriate school staff to convene an eligibility meeting and request necessary testing to identify the youth's eligibility for special education services and/or a 504 plan. The school at the Youth Services Center (YSC), operated by DCPS, and the Maya Angelou Academy at New Beginnings Youth Development Center (NBYDC), an accredited Charter School operated by the See Forever Foundation, are fully equipped to provide testing; to identify students with disabilities; and to identify students as eligible for special education and provide appropriate services.

b. Access to meaningful education during their commitment;

Committed youth residing in the DC community are enrolled in their neighborhood DC Public School, or if a non-public school or charter school is their school of record, they will continue their education with such school. It is a top priority for all committed youth without a high school diploma or GED to be enrolled in and regularly attending school and DYRS Social Workers work closely with the parent/guardian to achieve this, as attendance is a requirement in every youth's Community Placement Agreement. Social Workers monitor educational progress through: 1) report cards; 2) attendance; 3) behavior reports 4) close communication with school staff and parents/guardians; and 5) participation in school-related meetings. DYRS works closely with DCPS to enroll committed youth in classes and to monitor special education progress. DYRS also has a Memorandum of Understanding (MOU) with the OSSE for all youth receiving rehabilitative services in an out-of-state residential treatment center. As part of this, DCPS progress monitors are assigned to the designated youth to ensure services in the Individual Education Program (IEP) are implemented and adequate progress is made.

c. The implementation of existing IEPs, where applicable;

If a committed youth has an IEP, his/her social worker ensures implementation through collaboration with the school and by attending annual IEP meetings, reviewing student's schedules and report cards, and regularly communicating with youth, parents, and school staff to discuss progress.

Per DYRS's MOU with the OSSE for youth in out-of-state residential treatment centers, DCPS progress monitors ensure the implementation of all needs and services in the IEP, and also assist with identifying an appropriate school placement for the youth upon return to the community. A committed youth's social worker collaborates with the progress monitor throughout this process.

Committed youth who are detained at YSC and/or placed at New Beginnings receive education daily from accredited schools that are required to implement an existing IEP. As part of the management of a youth's case, the social worker monitors educational progress and participation while in these facilities and participates in meetings related to the youth's education.



d. The accessibility of facilities;

The schools at the Youth Services Center and New Beginnings Youth Development Center meet all the requirements of the Americans with Disabilities Act and can service youth with physical, cognitive, and emotional disabilities. The facilities are wheelchair accessible for youth requiring such access. For youth requiring specialized services, such as an interpreter or one-to-one aide, one is provided to the youth upon admission to the facility. For these specialized services identified in a youth's IEP, DCPS or See Forever provide the services during school hours and DYRS provides needed services outside of school hours.

e. Equal access to rehabilitation programs;

All committed youth are provided equal access to rehabilitation programs, regardless of whether they have a disability. Youth are given rehabilitation services in the setting that can best meet his/her needs and DYRS only enters into Human Care Agreements with facilities that can meet these needs. If a committed youth has a specialized need outside of our current rehabilitation offerings, DYRS will seek contracts with appropriate service and placement providers to ensure the needs are met.

f. The availability of staff trained to handle disabilities;

Youth Development Representatives (YDR) at YSC and NBYDC - the front line staff members working directly with youth - are given extensive training prior to their interaction with any committed or detained youth. A component of this training is best practices in working with youth with disabilities, including emotional and cognitive disabilities. DYRS also has educational specialists who are knowledgeable about IDEA and trained in education best practices and how to best advocate for youth with disabilities and their families.

g. The safety and security of youth with disabilities.

YDR staff at YSC and NBYDC is extensively trained in how to work with youth with disabilities and also in safe crisis management to keep all youth in facilities safe. Social workers monitor the progress of committed youth closely, both while in residential and community placements. If a youth's safety or security comes into question, social workers are required to act swiftly to address and remedy this issue, which may require an emergency change in placement, a safety plan, advocacy with specific staff to better support the youth, or even parent education to help parents better understand their child's disability.

5. Please identify efforts made by DYRS in FY 2014 to identify those youth who are homeless and detail any additional services or supports that are provided to these youth while they are committed to DYRS.

DYRS identifies youth as homeless through the process of a home assessment. All youth residing in, or visiting a home in the community for a weekend pass, must have a home assessment completed by the youth's social worker. If a stable home cannot be identified, the



youth will be recognized as homeless. A youth may also be identified as homeless based on guardian disclosure. If a youth is identified as homeless, we will engage the family to determine what support will be provided. If needed, we coordinate providing temporary rental assistance to families. However, the family must be able to provide proof of ability to continue paying rent after one-time assistance is provided. DYRS also identifies housing resources and financial assistance resources within the community.

If a committed youth under the age of 18 is homeless because a parent/guardian refuses to allow the youth to return home then we collaborate with CFSA to provide assistance. If a youth is over 18 and lacking a stable adult in their life, we will place the youth in independent living. There are varying degrees of supervision based on the youth's proven track record of succeeding in the community.

Additionally, DYRS connects homeless youth with community-based resources. Youth are connected to the Transition to Independence Program (TIP) through Department of Behavioral Health, and workforce development programs through DC YouthLink.

When their commitment expires, DYRS assists youth with seeking housing outside of the agency's scope. These programs include non-DYRS independent living programs and transitional housing programs. DYRS will also help parents identify housing programs if assistance is needed.

6. Please identify efforts made by DYRS in FY 2014 to identify those youth who have mental health challenges and detail any additional services or supports that are provided to these youth while they are committed to DYRS.

Social workers monitor the mental health of youth on their caseload closely and make referrals for services as appropriate. If a youth is identified as having a mental health challenge by Court Social Services prior to commitment, a placement is identified that can appropriately address these mental health challenges.

DYRS also implemented the Youth Assessment Unit in FY 2014. This unit provides a comprehensive assessment for youth recommended for pre-commitment. This includes a detailed interview with the parents and youth, a mental health screening, trauma screening assessment, and a risk assessment. Using the information learned in this process, the social worker makes recommendations for services and placement for the youth.

Social workers ensure committed youth are connected to one of the Department of Behavioral Health's Core Service Agencies (CSA). If a youth is not initially identified as having mental health challenges, but a social worker develops concerns for a youth's mental health given a change in behavior, a social worker will refer a youth to a Core Service Agency an assessment.



Additionally, DYRS partners with Hillcrest Youth and Family Services to provide substance use assessment and treatment for youth at the DYRS Achievement Center.

Both DYRS operated facilities offer mental health screening and services to youth. At New Beginnings Youth Development Center (NBYDC), an initial intake and screening is completed assessing mental health history and parents are contacted to confirm the information.

At the Youth Services Center (YSC), all youth are also immediately interviewed and assessed for potential mental health problems. Youth requiring inpatient services are connected to an appropriate facility specializing in substance abuse treatment or acute psychiatric care. At both facilities, youth have access to the following mental health services: individual therapy, group therapy, psychiatric evaluation, medication management, crisis intervention, and discharge planning.

7. Please identify efforts made by DYRS in FY 2014 to identify and youth who need treatment for substance abuse or addiction.

In FY2014, DYRS opened a new Youth Assessment Unit (YAU). The YAU is responsible for assessing all newly committed youth entering the agency. The process includes assessing for substance abuse and addictions through the GAIN SS and GAIN I instruments. Upon commitment, youth will be referred to appropriate inpatient or out-patient treatment through a referral to the Department of Behavioral Health's Addiction Prevention and Recovery Administration.

In addition to the YAU, the Youth Service Center screens all youth for substance abuse issues. The screen then help determine what the appropriate treatment is needed for each youth. Also, throughout a youth's commitment, and contingent on their behavior, the agency conducts weekly drug screening tests for those living in the community.

All youth are also screened during the pre-commitment phase. If the screen determines the youth is at risk for substance abuse then the youth is referred for a full assessment to determine treatment needs at the time of commitment. All youth who are in the community are drug tested and pending the test results they are referred for a GAIN-I assessment to determine treatment needs.

8. Please list the top ten charges that led to the commitment of youth to DYRS in FY 2014 and the number of youth who received each charge.

Top Charges Leading to Commitment to DYRS	
Charge	Number of Youth Receiving Charge
Simple Assault	31
Robbery	26
Theft in the 2nd Degree	14



Assault on a Police Officer	6
Assault with a Dangerous Weapon	6
Threats to do Bodily Harm	5
Habitual Runaway	5
Assault w/Intent to Rob	4
Possession of a Prohibited Weapon	3
UUV	3
CSA (Possession)	3
Possession of BB Gun	3
Destruction of Property less than \$1000	3
Burglary II	3
Unlawful Entry	3
Possession of an Unregistered Firearm	3

9. What are the performance results for the Crossover Youth Steering Committee in fiscal year 2014 and 2015 (to date)?

DYRS continues to work closely with CFSA and CSOSA regarding Dual-Jacketed youth to ensure an integrated case management approach occurs. Since the establishment of the 2009 MOA with CFSA, DYRS maintains regular collaboration with CFSA to coordinate treatment. Also, DYRS, like CFSA, recently implemented the Child and Adolescent Functional Assessment Scale (CAFAS). This assessment enhances our work with Dual Jacketed youth by being able to share vital information.

10. Please list the following accounts for youth committed to DYRS, including:
- Arrest rates for fiscal years 2013, 2014, and 2015 (to date);
 - Rate of abscondence for fiscal years 2013, 2014, and 2015 (to date);
 - The recidivism rate for fiscal years 2013, 2014, and 2015 (to date);
 - The homicide rate for DYRS youth in FY 2014;
 - The rate of injuries to youth as a result of assault/battery at the Youth Services Center in FY 2014 and FY 2015 to date;
 - Recidivism rate for youth released from the DC Model Unit program within six months of their release for FY 2013, 2014 to date. Please describe how your agency defines its recidivism rate;
 - The average number of sessions per week a DYRS youth will have with a therapist or behavioral specialist
11. What recidivism indicators does DYRS track? What were they for 2014 and for all previous years on record?

*DYRS tracks the following public safety measures correlated with a juvenile's subsequent interactions with the justice system: (1) **1-year recidivism rate** – DYRS started monitoring this*



indicator in 2007 and (2) *annual re-arrest rate* – DYRS started monitoring this indicator in 2011.

1-year Recidivism Rate

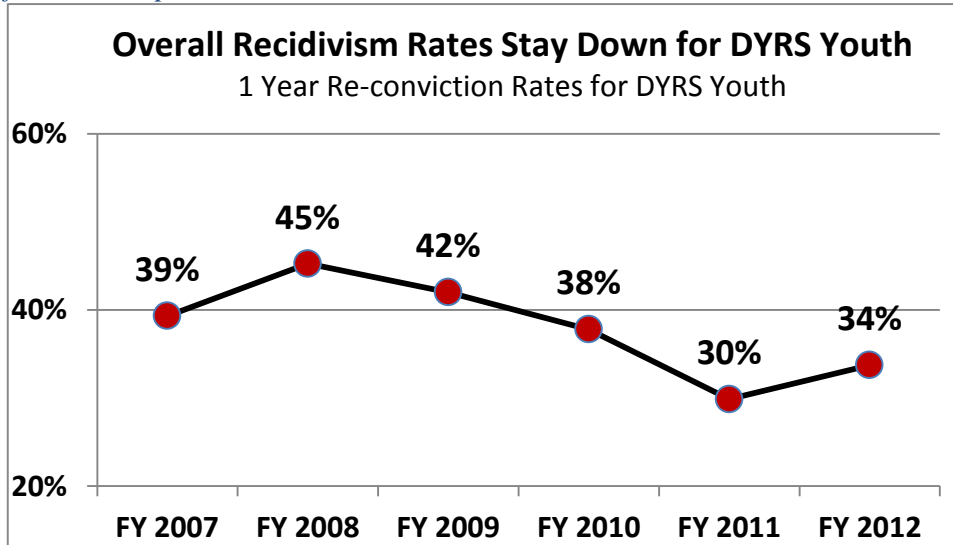
DYRS’s defines 1-year recidivism in the following way:

A committed youth has recidivated if he or she is convicted in Washington, D.C. of a new juvenile or adult offense which occurred within one year of being placed in or returned to the community.

The agency’s method is consistent with other jurisdictions and the recommended definition set forth by juvenile justice experts.¹

DYRS measures recidivism by grouping youth into cohorts, or groups, based on the year of their commitment. Because some youth are initially placed in secure settings, meaning outside of the community, their ‘recidivism clock’ may not start until many months after their commitment date. Because of this, we are generally only able to report on a cohort’s recidivism rate after at least two years have passed since the close of that cohort, meaning that, in FY2012, for example, the most recent data available is for youth who were committed to the agency in FY2010.

Below is the DYRS recidivism trend between FY2007 and FY2012. This is the aggregate rate for all time periods:



¹ Council of Juvenile Correctional Administrators. (2009). Defining and Measuring Recidivism. “[Several] options are available for defining recidivism. **We strongly recommend, however, that all studies of recidivism include adjudication or conviction.** Adjudication/conviction includes all cases in which the justice system process has reached a conclusion regarding guilt, made by an independent fact-finder. By this point the number of false positives has been minimized. The Recidivism Work Group has found that there is widespread consensus on this measure, while none of the other measures are free of controversy.” p. 29 (emphasis in original)

12. What changes have been made by DYRS in response to the Vera Institute of Justice 2013 report?

Highlights of actions taken that relate to recommendations in Vera Institute’s assessment of DYRS family engagement.

Vera’s Recommendations	DYRS Actions & Status
Train secure facility staff in the importance of families for incarcerated youth.	In September 2013, we added a module on family engagement to the training for new facility staff (Youth Development Representatives, or YDRs). All new YDRs receive this training. In June 2014, we updated the module to make it longer and more comprehensive, and we added a family panel, which was well-received and effective in giving the trainees a better understanding of families and their perspectives. This training has also been offered to DYRS social workers.
Provide more support to families of DYRS youth.	Since October 2013, family support services, including peer support, hiring a family engagement coordinator, biweekly family support groups, communication enhancements, and wrap-around services through DC YouthLink.
Review and change procedures at secure facilities so that families and youth can better maintain contact within the bounds of safety and security.	Working group addressed a number of visitation issues. We surveyed families of youth at New Beginnings to determine if additional visiting hours would be helpful. The survey also touched on other topics related to visitation and participation in case planning.
Broadly expand visitation times at New Beginnings and YSC.	We added a weeknight visitation time at New Beginnings and YSC. This totals 3 visitation days a week at both facilities.
Expand the definition of who can visit at YSC and NBYDC to allow young people to strengthen the positive relationships they maintain with people who do not fit the current DYRS visitor profile.	Definition already allows for positive supporters who are not immediate family; the revised visitation policy expands and clarifies this.
Do not use loss of visitation as a disciplinary sanction.	This was not actually being done; written materials were revised to clarify this.
Engage families more in developing youth’s plan and in discharge planning. Enhance YFTMs to support family voice – hold meetings at convenient times, prep families prior to meeting, debrief after.	We changed our team meeting approach to Team Decision Making (TDM), which engages youth and family in developing the youth’s Success Plan. We did some training with families on the TDM process, and are including it in our orientation sessions for youth and families.



Vera's Recommendations	DYRS Actions & Status
Consider ways to engage supports who are not immediate family.	The TDM meeting model (TDM) includes a renewed emphasis on reaching out to a broad array of supporters. We are exploring ways to build ecomaps and genograms into the initial assessment process in order to engage more supports.
Use Baby Elmo program to improve parenting skills and connections between youth in facilities and any children they have.	The Baby Elmo program was previously implemented at DYRS. Currently there are very few youth in facilities who are parents. Through DC YouthLink, we are working with Catholic Charities to find ways to best serve youth in facilities who are parents.
Respond to trauma youth have experienced.	<p>DYRS staff members have taken training in Trauma Systems Therapy, DC's citywide approach to responding to trauma, spearheaded by CFSA.</p> <p>There is also a trauma module in the training for facility staff.</p> <p>With the help of SAHMSA, are implementing Think Trauma to become an agency better equipped in providing trauma-informed care. Think Trauma was developed by the National Child Traumatic Stress Network (NCTSN), and is an evidenced-based program for juvenile justice residential facilities. This program equips our staff with the tools and resources to create a trauma-informed environment.</p> <p>Also, one of our RTC vendors is becoming a Sanctuary Model site, which is a trauma-informed model.</p>
Help families maintain contact with youth in distant placements.	DYRS already provides transportation for periodic visits, and works with RTCs, who also pay for trip costs for visits. We also have videoconferencing capability set up.
Improve communication with families.	We have set up an opt-in system for families to get information via text, voice and/or email. And as mentioned above, we now have a family engagement coordinator to spearhead our communication efforts with our DYRS families.
Help families to advocate for themselves.	<p>Ongoing peer support is available through our support group and the family engagement team helps families understand and navigate DYRS and improves their ability to advocate for themselves and their youth.</p> <p>Total Family Care Coalition, a DC YouthLink provider, assists families in advocating for themselves.</p>

13. Has training on human trafficking been put in place for DYRS staff, as required by Sex Trafficking of Children Prevention Amendment Act of 2014? If not, when will it be implemented? What agency/organization is providing the training?



DYRS is working to implement training for all case management and direct line staff by late spring. The training will be provided by our training department.

14. Has DYRS implemented the youth behavior health screening to identify involvement, or risk of involvement, in sex trafficking, as required by the Sex Trafficking of Children Prevention Amendment Act of 2014? Please give the details of this screening (the wording of the question, when it is administered, etc.).

Every youth committed to DYRS receives the screening prior to commitment to the agency. This occurs when a youth enters YSC. They are provided the MAYSI screening within four hours of entry, regardless of if they've received the test before. If the screen indicates that a youth may have suffered abuse then further action will be taken, including additional assessments and specialized treatment.

15. What involvement has DYRS had in the Coordinated Entry project for youth homelessness, housed in the Interagency Council on Homelessness? Which, if any, staff has been assigned to this inter-agency collaboration? Please list specific efforts to address youth homelessness in the population that touches DYRS.

During FY14, DYRS participated in the Interagency Commission on Homelessness' youth subcommittee. The forthcoming strategic plan will include a subsection on youth. In efforts to combat homelessness amongst transitional age youth, DYRS is partnering with DBH under the System of Care efforts to include participation in the Transitional Age Youth Supportive Housing program.

16. What is the status of implementation of the 2012 DYRS/DCPS/OSSE memorandum of agreement?

On November 20, 2012, DYRS, DCPS, and OSSE entered into a memorandum of agreement regarding the provision of educational services for youth committed to DYRS. The MOA defined the roles of each of the agencies for committed youth detained and housed at New Beginnings Youth Development Center or placed by DYRS in residential treatment facilities, psychiatric residential treatment facilities and out-of-state group homes. Since its signing in November 2012, the signatory agencies have worked together to ensure continuity of educational services for committed youth.

On November 20, 2014, the agencies signed an amended version of the MOA aimed at extending the services provided under the MOA to those committed youth in awaiting placement status. While all committed youth in awaiting placement status are currently housed at the Youth Services Center, and are thus provided education by DCPS, the



amended MOA creates clear roles and responsibilities for DYRS, DCPS, and OSSE for all awaiting placement youth regardless of placement.

17. What mechanisms does DYRS have in place to regularly share data with the public? Are there plans to publish annual reports for 2013 or 2014? How can members of the public access key DYRS performance indicators like placement numbers and recidivism rates?

DYRS publishes data on its website to share information with the public.

The 2014 Agency Progress Report is on the DYRS website and may also be found as the attachment for ‘General Questions, 19b’. This report summarizes DYRS performance from 2011 thru 2014.

On the agency’s website, DYRS also publishes regular updates to the YSC and New Beginnings populations, as well as annual updates on recidivism rates.

DYRS submits an annual performance plan to the City Administrator which is published on the City Administrator’s website. This plan identifies key performance indicators (KPIs) such as population statistics and services provided to committed youth. DYRS reports on KPIs quarterly; quarterly updates are then published on the City Administrator’s website.

Finally, DYRS convenes key stakeholders for briefings to review data periodically. The most recent briefing was on December 10, 2014.

Placement and Monitoring

1. For FY 2013, 2014, and 2015 (to date), please provide the number of youth who were placed in:

Placement Type	FY13	FY14	FY15
Community Placement	750	534	299
Non-secure Group Home	405	300	118
New Beginnings Youth	174	138	66
Residential Treatment Facility*	244	191	84
Out-of-District Placement	445	347	86

*Local and Out-of-District

2. What written policies does DYRS have concerning how placement decisions should be made for youth?

For youth on pre-commitment status, several steps are in place to ensure appropriate decisions are being made regarding placement. First, the youth is given a wide range of



assessments through our Youth Assessment Unit (YAU) to identify the strengths, needs, challenges and severity of offense of the youth and their circumstance. Key assessment instruments include Structured Decision Making Risk Assessment (SDM), Child and Adolescent Functioning Assessment Scale (CAFAS) and Gain SS Substance Abuse Screen. An internal meeting is held with representatives from Case Management, Youth Assessment Unit and the Placement office to discuss the case and develop a treatment plan.

If a committed youth needs a placement change to a lower restriction level then a meeting and site visit occurs to ensure appropriate services are in place. If the placement requires a higher level of structure and supervision, a revocation hearing is scheduled where a panel decides if increasing the level of restriction is appropriate. The panel consists of three members unaffiliated with the youth.

DYRS consistently evaluates cases every 90 days by completing a CAFAS and having a Team Decision Making Meeting with all key participants. This process assists in making decisions regarding placement for our youth.

Additionally, this policy is in draft form and awaiting approval from the new leadership.

- a. How is the Child and Adolescent Functional Assessment Scale being used to guide placement decisions?

The Child and Adolescent Functional Assessment Scale (CAFAS) is used in multiple ways to guide placement decisions. A CAFAS is initially completed by the Youth Assessment Unit when a Notice of Intent to Recommend Commitment is filed with the DC Superior Court. The Youth Assessment worker does a comprehensive interview with the youth and family, reviews existing evaluations and social study, speaks with the probation officer, and uses this information to complete the CAFAS. The youth's score on the CAFAS, in conjunction with the recommendations from the evaluations provided by the court and the results of the Structured Decision Making Risk Assessment help guide the initial placement decision.

In addition, once a youth is committed, the CAFAS is used to guide placement through the Team Decision Making (TDM) meeting process. A CAFAS is completed approximately seven days prior to a youth's TDM. During the TDM, the results of the CAFAS are discussed and the team utilizes the CAFAS results to develop an action plan for the youth. If the results of the CAFAS indicate that a higher level of care may be needed, a discussion will be held to determine what placement is appropriate.



- b. What efforts is DYRS making to avoid over-crowding at YSC, especially due to youth awaiting shelter house placement there?

DYRS works collaboratively with Court Social Services on an interagency step down process and the development of the Juvenile Diversion Program. This committee continually identifies appropriate youth in order to transition expediently. Additionally, a thorough analysis has allowed for reviewing past utilization leaning towards the appropriate identification of resources as well as providing resources and strengthening short term programming at the front end of the Juvenile Justice system. DYRS has also entered into a MOU with the Fairfax Detention Facility to house up to 11 boys/girls that are currently awaiting placement at YSC. This facility is scheduled to start admitting DYRS youth by the end of February 2015.

While DYRS is not primarily responsible for determining what youth are placed at the YSC, the Agency has undertaken numerous efforts to manage population at the YSC. DYRS regularly meets with OAG's Juvenile Section to discuss youth who have remained at YSC for more than forty-five (45) days. DYRS meets internally to discuss any youth who the Agency believes may be appropriately stepped down to a shelter house placement or released to his or her home. DYRS transmits its recommendations to Court Social Services, which will make the final determination of whether or not any recommendations for step down should be made to OAG and ultimately, the Court. Finally, when population reaches higher levels at the YSC, DYRS has developed the capacity to convert group home beds into shelter beds to accommodate those youth placed at the YSC awaiting shelter bed placement. The only cohort of youth at the YSC that DYRS has primary placement authority over is the group of committed youth awaiting placement who are temporarily housed at the YSC. To alleviate any population pressures that this group may contribute, DYRS has consistently sought alternative secure awaiting placement facilities. To that end, on December 15, 2014, DYRS entered into a Memorandum of Agreement with Fairfax County, which will allow DYRS to place up to eleven (11) committed youth awaiting placement at Fairfax County's Juvenile Detention Center on a short-term, temporary basis.

- c. How many low- or medium-risk youth were placed in RTCs or New Beginnings during 2014? What action has DYRS taken to replace these placements with appropriate non-secure alternatives?

Eight youth were at New Beginnings for medical or security reasons.

Eight youth were placed at the prototype medium risk unit at New Beginnings. When the Agency decided to go in another direction the remaining youth in the



program were transferred back into medium risk level group homes in the community.

As a practice, DYRS does not place low/medium risk youth in secure high risk facilities. The goal is to place youth in the least restrictive environment consistent with public safety. DYRS utilizes a series of assessments to fully assess each individual youth to determine level of placement and programming needs. These assessments include the Structured Decision Making (SDM) Tool, Child and Adolescent Functional Assessment Scale (CAFAS), and several other mental health and substance abuse assessments... Placement decisions are made at a Team Decision Making (TDM) conference which includes the youth, their family, community service providers and placement providers. At the TDM all the assessments are reviewed and a decision is made on what is the correct level of placement for the youth and what services the youth needs.

3. Please give an accounting on the electronic monitoring of youth, including the number of youth with GPS, the percentage of youth monitored within DYRS, and the cost to the agency of the electronic monitoring system, and any possible future expenses due to electronic monitoring.

Currently DYRS has 99 youth on an electronic monitoring (GPS) device. This represents 30 percent of the total number of youth committed to the agency. The agency has spent \$395,418.00 on GPS in FY XX. Please be advised that we believe, based on previous trends, once the summer months approaches the number of youth on GPS will grow to about 145 – 160 youth.

4. Please describe the procedures for in-person visitation for DYRS committed youth. *Attached.*
5. Please provide a list of the lead entities and members of the D.C. YouthLink service coalition for FY 2014. For each organization, please provide: *Attached.*
 - 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; and,
 - f. Any reports provided by the service coalition member or lead entity with regard to the outcomes or success of their programs.
6. What written policies does DYRS have concerning transition planning for youth who are exiting commitment?

Discharge planning commences the moment a youth is committed to DYRS. The individualized Success Plan that is developed for each youth is focused on goals which fully support successful transition post-commitment.



DYRS also requires case management staff to complete a discharge Team Decision Making meeting (TDM) 30 days prior to a youth's commitment expiration. At this meeting, any supports and services needed post-commitment will be discussed. 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 are resolved prior to commitment. If needed, youth are to be enrolled in school, connected to a Core Service Agency, and will have stable housing and identified 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 to help maintain the youth in the family home.

7. The population at YSC dropped significantly between November 2014 and January 2015. What accounted for the decline?

This is due to the great work done by our partners, Court Social Services and MPD, who have worked hard to reduce admissions with diversion programs.

POPULATION

	12/13	13/14	14/15
Nov	90.3	96.5	106.7
Dec	103.5	91.2	88.5
Jan	107.5	77.2	81.0

AVERAGE DAILY ADMISSIONS

	12/13	13/14	14/15
Nov	9.5	9.3	9.5
Dec	10.2	8.6	9.0
Jan	9.6	7.9	8.2

13/14 – drop of 46 youth

Day	Date	Population
Wednesday	11/20/2013	113
Tuesday	1/18/2014	67

14/15 – drop of 52 youth

Day	Date	Population
Monday	11/17/2014	118
Monday	1/12/2015	66



The average daily admission for both the 13/14 and 14/15 period was close to 8 youth per day, which is a great deal lower than DYRS's typical average of 10 youth per day (or DYRS's May/June average of more than 11 youth per day)

8. For fiscal years 2013, 2014, and 2015 (to date), please provide the number of DYRS committed youth who: *Attached.*
- 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;
 - e. Received mentoring services;
 - f. Received tutoring services;
 - g. Received family counseling; or
 - h. Were accepted to a post-secondary educational institution.

