

**Council of the District of Columbia**  
**COMMITTEE ON RECREATION AND YOUTH AFFAIRS**  
**PERFORMANCE OVERSIGHT HEARING**  
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004

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February 1, 2019

Clinton Lacey, Director  
Department of Youth Rehabilitation Services  
450 H Street, NW  
Washington, D.C. 20001

Dear Director Lacey:

The Committee on Recreation and Youth Affairs will hold performance oversight hearings on agencies under its purview between February 1, 2019, and March 15, 2019. The Department of Youth Rehabilitation Services' hearing will be held on **February 19, 2019, at 12 p.m. in Room 500**. In preparation for your hearing, the Committee is sending the following questions for your response.

Please submit your responses no later than noon on **February 15, 2019**. If you need to discuss any of the questions, please contact Nathan Fleming, Committee Director at 202-727-7903.

**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.
  - a. Please provide an explanation of the roles and responsibilities for each division and subdivision.
  - b. Please provide a narrative explanation of any changes made during the previous year.
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.
  - 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 or by court order.

- 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. *There are currently no details to and from DYRS.*
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 FY18 and FY19, to date;
  - 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 involving the agency's vehicles in FY18 and FY19, to date;
  - c. A list of employee bonuses or special award pay granted in FY18 and FY18, to date;
  - d. A list of travel expenses, arranged by employee for FY18 and FY19, to date, including the justification for travel; and
  - e. A list of the total overtime and workers' compensation payments paid in FY18 and FY19, to date, including the number of employees who received overtime and workers' compensation payments.
5. For FY18 and FY19, to date, please list all intra-District transfers to or from the agency.
6. For FY18 and FY19 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 the following: *There are no special revenue funds for FY2018 and FY2019.*
  - a. The revenue source name and code;
  - b. The source of funding;
  - c. A description of the program that generates the funds;
  - d. The amount of funds generated by each source or program; and
  - e. Expenditures of funds, including the purpose of each expenditure.
7. For FY18 and FY19, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.
8. Please list all memoranda of understanding (MOU) entered into by your agency during FY18 and FY19, to date, as well as any memoranda of understanding currently in force. For each, indicate the date entered and the termination date.

9. 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 FY18 and FY19, to date.
10. Please list all currently open capital projects for DYRS, including an update on all capital projects under its purview in FY18 and FY19, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide:
  - a. An update on all capital projects begun, in progress, or concluded in FY18 and FY19, to date, including the amount budgeted, actual dollars spent, and any remaining balances.
  - b. An update on all capital projects planned for FY18, FY19, FY20, FY21, and FY22.
  - c. Do the capital projects begun, in progress, or concluded in FY17, FY18 to date have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.
11. Please provide, as an attachment, a list of all budget enhancement requests (including, but not limited to capital improvement needs), for FY18 and FY19, to date. For each, include a description of the need and the amount of funding requested.
12. Please list, in chronological order, every reprogramming in FY18 and FY19, 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 reprogrammings for FY17 and FY18. For each reprogramming, list the date, the amount, the rationale, and the reprogramming number.
13. Please list each grant or sub-grant received by your agency in FY18 and FY19, to date. For each item listed, please include the following: *There are no grants received.*
  - a. The date, amount, and purpose of the grant or sub-grant received;
  - b. How many FTEs are dependent on grant funding;
  - c. What are the terms of this funding; and
  - d. If the funding is set to expire, what plans (if any) are in place to continue funding?
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 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.
15. Please provide the total number of administrative complaints or grievances that the agency received in FY18 and FY19, 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.

16. 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 FY18 and FY19, to date.
17. Please describe any anticipated spending pressures for FY19. Include a description of the pressure, the estimated amount, and any proposed solutions. *There are no spending pressures at this time.*
18. Please provide, as an attachment, a copy of the agency's FY18 performance plan. Please explain which performance plan objectives were completed in FY18 and whether or not they were completed on-time and within budget. If they were not, please provide an explanation.
19. Please provide, as an attachment, a copy of your agency's FY19 performance plan as submitted to the Office of the City Administrator.
20. Please provide the number of FOIA requests for FY18 and FY19, 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.
21. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared, or contracted for, during FY18 and FY19, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.
22. Please explain why DYRS has not distributed a complete annual report since 2015. Also please detail if DYRS has plans to issue a report for 2019. If so, when will the annual report be released? If not, does DYRS plan to resume releasing public reports on an annual basis?

### **Personnel**

1. Please separately list each employee whose salary was \$110,000 or more in FY18 and FY19, to date. 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.
2. Please list in descending order the top 25 overtime earners in your agency in FY18 and FY18, 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.

3. For FY18 and FY19, 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.
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.
5. 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 FY18 and FY19, to date.
6. What training is mandated for the staff, including Credible Messengers, regarding sexual harassment prevention, trauma-informed training, restorative justice, and cultural competency? What training is available (but not mandatory) for staff on these subjects? For each training program listed, please list the following:
  - 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; and
  - d. The length of the training program or activity.
  - e. List any instances of employee non-compliance or violations of guidelines stated in training
  - f. Are staff required to complete a certain number of hours of training every year? If so, which staff are required to do so? How many hours of continuing training are required and in what areas?
7. How long does it typically take for human resource department to provide new hires or transfer employees the following:
  - a. A work email address;
  - b. Benefit access;
  - c. Building and access codes for entry and re-entry; and
  - d. Mandatory job training.
8. Please describe how long DYRS typically take to respond to complaints raised through the Office of Employee Accountability.

**Agency Operations**

1. Please describe any initiatives that the agency implemented in FY18 and FY19, 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.

2. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY19.
  - a. Please explain which priorities the agency believes they have made significant improvements, significant movement towards, or have accomplished these goals and how.
  - b. Please explain which priorities the agency has had trouble fulfilling, where progress towards the goal has been slow or halted and why.
3. 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.
4. What are the challenges that DYRS has identified regarding the long-term success for DC YouthLink and Credible Messenger? How does DYRS plan to address those challenges?
5. Please describe the vetting process for selecting Credible Messengers and how their work with youth is reviewed and evaluated.
6. 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 FY18 and FY19, to date, please provide:
  - 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 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.
7. For FY18 and FY19 to date, 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 over 59 minutes, for any reason, including punitive, protective, or administrative separation. For each procedure, please list the number of times the procedure was used in FY18 and FY19, to date, the reason for the procedure, and the maximum amount of time that a youth was kept separated or in isolation in FY18 and FY19, to date and if mental health services was requested and if so, were mental services provided.
8. Please provide: a) a definition of "mental health worker"; b) the number of mental health workers available at each DYRS residential facility; c) the number of hours per week each mental health worker is at each facility; d) the job description for each mental health worker; e) the credentials of each mental health worker, and f) the number of times a mental health worker has been requested due to youth being separated from other youth or staff.

9. Please describe any steps the agency took in FY18 and FY19, to date, to improve the transparency of agency operations.
10. 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 by whom, any training or guidance provided to agency personnel regarding the use of restraints, and the locations in which restraints are utilized.
11. Please provide the Committee with a copy of the disciplinary policy and guidelines for youth in residential facilities.
12. Please describe the process for staff removing agitated youths for cool down or isolation.
13. 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.
14. Please describe any efforts undertaken by the agency in FY18 and FY19, to date to reduce the occurrence of violence, bullying, harassment, or intimidation among committed youth.
15. 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.
16. Please describe when restorative justice is used in the disciplinary process and the factors guiding when restorative justice is used to resolve conflicts or noncompliant youth behavior.
17. Please describe the agency's procedure for handling committed youth that are subsequently charged under Title 16 of the D.C. Code.

### **Services for Committed Youth**

1. Please describe any and all community-based programs or services that the agency provided or funded in FY18 and FY19, to date, for committed youth. Additionally, please include a description of any other youth engagement, community outreach, or crime reduction activities that were undertaken by the agency in FY18 and FY19, to date. For each program or activity, please provide:
  - 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. Total cost spent on the program or service;
- e. The cost per youth of the program or activity;
- f. The total number of youth that took part in the program or activity; and
- g. Any outcome data from the program or activity.

Please describe the efforts that DYRS made in FY18 and FY19, to date, to assist youth with disabilities, including efforts made to ensure:

- 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; and,
- g. The safety and security of youth with disabilities.

Please describe any actions taken by DYRS in FY18 and FY19, 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.

2. Please describe any actions taken by DYRS in FY18 and FY19, to date, to identify those youth in the custody of the agency who have mental health challenges. Please also describe the following:
  - a. 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.
  - b. Any steps the agency has taken to increase the availability of placements in the District of Columbia that provide mental health care.
3. Please describe any actions taken by DYRS in FY18 and FY19, to date, to identify those youth who require treatment for substance abuse or addiction, the number of those requiring treatment, the top 3 forms of substance abuse identified by gender, and describe any additional services or supports that are provided to these youth while they are committed to DYRS.
4. Please describe all programming offered by DYRS specifically to address the needs of committed girls. Please also describe the agency's efforts in FY18 and FY19, 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.



5. Please describe any actions taken by DYRS in FY 18 or FY19, to date, to identify those youth in the custody of the agency that have experienced trauma. In addition, please include the following:
  - a. Any additional services or supports that the agency provided to youth who have experienced trauma.
  - b. The number of youths identified as having serious emotional disability.
  - c. The number of youths referred for further counseling;
  - d. The average length of time between a referral and the beginning of counseling.
6. Please describe the agency's efforts in FY18 and FY19, 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 describe any actions taken by DYRS in FY 18 or FY19, to date, to identify those youth in the custody of the agency that have experienced a potentially traumatic experience (e.g., assault, death of close relative, childhood victimization, etc.) or have a documented trauma-related disorder or symptomatology. In addition, please include the following:

- a. Any additional services or supports that the agency provided to youth who have experienced trauma.
  - b. The number of youths identified as having a serious emotional disability, including but not limited to the number of youths receiving special education services as a student with an emotional disturbance.
  - c. The process for identifying and assessing whether a young person has experienced trauma or has a serious emotional disability, including, but not limited to:
    - a. what assessment methods are used,
    - b. who conducted the assessment,
    - c. when in the process of a young person's case is the assessment conducted, and where is the assessment conducted;
  - d. The number of youths referred for further counseling, therapy, and/or other behavioral support services, including, but not limited to, CBI or Wrap, and a list of where those referrals are made;
  - e. The number of youths connected to further counseling or therapy;
  - f. The average length of time between a referral and the beginning of counseling;
  - g. the average length of treatment utilization for those youth connected to counseling;
  - h. The number of times, and the number of total youth, who spent time at PIW or Children's Hospital for psychiatric treatment in FY17, FY18 and FY19 to date.
7. Please describe any programs or services that the agency provided to the families of committed youth in FY18 and FY19, to date, to build the capacity of families, to develop parenting skills, or to otherwise engage families in their children's rehabilitation. For each program or activity identified, please also provide:
    - 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.
8. Please provide a detailed explanation of the language access provided to non-English speaking youth when placed at the Youth Services Center, New Beginnings, shelter homes, group homes, or any other out of home placement contracted through DYRS. In addition, please provide the number of bi- or multi-lingual youth-serving staff members by placement for the following placements by language spoken:
  - a. Youth Services Center;
  - b. New Beginnings;
  - c. Each shelter home contracted by DYRS;
  - d. Each group home contracted by DYRS;
  - e. Each therapeutic foster care home contracted by DYRS.
9. Please describe the number of youths committed to DYRS who are victims of sex trafficking and the Ward from which they originate for FY17, FY18 and FY19, to date.
10. Please list the top ten charges that resulted in the commitment of youth to DYRS who are victims of sex trafficking for FY17, FY18 and FY19, to date and the number of youth who received each charge.
11. Please describe any programs or services that the agency provided or funded in FY16, FY18 and FY19, to date for youths identified as victims of sex trafficking. Please include a description of any youth engagement, community outreach, or crime reduction activities that were undertaken by the agency in FY17, FY18 and FY19, to date. For each program or activity, please provide:
  - 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 youths that took part in the program or activity; and
  - f. Any outcome data from the program or activity.
12. Please describe the policy DYRS implemented to screen and identify youths involved or at risk of involvement in sex trafficking.
16. Please provide the admission process for referring and placing a DYRS involved youth in a psychiatric residential treatment facility (PRTF), residential treatment center (RTC), or psychiatric hospital. In addition, for each facility please provide the following:
  - a. The number of youth admitted at each type of for each such facility;
  - b. The name and state of the facility;
  - c. The number of youth placed there; and

- d. The average length of stay.

Please describe the mental health services and supports received by DYRS-involved children and youth a) before being placed in a PRTF or an RTC or admitted to a psychiatric hospital, and b) after discharge from a PRTF, RTC, or psychiatric hospital.

17. Please provide the DYRS policy regarding discharge planning for youth both returning to the community from placement while still committed to DYRS and those whose DYRS commitment is ending.

**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 FY18 and FY19, to date.

For FY17, FY18 and FY19, 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:

- a. The Youth Services Center;
- b. The New Beginnings Youth Development Center;
- c. Group homes in the District of Columbia;
- d. Independent living facilities in the District of Columbia;
- e. DYRS foster home;
- f. Facilities that DYRS classifies as “out of state group homes (Please break down this number by state)
- g. A non-secure community placement (this should include only placements in private homes where the family is not paid for housing the youth);
- h. Placement in a CFSA placement (group home, foster care, residential, or PRTF).
- i. A residential treatment facility outside the District of Columbia;
- j. A psychiatric treatment facility outside the District;
- k. DC Jail or a BOP facility; and
- m. any other out-of-home placement not otherwise listed above.

2. 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:
  - 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 average daily number of youth residing at the Youth Services Center and the New Beginnings Youth Development Center, respectively, in FY17, FY18 and FY19, to date.
4. 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.
5. Please describe any differences in oversight of residential facilities that exist for youth placed in the District of Columbia compared to placements outside the District of Columbia.
6. Please provide a list of the lead entities and members of the D.C. YouthLink service coalition that served committed youth in FY18 and FY19, 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.
7. Please provide a list of the lead entities and other community-based organizations or contractors that served committed youth in FY18 and FY19, 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 the organizations or contractors, and
8. Please provide any reports provided by the lead entity, organization, or contractor with regard to outcomes or success of their programs.

9. Please provide the following for youth committed to DYRS:

- a. The total number of committed youth monitored by GPS in FY17, FY18 and FY19, to date;
- b. The percentage of committed youth monitored by GPS in FY17, FY18 and FY19, to date;
- c. The cost to the agency of the electronic monitoring system in FY17, FY18 and FY19, to date;
- d. The way in which the agency utilizes electronic monitoring data; and
- e. A description of all crimes committed by committed youth monitored by GPS in FY17, FY18 and FY19, to date.

For the Youth Services Center, for FY17, FY18 and FY19, to date, please provide a monthly breakdown of the average daily number of youth, the average length of enrollment of youth, and the average daily enrollment of youth by the following categories:

- a. Detained youth;
- b. Committed youth;
- c. Detained/committed youth;
- d. Overnight youth;
- e. Title 16 youth; and
- f. Total youth.

For the youth shelter homes contracted with DYRS, for FY17, FY18, and FY19 to date, please provide a *monthly breakdown* of:

- a. total number of homes;
- b. total number of beds;
- c. the average daily population of youth by gender;
- d. the average length of enrollment of youth by gender;

- e. the average daily enrollment of youth by gender; and
  - f. the average wait to enroll in a youth shelter house once ordered by the court.
10. Please provide the following information regarding DYRS’s contracted group homes:
- a. The total current number of group home beds;
  - b. A detailed explanation of how DYRS determines the total number of group home beds it needs;
  - c. A copy of all contracts with group home providers;
  - d. All policy and guidance given by DYRS to group homes;
  - e. The training required of all group home staff, including whether specific training is provided regarding adolescent development, responding to trauma, and “mental health first aid training”; and
  - f. All programming that currently operates at the group homes.
11. For the youth group homes contracted with DYRS, for FY17, FY18 and FY19 to date, please provide a monthly breakdown of:
- a. total number of homes;
  - b. total number of beds;
  - c. the average daily population of youth by gender;
  - d. the average length of enrollment of youth by gender;
  - e. the average daily enrollment of youth by gender; and
  - f. the average wait to enroll in a youth group home once a decision is made by DYRS that a group home is the appropriate placement.
12. Please provide the following information regarding DYRS’s contracted therapeutic foster care homes:
- a. The total current number of therapeutic foster care beds;
  - b. A detailed explanation of how DYRS determines the total number of therapeutic foster care beds it needs;
  - c. A copy of all contracts with therapeutic foster care providers;
  - d. All policy and guidance given by DYRS to therapeutic foster care providers; and
  - e. All training required by the foster parents in order to qualify a foster home as therapeutic, including whether specific training is provided regarding adolescent development, responding to trauma, and “mental health first aid training.”
13. For the therapeutic foster care homes contracted with DYRS, for FY17, FY18 and FY19, to date, please provide a monthly breakdown of:
- a. Total number of homes by month;
  - b. Total number of beds by month;
  - c. The Average Daily Population of youth;
  - d. The Average Length of Enrollment of youth;
  - e. The Average Daily Enrollments of youth; and

- f. The average wait to enroll in a youth therapeutic foster care home once a decision is made by DYRS that a therapeutic foster care home is the appropriate placement.
14. For each of the following facilities (or category of facilities) that DYRS operates for youth please provide the total budget expenditure per category for FY17, FY18 and FY19, to date, as well as the average per day per youth rates:
  - a. New Beginnings;
  - b. Youth Service Centers;
  - c. All out of state residential placements;
  - d. Local group homes;
  - e. Shelter homes; and
  - f. Therapeutic foster care homes.
15. Please describe the transition planning services or programs that DYRS provides to youth that are exiting commitment in FY18 and FY19, to date. For each program or service, please provide:
  - 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.
16. Please describe any programs or services that the agency provided or funded in FY18 and FY19, to date, to youth that were no longer committed to DYRS. For each program or activity, please provide:
  - 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.
17. For *each month in* FY17, FY18 and FY19, to date, please provide the average daily number of youth by month residing at the New Beginnings Development Center by the following categories:
  - a. Committed boys who are programming at New Beginnings;
  - b. Committed girls who are programming at New Beginnings;
  - c. Committed youth who are awaiting placement;

- d. Title 16 youth; and
- e. Total youth.

18. Please provide the total number of administrative complaints or grievances (including Project Hands complaints) that the agency received in FY18 and FY19 to date regarding youth placed in residential treatment centers, psychiatric residential treatment facilities, DYRS contracted foster homes, DC group homes (including, but not limited to Hope House), and out-of-state group homes. Please break down by source, including those received from employees, committed juveniles, families of committed 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. For each complaint, please state and provide the policy and procedures the agency followed in order to address these complaints or grievances.

19. Please provide information on whether the agency plans on mirroring the various therapeutic programs and services (for only one example, grief counseling and substance abuse therapy) that are provided to youth held at New Beginnings to the youth held at YSC. If so, please provide the agency's specific plan and timeline as to implementation of these additional services.

## **Education**

1. Please provide the total number of DYRS committed youth who have the following:

- a. Special education needs;
- b. IEP needs;
- c. Disability classification; and
- d. DSM diagnosis;

2. Please provide a breakdown of the disability classification of all committed youth in DYRS care.

3. Please provide the type of school that each youth committed to DYRS attends (i.e. GED, nonpublic, traditional high school, alternative high school, public charter) and the average number of credits earned by youth for FY17, FY18 and FY19.

4. Please provide information on whether the agency plans on providing specific educational programming to GED-track students held at YSC. If so, please provide the agency's specific plan and timeline as to implementation of these GED services. Additionally, please discuss the agency's plan, if any, to improve the quality of education provided to youth at the Youth Services Center.



5. Please discuss the process DYRS undergoes to ensure that youth will accumulate credits while placed in any out-of-home placement, particularly out-of-state placements.
  
- 6.. Please discuss the process DYRS undergoes to ensure that a student placed out of state gets credit in the District for all credits accumulated while in placement.
  
7. What procedure(s) do you have for monitoring the education provided at each of DYRS’s own facilities as well as all facilities with which DYRS contracts?

### **Historical Data & Trends**

1. For FY09, FY10, FY11, FY12, FY13, FY14, FY15, FY16, FY17, FY18, and FY19 to date please provide the following information:
  - a. The number of newly committed youth by race/ethnicity by gender by FY;
  - b. The number of newly committed youth by felony and misdemeanors by gender by calendar year;
  - c. The number of newly committed youth by offense by gender by calendar year;
  - d. The number of newly committed youth by ward of home residence by calendar year;
  - e. The number of newly committed youth by SDM risk score at the time of commitment;
  - f. The total number of individual youth served by fiscal year, broken down by:
    - i. Overnight only youth;
    - ii. Pre-disposition only youth;
    - iii. Committed youth;
    - iv. Post-commitment only youth; and
    - v. Total youth.

For the purposes of this question, please use the following definitions:

- “overnight only youth” are individual youth whose only contact with DYRS during that fiscal year was staying at the Youth Services Center post-arrest pending an initial hearing;

- “pre-disposition only youth” are individual youth whose only contact with DYRS during that fiscal year was staying at the Youth Services Center, a shelter home facility, or a shelter care facility prior to disposition;
- “Committed youth” are individual youth who were committed to DYRS in that fiscal year or were committed to the agency in a prior fiscal year and were still under the care and supervision of DYRS the instant fiscal year. Note that this category encompasses youth who spent time pre-disposition at YSC prior to being committed to the agency.
- “Post-commitment only youth” are individual youth whose only contact with DYRS during that fiscal year was receiving services from DYRS after the expiration of the disposition order that had previously committed the youth to the agency.
- “Total youth” is the sum total of individual, non-duplicative youth served by the agency during the fiscal year.

2. Please provide a daily census for committed youth by placement type (home, community based residential, etc.) for July 31<sup>st</sup>, 2009; July 31<sup>st</sup>, 2010; July 31<sup>st</sup>, 2011; July 31<sup>st</sup>, 2012; July 31<sup>st</sup>, 2013; July 31<sup>st</sup>, 2014; July 31<sup>st</sup>, 2015; July 31<sup>st</sup>, 2016; July 31<sup>st</sup>, 2017; and July 31<sup>st</sup>, 2018.

### **Tracking Youth Success**

1. Please list the top ten charges that resulted in the commitment of youth to DYRS in FY17 and the number of youth who received each charge by gender.
2. Please provide the number of youth committed to DYRS in FY18 and FY19, 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:
  - a. Gender;
  - b. Age;
  - 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; and
  - 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:
  - a. Conducted a Team Decision Making Meeting in FY18 and FY19, to date;
  - b. Established an Individual Success Plan in FY18 and FY19, to date; and
  - c. Provided the services indicated on a student's Individual Success Plan in FY18 and FY19, to date; and
  - d. Were matched with a Credible Messenger in FY18 and FY19, to date.
  
4. Please provide the number of Credible Messengers contracted with DYRS for FY18 and FY19, to date, including the following:
  - a. Ratio of Credible Messenger to youth participants;
  - b. Methods for oversight and review of Credible Messengers;
  - c. Training required to participate in the Credible Messenger Program; and
  - d. Additional training offered to Credible Messengers.
  
5. Please provide the number of new charges that were brought against committed youth in FY18 and FY19 to date based on the youth's actions while residing in a secure placement. In addition, please list the following:
  - a. The number of youth who were newly charged due to an alleged assault on a staff member; and
  - b. The number of youth who were newly charged due to an alleged assault on another committed youth.
  
6. Please provide the following for youth committed to DYRS:
  - a. Arrest rates for FY18 and FY19, to date, including how this rate is calculated;
  - b. Rate of abscondence for FY18 and FY19, to date, including how this rate is calculated;
  - c. The recidivism rate for FY18 and FY19, to date, including how this rate is calculated;
  - d. The number of youth in FY18 and FY19, to date, that either have committed a homicide or were the victim of homicide;
  - e. The number of youth in FY18 and FY19, 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 in FY18 and FY19, to date.
  
7. Please provide the following for youth under the age of 21 who were previously committed to DYRS:
  - a. Arrest rates for FY18 and FY19, to date, including how this rate is calculated;
  - b. The recidivism rate for FY18 and FY19, to date, including how this rate is calculated;

- c. The number, and percentage of youth in FY18 and FY19, to date, that either committed a homicide or were the victim of a homicide; and
  - d. The number and percentage of youth in FY18 and FY19, to date, that either committed a violent crime, or were the victim of a violent crime.
- 8. For FY18 and FY19, to date, please provide the number, and percentage, of DYRS committed youth, who, prior to or during their commitment:
  - a. Of those eligible, were registered to vote;
  - b. Of those eligible, were registered with Selective Services;
  - c. Received their high school diploma or a GED;
  - d. Achieved an employer recognized professional certification;
  - e. Received subsidized employment for more than 3 months;
  - f. Attained unsubsidized employment for more than 3 months; or,
  - g. Been accepted to a post-secondary educational institution.
- 9. For FY18 and FY19, to date, please provide the number, and percentage, of DYRS committed youth, who, during their commitment:
  - a. Received mentoring services;
  - b. Received tutoring services;
  - c. Received family counseling;
  - d. Received substance abuse treatment;
  - e. Received a health screening;
  - f. Received mental health services;
  - g. Participated in restorative justice; or
  - h. Received conflict resolution or mediation services.
- 10. For FY18 and FY19, 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.
- 11. 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.



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**Agency Operations 1**

1. Please describe any initiatives that the agency implemented in FY18 and FY19, 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.
  - a. *Improving Human Resources Recruitment practices:*
    - i. *On-boarded several new hires due to increase in agency's FTE count for FY18 and FY 19 to serve the agency's mission and vision, aligning talent with departmental need, improving on future staffing pattern planning, and reducing DYRS' vacancy rate.*
    - ii. *Launched a Hiring Fair to hire 22-staff for Title XVI residents, offering several members of the community a pathway to the middle class.*
    - iii. *Successful rollout of the agency's first Pre-Employment Physical and Agility Testing for DYRS positions (YDR / SYDR).*
  - b. *Enhancing our Performance Management program and reporting:*
    - i. *Created a campaign to support managers and employees on the importance of having an interactive performance management relationship which resulted in the agency achieving 100% compliance for FY18 and FY19 Performance Plans and FY18 Performance Evaluations.*
    - ii. *Created a dashboard for HR strategic planning for forecasting through informative decision-making data.*
  - c. *Improving Employee Relations and Retention:*
    - i. *Steady decrease in separations and the staff turnover rate for FY 17, FY18 due to increased HR presence and support in all four (4)-locations.*
    - ii. *Restructured the disciplinary process (e.g. disciplinary flow chart, rationale worksheets, tracking mechanisms, integrating CBA requirements etc.) by implementing new streamlined processes for managers that align with the DPM.*
    - iii. *Improved the agency intranet, making it a valuable and resourceful tool for new employees to learn information, access forms and links to other DC government and external resources.*
  - d. *Enhancing opportunities for professional development for staff:*
    - i. *DYRS focused on enhancing professional development through the implementation of Tuition Assistance Reimbursement Program (TARP) which allowed employees to receive financial assistance for education aimed at improving service delivery to our youth and families.*
  - e. *Improving Payroll Operation for staff*



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- i. *Made improvements to payroll operations by transitioning the remaining DYRS employees (200+ YDR positions) to Peoplesoft time management and reporting.*
- ii. *Enhancing DYRS relationship with stakeholders (e.g. OPRS and DCHR) for automated reporting and tracking all DYRS payroll related matters.*



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**General Questions 1**

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.
  - a. Please provide an explanation of the roles and responsibilities for each division and subdivision.

*The Department of Youth Rehabilitation Services operates through the following three (3) divisions:*

***Agency Management (1000)** – provides for supervision and administrative support to personnel services, training and professional development, risk management, contract compliance, information services, and research and evaluation functions to assure the achievement of operational and programmatic results.*

*This division contains the following eight (8) activities:*

- ***Personnel** – provides supervision and administrative support to ensure staffing goals are met and maintained in compliance with all applicable mandates and decrees in line with District and Federal staffing and employment laws;*
- ***Training** – supports the agency’s mission by offering services to support the training and professional development of the agency’s human capital resources;*
- ***Contract Monitoring and Compliance** – ensures the timely delivery of quality community-based and residential services in safe and therapeutic settings with fiscal integrity;*
- ***Property Management** – provides supervision and administrative support to ensure that all physical property meets the needs of the agency to include regular maintenance and upkeep of five (5) locations as well as providing warehouse operations for the receipt and distribution of goods;*
- ***Information Management** – provides technical support for the agency's automated information management and web-based operations systems, including information systems technology, systems operations, and data base administration;*
- ***Risk Management** – provides supervision and administrative support for forecasting and evaluating physical and potential financial risks together with the identification of procedures to avoid or minimize their impact.;*



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- **Fleet Management** – ensures that the fleet of assigned vehicles are scheduled, available, and maintained for the movement of staff and youth to District Government business-related events (e.g. court, district meetings, etc.); and
- **Performance Management** – oversees and coordinates the assessment, monitoring, review, and evaluation of DYRS compliance with federal and local requirements, consent decrees, court orders, judicial mandates, departmental guidelines, and procedures.

**Office of the Director (7000)** – provides executive leadership, direction, and administration of agency-wide comprehensive services and programs, including development and deployment of resources for agency operations and service delivery; direct reporting from internal integrity, general counsel, communications, and inter/intra-governmental affairs to align the District and agency's strategies and achieve DYRS' goals.

This division contains the following five (5) activities:

- **Office of the Director** – provides executive leadership, direction, and administration of agency-wide comprehensive services and programs to align the District and agency's strategies and achieve DYRS' goals;
- **Office of the Chief of Staff** – provides senior-level coordination for planning, organizing, and developing agency policies, regulations, directives, and procedures;
- **Communications and Public Affairs** – manages the agency's communications and public relations activities, including maintaining communication with the Mayor's Office, Council, members of the news media, advocates, community groups, and the public, while producing internal and external communications material and overseeing content on the agency website and social media;
- **Office of Internal Integrity** – takes responsibility for swift and competent internal investigations into allegations and indications of unprofessional and unlawful conduct by employees or contractors of the Department. Convenes and conducts disciplinary hearings at the New Beginnings Youth Development Center (NBYDC) and the Youth Services Center (YSC) for youth who have been administratively charged with major violations of the Comprehensive Disciplinary Code and served a Notice of Disciplinary Hearing; and
- **Office of the General Counsel** – responsible for reviewing legal matters pertaining to the agency and its programs, analyzing existing or proposed federal or local legislation and rules, managing the development of new legislation and rules, and coordinating legal services to the agency.

**Youth and Family Programs (9000)** – provides Community Services for court-ordered youth (including Supervised Independent Living Programs, Extended Family Homes, Residential





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*Treatment Facilities and Therapeutic Foster Care). Provides custodial care, supervision, services, support, and opportunities to youth committed to the care and custody of DYRS and care and custody of youth awaiting court processing who are placed in the secure detention facility (Youth Services Center) or shelter care by the Superior Court of the District of Columbia.*

*This division contains the following five (5) activities:*

- ***Deputy Director for Youth Programs*** – provides supervision and administrative support to youth and family empowerment, youth development services, residential programs, and health services administration to assure DYRS goals are met;
- ***Youth and Family Empowerment*** – ensures delivery of vital community-based support services and programs, including DC YouthLink, workforce training, job placement services, educational support, electronic monitoring, and community engagement focused on coordinating family outreach programming, parent support groups, parent orientations, and family engagement events, performance management, and improvement;
- ***Youth Development Services*** – provides individualized case and care planning, management, and monitoring for all DYRS youth and families, including Pre-Dispositional Plan Development and Youth Family Team Meeting facilitation services;
- ***Secure Programs and Services*** – provides management oversight, supervision and administrative support to assure DYRS goals are met as related to detained and committed populations while managing all referrals to contracted residential services and tracks the utilization of contracted programs and services to inform planning and resource allocation. Residential program staff is responsible for providing short-term care in secure custody at the Youth Services Center (YSC) for youth awaiting adjudication, disposition, or transfer to another facility. YSC provides 24-hour custody, care, supervision, and programs to support the basic physical, emotional, religious, educational, and social needs for juveniles in secure custody. The New Beginnings Youth Development Center, located in Laurel, Maryland, provides 24-hour supervision, custody, and care, including educational, recreational, and workforce development services. The facility’s six-to-twelve-month rehabilitation program, modeled after the acclaimed Missouri approach, serves the most serious and chronic young offenders. The program prepares youth for community reintegration in the least restrictive environment consistent with public safety grounded in the principles of positive youth development and guided peer interaction that promote youth rehabilitation; and
- ***Health and Wellness Services*** – provides acute care services, immunizations, health and wellness education, behavioral health services, and preventative and comprehensive medical services to all DYRS youth in secure care.

b. Please provide a narrative explanation of any changes made during the previous year.



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*The agency submitted a Realignment Plan to reflect the below listed changes:*

- *The agency placed Office of Human Resources under Operations and Administrative Services (1000).*
- *The agency placed Research and Evaluation under Strategic Planning & Performance Management (7000).*
- *The agency placed Training and Professional Development under Strategic Planning & Performance Management (7000).*
- *The agency placed Performance Improvement under Strategic Planning & Performance Management (7000).*
- *The agency placed Jerry M Compliance under Strategic Planning & Performance Management (7000).*

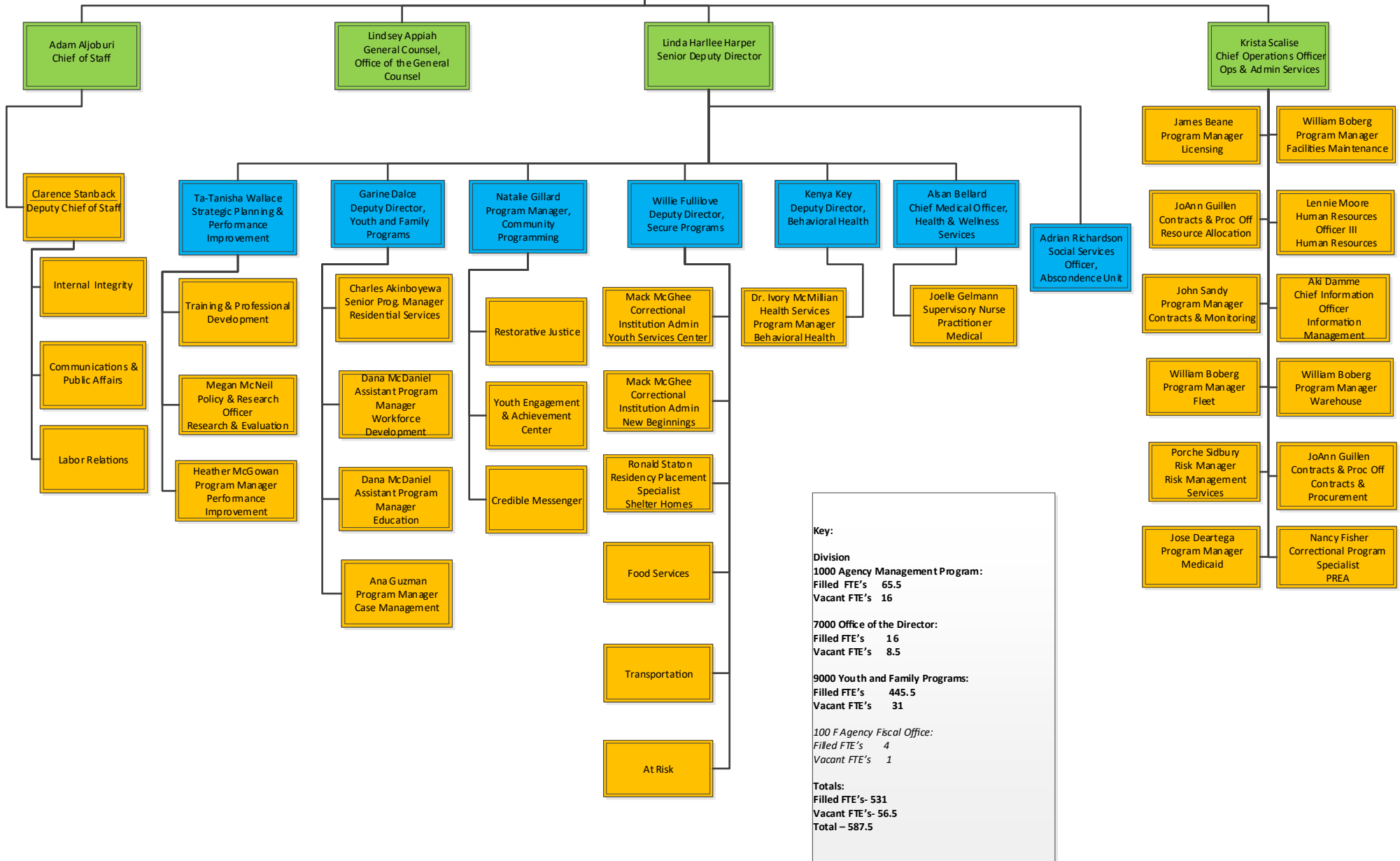
**Department of Youth Rehabilitation Services**

As of 2.6.19

Clinton Lacey  
DYRS Director

Antonio Baxter  
Agency Fiscal Officer

General Question 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.



**Key:**

<b>Division</b>	
<b>1000 Agency Management Program:</b>	
Filled FTE's	65.5
Vacant FTE's	16
<b>7000 Office of the Director:</b>	
Filled FTE's	16
Vacant FTE's	8.5
<b>9000 Youth and Family Programs:</b>	
Filled FTE's	445.5
Vacant FTE's	31
<b>100 F Agency Fiscal Office:</b>	
Filled FTE's	4
Vacant FTE's	1
<b>Totals:</b>	
Filled FTE's- 531	
Vacant FTE's- 56.5	
<b>Total - 587.5</b>	



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**Placement and Monitoring 1**

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 FY18 and FY19, to date.

*Please see the Placement Determination section of the Care Coordination Handbook (attached)*

Awaiting Placement – Average Length of Stay	
FY2018	FY2019 YTD (2.4.19)
18.8	19.8



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**Tracking Youth Success I**

1. Please list the top ten charges that resulted in the commitment of youth to DYRS in FY17 and the number of youth who received each charge by gender.

<b>Top 10 Charges resulting in Commitment in FY 17</b>			
<b>Charge</b>	<b># Males</b>	<b># Females</b>	<b># of Youth</b>
Simple Assault	31	8	39
Robbery	13	2	15
Threats to do Bodily Harm	4	2	6
Unlawful Entry	6	0	6
UUV	6	0	6
Possession of Unregistered Firearm	5	0	5
Shoplifting	4	0	4
Aggravated Assault	3	1	4
Theft in the 2nd Degree	3	1	4
Assault W/ Dangerous Weapon	2	2	4
<b>Top 10 Charges resulting in Commitment in FY 18</b>			
<b>Charge</b>	<b># Males</b>	<b># Females</b>	<b># of Youth</b>
Simple Assault	16	11	27
Robbery	13	2	15
Theft 2nd Degree	8	1	9
Assault W/ Dangerous Weapon	6	0	6
Child in Need of Supervision	1	3	4



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Destruction of Prop Less than \$1000	4	0	4
Shoplifting	4	0	4
UUV	3	1	4
Possession of Unregistered Firearm	4	0	4
Threats to do Bodily Harm	3	0	3



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**Agency Operations 02**

**2. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY19.**

1. *Expansion of the Credible Messenger Mentoring Initiative with an emphasis on violence prevention*
2. *Exit the Jerry M. consent decree*
3. *Continue building out a continuum of community-based care, with an emphasis on residential options*
4. *Improve behavioral health supports and services in the community*
5. *Continuing to improve and enhance our secure facilities by finalizing and implementing new Standard Operating Procedures*

**a. Please explain which priorities the agency believes they have made significant improvements, significant movement towards, or have accomplished these goals and how.**

1. *Expansion of the Credible Messenger Mentoring Initiative with an emphasis on violence prevention, by working closely with ONSE and DOC and other community partners.*
2. *Exit the Jerry M. consent decree by complying with the work plan along with the requests of the Judiciary.*
3. *Continue building out a continuum of community based care, with an emphasis on residential options. For example, our agency historically has a difficult time recruiting foster parents so we started an education campaign with District residents, simplifying and explaining the process.*
4. *Improve behavioral health supports and services in the community. The agency brought on a senior manager to exclusively focus on improving behavioral health supports for our youth in the facilities and in the community.*
5. *Continuing to improve and enhance our secure facilities by finalizing and implementing new Standard Operating Procedures. The agency is currently working towards this goal.*



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**b. Please explain which priorities the agency has had trouble fulfilling, where progress towards the goal has been slow or halted and why.**

*Exiting Jerry M. and improving behavioral health are two areas where challenges may occur. This is due to much of the work being outside of the agency's direct control.*





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**Historical Data & Trends 2**

2. Please provide a daily census for committed youth by placement type (home, community based residential, etc.) for July 31<sup>st</sup>, 2009; July 31<sup>st</sup>, 2010; July 31<sup>st</sup>, 2011; July 31<sup>st</sup>, 2012; July 31<sup>st</sup>, 2013; July 31<sup>st</sup>, 2014; July 31<sup>st</sup>, 2015; July 31<sup>st</sup>, 2016; July 31<sup>st</sup>, 2017; and July 31<sup>st</sup>, 2018.

July 31st Census*										
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Home	245	370	336	237	128	121	101	56	89	101
Community Based Residential	136	146	187	167	148	114	94	63	66	40
Abscondence	73	74	60	41	37	24	13	10	12	11
DYRS Secure Facility	53	88	72	69	86	53	64	40	37	31
Secure Residential	196	136	182	141	91	70	34	33	24	11
Jail	91	135	136	111	50	38	34	30	14	24
Missing Enrollment Information	122	53	6	1	4	0	0	0	0	0
Total Committed Youth	916	1002	979	767	544	420	340	232	242	218
*Please note that data prior to 2015 was transferred from the previous data management system and therefore is not verifiable.										



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**Placement and Monitoring 2**

2. For FY17, FY18 and FY19, 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:
  - a. The Youth Services Center;
  - b. The New Beginnings Youth Development Center;
  - c. Group homes in the District of Columbia;
  - d. Independent living facilities in the District of Columbia;
  - e. DYRS foster home;
  - f. Facilities that DYRS classifies as “out of state group homes (Please break down this number by state)
  - g. A non-secure community placement (this should include only placements in private homes where the family is not paid for housing the youth);
  - h. Placement in a CFSA placement (group home, foster care, residential, or PRTF).
  - i. A residential treatment facility outside the District of Columbia;
  - j. A psychiatric treatment facility outside the District;
  - k. DC Jail or a BOP facility; and
  - m. any other out-of-home placement not otherwise listed above.

	FY2017			FY2018			FY2019 YTD (2.4.19)		
	Unique Youth	% of committed population	ALOS	Unique Youth	% of committed population	ALOS	Unique Youth	% of committed population	ALOS
Youth Services Center	148	41.5%	4.8	188	56.1%	7.2	104	42.5%	8.8
New Beginnings	194	54.3%	61.3	117	35.9%	79.2	27	11.0%	174.6
Family Home	223	62.5%	122.1	257	76.7%	94.7	155	63.3%	102.1
ILP	22	6.2%	131.9	15	4.5%	130.7	1	0.4%	56.0
CFSA Foster	9	2.5%	186.2	7	2.1%	159.6	3	1.2%	121.0



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DYRS foster	44	12.3%	141.9	52	15.5%	94.7	28	11.4%	72.7
Group Home (local)	103	28.9%	43.6	80	23.9%	36.7	28	11.4%	32.4
Out of State Group Home (by state)									
AZ	6	1.7%	373.7	3	9.0%	245.0	0	-	-
MD	27	7.6%	166.4	28	8.4%	116.3	9	3.7%	151.1
VA	13	3.6%	142.0	5	1.5%	237.4	2	8.2%	154.5
Youth Shelter Home	5	1.4%	17.2	26	7.8%	20.4	23	9.4%	17.0
RTC	12	3.4%	252.5	14	4.2%	234.2	12	4.9%	226.4
PRTF	39	10.9%	223.8	16	4.8%	208.7	8	3.3%	240.8
Substance Abuse In Patient	12	3.4%	108.9	12	3.6%	85.6	0	-	-
Jail/FCI	66	18.5%	131.6	84	25.1%	68.2	41	16.7%	39.4
Other (Job Corp, Military Academy, Hospital, Halfway House)	17	4.8%	32.9	17	5.1%	39.3	8	3.3%	33.7
Abscondence	120	33.6%	25.1	119	35.5%	19.0	54	22.0%	12.3
Total Unique Committed Youth	357			335			245		

\*ALOS uses enrollments that have been closed only



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**Services for Committed Youth 2**

2. Please describe the efforts that DYRS made in FY18 and FY19, to date, to assist youth with disabilities, including efforts made to ensure:

**a. Identification of disabilities during commitment;**

DYRS collaborates closely with DCPS and OSSE to ensure all committed youth are appropriately identified for special education. If a Case Manager and/or other DYRS employee suspects that a committed youth may have a disability, due to struggling in his/her educational setting or as a result of a recent medical diagnoses, DYRS will notify appropriate school staff to call for an eligibility meeting and request necessary testing to identify if the youth is eligible for special education services and/or a 504 plan. The school at the Youth Services Center (YSC) is operated by DCPS and is fully equipped to identify students as eligible for special education and provide appropriate services. The school at New Beginnings Youth Development Center (NBYDC), Maya Angelou Academy, is operated by the See Forever Foundation and is fully accredited as a Public Charter School, under the monitoring of OSSE.

**b. Access to meaningful education during commitment;**

Committed youth residing in DC 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 school, and the DYRS Case Manager works closely with the parent/guardian to ensure youth are enrolled in school and attend regularly. Social Workers/Case Managers monitor educational progress through school visits, report cards, school attendance, and school behavior reports, as well as communication with school staff and participation in school related meetings for youth. Care Managers work closely with school staff and parents/guardians to advocate on behalf of the youth's best educational interests. DYRS has identified specific points of contact within DCPS for assistance with enrolling committed youth in school and assistance with monitoring a youth's special education progress. Additionally, DYRS has an internal Education/Workforce Development unit that assists Case Managers to ensure the youth's educational and vocational needs are met.

DYRS also has a Memorandum of Understanding (MOU) with OSSE for all youth receiving rehabilitative services in out of state residential treatment centers. As part of this MOU, DCPS progress monitors are assigned to each youth identified as needing special education to ensure services in the Individual Education Program (IEP) are being implemented and adequate progress is being made. These progress monitors also assist with identifying an appropriate school placement for the youth upon return to the



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community, based on the youth's needs, identified services, and special education hours in the IEP. Committed youth who are placed at YSC and NBYDC receive educational services daily from accredited schools able to meet the needs of both regular and special education youth. The school at YSC is operated by DCPS, and the school at NBYDC, Maya Angelou Academy, is operated by the See Forever Foundation and is an accredited Charter School in Washington, DC.

**c. The implementation of existing IEPs, where applicable;**

Committed youth residing in the community are enrolled in their neighborhood DC Public School; if a non-public school or charter school is their school of record, they will continue their education with such school. These schools are required by law to implement the student's existing IEP. DYRS Case Managers ensure IEPs are implemented through collaboration with the school, such as attending annual IEP meetings, reviewing student's schedules and report cards, and regular communication with the youth, parent, and school staff to discuss progress. DYRS has an MOU with OSSE for all youth receiving rehabilitative services in out of state residential treatment centers. As part of this MOU, DCPS progress monitors are assigned to each youth identified as needing special education to ensure services in the IEP are being implemented and adequate progress is being made while in placement. These progress monitors also assist with identifying an appropriate school placement for the youth upon return to the community, based on the youth's needs, identified services, and special education hours in the IEP. A committed youth's Case Manager also collaborates with the progress monitor throughout this process and participates in all educational meetings for the youth and advocates on the youth's behalf. Committed youth who are detained at YSC and NBYDC receive educational services daily from accredited schools able to implement the youth's existing IEP. The school at YSC is operated by DCPS, and the school at NBYDC, Maya Angelou Academy, is operated by the See Forever Foundation and is an accredited Charter School in Washington, DC. These schools are required by law to implement existing IEPs. As part of the management of a youth's case, the Case Manager monitors the youth's educational progress and participation while in these facilities.

**d. The accessibility of facilities;**

The school at the Youth Services Center is operated by DCPS and is fully equipped to identify students as eligible for special education and provide appropriate services. The school at New Beginnings Youth Development Center, Maya Angelou Academy, is operated by the See Forever Foundation and is fully accredited as a Charter School in Washington, DC to provide educational services, including special education services, to all youth. This school is also fully equipped to provide testing to identify youth with disabilities and provide necessary services for these youth. These facilities meet all the



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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 entry to the facility. For these specialized services identified in the youth's IEP, DCPS provides the service during school hours and DYRS provides the services, if needed, outside of school hours.

**e. Equal access to rehabilitation programs;**

All committed youth are provided equal access to rehabilitation programs, regardless of disability. Youth are given rehabilitation services in the setting that can best meet their needs, and this setting accommodates the youth's disability, if applicable. DYRS only enters into Human Care Agreements with facilities that can meet the needs of our youth. If a youth with a specialized need outside of our current rehabilitation offerings is committed, DYRS will seek contracts with appropriate service and placement providers to ensure the needs of the youth are met.

**f. The availability of staff trained specifically to support youth with disabilities; and,** DYRS conducts orientation training sessions on special education for all school staff particularly at New Beginnings. For DYRS's other partners, DYRS works with the education team/contracts to ensure appropriate, regular trainings are held and attended by school personnel. DYRS YDR staff (front-line staff working directly with youth in DYRS facilities) at YSC and NBYDC are given extensive training prior to their interaction with any committed youth. One component of this training is best practices in working with youth with disabilities, including youth with emotional and cognitive disabilities. DYRS also has Educational Specialists in the Education and Workforce Development unit, and these staff are knowledgeable of IDEA and trained to understand best practices in education for youth with disabilities, and how best to advocate for and work with these youth and families.

**g. The safety and security of youth with disabilities.**

DYRS YDR staff at YSC and NBYDC are given extensive training in how to work with youth with disabilities and also trained in safe crisis management with an emphasis on de-escalation techniques to support the care, welfare, safety, and security of all youth. Case Managers monitor the progress of committed youth closely, both while in residential and in community placements. If a youth's safety or security comes into question, staff is 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/guardian education to help parents/guardians better understand their child's disability.





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**Tracking Youth Success 2**

2. Please provide the number of youth committed to DYRS in FY18 and FY19, 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:

- a. Gender; See below
- b. Age; *See below-At the beginning of the FY*
- c. Ward where the youth resided prior to commitment; *See below*
- d. Whether the committed youth are also youth with identified disabilities;  
*DYRS does not systematically record whether or not a young person has a disability. Information related to disabilities may be recorded separately with their health records.*
- e. Whether the committed youth tested positive for use of a controlled substance on at least one occasion;

*Due to a change in provider for drug testing, the below is based on January 1, 2018-November 6, 2018.*

*Of the 305 youth committed to the agency between January 1, 2018 and November 6, 2018, 130 youth participated in drug testing and 18.7% of all committed youth (57 youth) tested positive for a controlled substance.*

- f. Whether the committed youth have experienced homelessness;  
*Case managers know which of their youth are at risk of losing housing, but housing status prior to commitment is not recorded by DYRS in its case management system. The agency does participate in the city's effort to identify and house youth who have experienced or at risk of being homeless. However, the agency quickly provides housing to all youth under its custody.*
- g. Whether the youth were committed to DYRS due to a misdemeanor adjudication, due to a felony adjudication, or due to any other adjudication; and
- h. Whether the committed youth are determined to be high risk, medium risk, or low risk.



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	FY18		FY19 (YTD, 1/31/19)		Current (2.6.19)	
Male	267	80%	200	82%	162	80%
Female	68	20%	43	18%	40	20%
14-	29	9%	10	4%	10	5%
15	52	16%	35	14%	19	19%
16	78	23%	51	21%	48	24%
17	80	24%	70	29%	61	30%
18+	96	29%	77	32%	64	32%
Ward 1	10	3%	4	2%	4	2%
Ward 2	1	0%	1	0	1	0%
Ward 3	2	1%	3	1%	4	2%
Ward 4	22	7%	14	6%	14	7%
Ward 5	56	17%	34	14%	31	15%
Ward 6	29	9%	23	9%	17	8%
Ward 7	66	20%	42	17%	37	18%
Ward 8	114	34%	88	36%	68	34%
MD	35	10%	34	14%	26	13%
Misdemeanor	158	47%	116	48%	94	47%
Felony	155	46%	116	48%	99	49%
PINS	19	6%	10	4%	8	4%
Other	3	1%	1	<1%	1	<1%
High SDM	94	28%	79	33%	67	33%
High or Medium SDM	12	4%	15	6%	13	6%
Medium SDM	97	29%	73	30%	60	30%
Medium or Low SDM	9	3%	11	5%	10	5%
Low SDM	71	21%	62	26%	50	25%
Missing SDM	53	16%	3	1%	2	1%
<b>Total</b>	<b>335</b>	<b>100%</b>	<b>243</b>	<b>100%</b>	<b>202</b>	<b>100%</b>





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**Agency Operations 03**

3. 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.

*Of the 12 original Goals in the Work Plan, four remain under the Court’s supervision:*

- *Goal I: Secure Facilities*
- *Goal V: Behavioral Health*
- *Goal VII: Environmental Health and Fire Safety*
- *Goal VIII: Health Services*

*All four remaining Goals have been partially vacated. A detailed accounting of the indicators associated with each of the Goals under court supervision is provided below.*

*DYRS continues to enhance its compliance efforts through increased auditing and data analyses conducted by its internal *Jerry M.* compliance team; prompt implementation of corrective measures; and, the expansion of its compliance action plan to include monitoring by designated operational staff.*

*As described below, the agency continues to work towards meeting and exceeding the performance standards specified in the Work Plan.*

**Goal I: Defendants shall operate secure facilities in a manner that is safe and humane.**

**GOAL I.A.1: Critical Incidents and Assaults**

- *The Special Arbiter and her team are currently reviewing Critical Incidents and Assaults to assess compliance under the *Jerry M. Work Plan.**
- *Internal compliance audits on Critical Incidents and Assaults are conducted monthly to review compliance with process, documentation, and categorization performance standards.*

**GOAL I.A.7: Staffing and Supervision**

- *DYRS has funded all requisite Youth Development Representative (YDR), Supervisory YDR (SYDR), and Youth Treatment Manager positions to meet the Work Plan’s staffing complement requirements.*
- *Currently, DYRS has filled 262 of 271 YDR positions, 27 of 28 SYDR positions, and all six Youth Treatment Manager positions.*



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- *According to the Special Arbiter’s Draft Report submitted in January 2018, the agency has achieved all the supervision and staffing performance standards prescribed under Goal I.A.7 of the Work Plan. However, the Court determined that the youth that transferred to the New Beginnings Youth Development Center under the Title XVI legislation are now considered part of the Class within the Work Plan. Therefore, the Special Arbiter extended her review through December 31, 2018 and will make a final decision regarding vacatur within 45 days after that date.*

**Goal V: Defendants should provide adequate behavioral health services which meet the basic behavioral health needs of youth at YSC and OHYC.**

**GOAL V: Behavioral Health**

- *Goal V.A.2.i is vacated for the New Beginnings Youth Development Center. All other indicators under Goal V remain under the court’s supervision.*
- *The recommendations of the Special Arbiter and her experts have been implemented. The Special Arbiter is scheduled to review behavioral health services at the Youth Services Center in March 2019.*

**Goal VII: Defendants shall meet the Consent Decree’s environmental health, safety, and fire safety requirements.**

**GOAL VII.B: Fire Safety**

- *In November 2018, the Special Arbiter submitted her draft report on fire safety, and the agency is optimistic that she will make a positive recommendation to the Court for vacatur of this goal.*
- *The DYRS’s fire safety team diligently responded to the Special Arbiter’s requests for information to support her assessment of compliance.*
- *DYRS continues to monitor fire safety components for compliance and conducts fire drills in the manner prescribed by the DYRS Fire Safety Policy.*

**Goal VIII: Defendants shall provide adequate health services which meet the basic medical and dental health needs of youth at OHYC and at the YSC.**



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**GOAL VIII: Medical**

- *Since the Special Arbiter's Compliance Report in 2016, DYRS's health services have implemented recommended corrective measures.*
- *DYRS successfully transitioned to an electronic health records management system.*
- *In 2018, the National Commission on Correctional Health Care awarded full accreditation to DYRS's medical, behavioral health, and dental services at both the Youth Services Center and the New Beginnings Youth Development Center.*
- *DYRS has made substantial progress in health services and looks forward to the Special Arbiter's next evaluation of the remaining performance standards.*



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### Education 3

3. Please provide the type of school that each youth committed to DYRS attends (i.e. GED, nonpublic, traditional high school, alternative high school, public charter) and the average number of credits earned by youth for FY17, FY18 and FY19.

Provided below is the most recent school information for current committed youth as of 2.6.19. Additional youth may have graduated or are not currently enrolled. We do not have data for FY17 or FY18 at this time.

Row Labels	Count of YOUTH
Alternative High School	77
GED	8
Nonpublic (Private)	36
Public Charter	30
Traditional High School	39
<b>Grand Total</b>	<b>190</b>

DYRS currently does not systemically track the number of credits earned by youth.



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**General Questions 3**

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.  
Lennie

*No current detail to or from DYRS.*



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**Personnel 3**

3. For FY18 and FY19, 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.

**DYRS FY19 Bonuses and Special Awards**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TITLE</b>	<b>BONUS/SPECIAL AWARD</b>	<b>AMOUNT</b>	<b>FISCAL YEAR</b>
<i>Ekane, Leonard</i>	<i>Clinical Nurse II</i>	<i>Certification Bonus</i>	<i>\$500</i>	<i>FY19</i>
<i>Key, Kenya</i>	<i>Deputy Director, Health Services</i>	<i>Relocation Bonus</i>	<i>\$5,000</i>	<i>FY19</i>
<i>Key, Kenya</i>	<i>Deputy Director, Health Services</i>	<i>Additional Income Allowance</i>	<i>\$14,996</i>	<i>FY19</i>

**DYRS FY18 Bonuses and Special Awards**

<b>EMPLOYEE NAME</b>	<b>EMPLOYEE TITLE</b>	<b>BONUS/SPECIAL AWARD</b>	<b>AMOUNT</b>	<b>FISCAL YEAR</b>
<i>Gorantla, Surekha</i>	<i>Nurse Practitioner</i>	<i>Certification Bonus</i>	<i>\$500</i>	<i>FY18</i>
<i>Hugh, Eric</i>	<i>Clinical Nurse III</i>	<i>Certification Bonus</i>	<i>\$500</i>	<i>FY18</i>
<i>Keke-Ekekwe, Christiana C.</i>	<i>Nurse Practitioner</i>	<i>Certification Bonus</i>	<i>\$3,915.10</i>	<i>FY18</i>
<i>Lewis, Terence B.</i>	<i>Boiler Plant Operator</i>	<i>Retirement Award</i>	<i>\$25,000</i>	<i>FY18</i>
<i>Tebid Mbah, Esabella</i>	<i>Nurse Practitioner</i>	<i>Certification Bonus</i>	<i>\$500</i>	<i>FY18</i>



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**Placement and Monitoring 3**

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:
- a. The Youth Services Center;
  - b. The New Beginnings Youth Development Center;
  - c. A secure community placement in the District of Columbia;
    - i. DYRS does not use any secure community placement in DC at this time
  - 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.

Row Labels	SDM at Time of Commitment						Grand Total
	High	High/Medium	Medium	Medium/Low	Low	No SDM	
Youth Services Center (88 total beds)	7	2	4	2	6		21
New Beginnings (60 total beds)	6	2	2		4		14
Non-Secure Community Placement in DC	26	6	36	6	25	2	101
Residential Treatment Facility in DC (Includes DC Jail, Military Academy)	4		1		1		6
Secure Outside of DC (Includes non DC Jail, RTC, PRTF)	13	1	6	1	3		24
Non-Secure Community Placement Outside of DC	10	2	10		11		33
<b>Grand Total</b>	<b>66</b>	<b>13</b>	<b>59</b>	<b>9</b>	<b>50</b>	<b>2</b>	<b>199</b>



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**Services for Committed Youth 3**

3. Please describe any actions taken by DYRS in FY18 and FY19, 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

*The Department of Youth Rehabilitation Services (DYRS) continues to contribute to the vision and mission of ending homelessness to the transitional age population. Through our effort at the DYRS Achievement Center, we have been instrumental in implementing Mayor Bowser’s plan to end homelessness in the District by actively participating in the following:*

*o The District of Columbia Interagency Council on Homelessness (ICH) Executive Committee*

*o The ICH Youth Subcommittee*

*o The District of Columbia Coordinated Assessment and Housing Placement (CAHP) -- Bi-weekly meetings*

*o Providing input in the creation of the Youth CHAP manual.*

*o Facilitated focus groups at both Achievement Centers in an effort to incorporate the youth voice in the creation of the Youth CHAP Manual*

*o Youth Street Outreach Bi-weekly Meetings*

*o Youth Count DC 2018*

*o DYRS Staff were trained in administering the Transition Age Youth Vulnerability Index Service Prioritization Decision Assistance Tool (TAY-VI-SPDAT), VI-SPDAT, and Skanpoint which is a program that is utilized to record interactions/services that are provided to consumers*

*DYRS has been able to identify youth experiencing homelessness through our youth engagement efforts at both of our Achievement Centers and through community outreach. When young people are identified as street homeless and/or couch surfing they are referred to one of the Achievement Center staff to complete a TAY-VI-SPAT and/or a VI-SPDAT. Once completed, staff then participates in the CAHP Bi-weekly meetings. Depending on the severity of the case, staff may have to case conference the young person’s situation in an effort to advocate for immediate placement. Depending on the placement, the DYRS will continue to provide support in achieving their stabilization goal through mentorship, referral services and connectivity with essential*





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*providers able to address needs the agency is not. During the beginning of this fiscal year due to the high number of post-committed youth being homeless or housing insecure, DYRS renewed our MOU with the Department of Human Services Covenant House Transitional Living Program of Washington to provide safe independent living apartments to seven males and one female. In addition, forging relationships with key social service agencies have been instrumental. DYRS continues to work closely with various community partners, including HER Resiliency, Sasha Bruce, Casa Ruby and LAYC. HER Resiliency has been instrumental in helping us to provide safe temporary housing to young ladies who have experienced homelessness and involved in sex trafficking. Sasha Bruce and LAYC have placed DYRS committed and post committed youth in LGBTQ specific housing, Independent living, and Permanent Supportive Housing.*

*DYRS has also participated in the Homeless Youth Count last fiscal year and will participate again in September 2019. Through this effort DYRS staff and youth interns worked in the community to complete questionnaires with youth pertaining to support services required. Additionally, DYRS staff and youth interns provided the individuals they approached with information on DYRS programs and services. As a result, post-committed and community youth have been able to take advantage of the DYRS drop-in services that are offered at both Achievement Centers such as being provided with food, clothing, showers, and hygiene items when needed. Youth are also provided with information and referrals to other District Government Agencies such as DHS, OSSE, DBH, and DOES.*



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**Tracking Youth Success 3**

3. Please provide the number, and percentage, of committed youth, for whom DYRS:

- a. Conducted a Team Decision Making Meeting in FY18 and FY19, to date;
- b. Established an Individual Success Plan in FY18 and FY19, to date; and
  - i. *Reflects new success plan/goals. If a youth did not have a care planning meeting during this time, they may have still had an active success plan that is not reflected in the data below.*
- c. Provided the services indicated on a student’s Individual Success Plan in FY18 and FY19, to date; and
- d. Were matched with a Credible Messenger in FY18 and FY19, to date.

		<b>FY18</b>	<b>FY19 Q1</b>
<b>TDM Conducted (unique youth)*</b>	#	254	102
	%	75.8%	44.2%
<b>Success Plan Created (unique youth)**</b>	#	267	132
	%	79.7%	57.1%
<b>Services provided (Rate of total services provided before the next TDM out of total recommended)</b>	# received	126	5
	# recommended	324	12
	% recommended that were received	42.0%	41.7%
<b>Matched with Credible Messenger</b>	#	294	195
	%	87.8%	84.4%

\*Youth who are placed in secure placements do not receive a TDM. Youth may also have had a different care planning meeting during the time frame. Percentage is out of the total committed population.

\*\*Youth who are placed in jail do not receive a success plan. Youth receive a success plan within 30 days of being committed and starting their first placement. Percentage is out of the total committee population.



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**General Questions 4 (b)**

Please provide the Committee with:

- 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 involving the agency’s vehicles in FY18 and FY19, to date;**

8840	2014	Chevy	Volt	Own	NB's	Yes
8844	2014	Toyota	Prius	Own	450 H Street	Yes
8845	2014	Toyota	Prius	Own	450 H Street	Yes
8847	2014	Honda	Civic	Own	MLK	Yes
9318	2012	Chevy	Express	Own	Transportation	Yes
9319	2012	Chevy	Express	Own	Transportation	Yes
9681	2013	Ford	E-350	Own	Transportation	Yes
9682	2013	Ford	E-350	Own	Transportation	Yes
9694	2013	Toyota	Prius	Lease	MLK	Yes
9695	2013	Toyota	Prius	Lease	MLK	Yes
10133	2013	Toyota	Prius C	Own	450 H Street	Yes
10134	2013	Toyota	Prius C	Own	450 H Street	Yes
10135	2013	Toyota	Prius C	Own	450 H Street	Yes
10136	2013	Toyota	Prius C	Own	Abscondence	Yes
10137	2013	Toyota	Prius C	Own	YSC	Yes
10372	2015	Navstar	PC00500	Own	Transportation	No
10576	2013	Chevy	Express	Own	Transportation	Yes
10784	2015	Chevy	Express	Own	Transportation	Yes
10788	2015	Honda	Civic	Own	MLK	Yes
10912	2017	Chevy	Silverado	Own	Maintenance	No
10931	2017	Chevy	Silverado	Own	Maintenance YSC	No
10932	2017	Chevy	Silverado	Own	Warehouse	No
11506	2016	Honda	Civic	Own	Director	No
11507	2016	Honda	Civic	Own	NB's	Yes
11508	2016	Dodge	Grand Caravan	Own	NB's	Yes
11509	2016	Dodge	Grand Caravan	Own	Abscondence	No
11534	2016	Chevy	C Express	Own	Maintenance-NB's	No
11538	2016	Chevy	C Express	Own	NB's Maintenance	No
11539	2016	Chevy	C Express	Own	Warehouse	Yes
11540	2016	Honda	Civic	Own	Deputy Director	Yes
11554	2016	Chevy	C Express	Own	Maintenance-YSC	Yes
11796	2000	Ford	F650	Own	Maintenance	No
11807	2017	Freightliner	S2C Bus	Own	Fleet	No
12081	2018	Toyota	Sienna	Own	NB's	Yes
12435	2018	Toyota	Sienna	Own	Hope House	Yes
10933	2017	Chevy	Silverado	Own	Maintenance	No
8920	2017	Chevy	Silverado	Own	Maintenance	No
9319	2012	Chevy	Express	Own	YSC	Yes



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DYRS Accident Claims	Agency	Date	Vehicle #	Total Cost	Summary
1	DYRS	4/17/2018	11508	\$0.00	Driver K. Powell backed into another vehicle
2	DYRS	5/22/2018	11508	\$0.00	Driver K. Powell backed into another vehicle
3	DYRS	6/13/2018	12435	\$2,500.00	Driver A. Greene backed into another vehicle
3	DYRS	8/22/2018	10932	\$3,238.00	Driver S. Shaw struck a parked vehicle
4	DYRS	9/19/2018	10932	\$0.00	DPW driver struck vehicle while in DPW possession

*Note: Total costs for repairs on items 1,2, and 4 have not been received from DPW yet.*



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**General Questions 4 (c)**

4. (c) Please provide the Committee with a list of employee bonuses or special award pay granted in FY18 and FY 19 to date

**DYRS FY19 Bonuses and Special Awards**

EMPLOYEE NAME	EMPLOYEE TITLE	BONUS/SPECIAL AWARD	AMOUNT	FISCAL YEAR
Ekane, Leonard	Clinical Nurse II	Certification Bonus	\$500	FY19
Key, Kenya	Deputy Director, Health Services	Relocation Bonus	\$5,000	FY19
Key, Kenya	Deputy Director, Health Services	Additional Income Allowance	\$14,996	FY19

**DYRS FY18 Bonuses and Special Awards**

EMPLOYEE NAME	EMPLOYEE TITLE	BONUS/SPECIAL AWARD	AMOUNT	FISCAL YEAR
Gorantla, Surekha	Nurse Practitioner	Certification Bonus	\$500	FY18
Hugh, Eric	Clinical Nurse III	Certification Bonus	\$500	FY18
Keke-Ekekwe, Christiana C.	Nurse Practitioner	Certification Bonus	\$3,915.10	FY18
Lewis, Terence B.	Boiler Plant Operator	Retirement Award	\$25,000	FY18
Tebid Mbah, Esabella	Nurse Practitioner	Certification Bonus	\$500	FY18



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**Agency Operations 04**

**4. What are the challenges that DYRS has identified regarding the long-term success for DC YouthLink and Credible Messenger? How does DYRS plan to address those challenges?**

*Some of our youth and families have certain “immediate needs” (i.e. food, shelter, clothes, hygiene, etc.) that can impede the ability to remain connected to long-term DC YouthLink (DCYL) programs. The Credible Messenger initiative aims to help Care Coordinators learn of and address these needs, while keeping youth and families connected to programs and services, including DCYL.*

*Additionally, DYRS gathers information (via surveys, focus groups, Credible Messengers, etc.) from youth and families regarding their various programing needs, the Agency shares this information with DCYL Providers, and the Agency works with the DCYL providers to tailor programming to the needs of the youth and families we serve.*



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**Education**

4. Please provide information on whether the agency plans on providing specific educational programming to GED-track students held at YSC. If so, please provide the agency's specific plan and timeline as to implementation of these GED services. Additionally, please discuss the agency's plan, if any, to improve the quality of education provided to youth at the Youth Services Center.

*DYRS partners with DCPS to provide education services for all youth at YSC and, currently, GED prep courses are not offered. The Agency is actively engaged conversations around improving education throughout the Agency – for youth in secure facilities and youth in the community.*



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**Placement and Monitoring 4**

4. Please provide the average daily number of youth residing at the Youth Services Center and the New Beginnings Youth Development Center, respectively, in FY17, FY18 and FY19, to date.

<b>Facility</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19 YTD (2.4.19)</b>
YSC	81.1	43.1	42.0
New Beginnings	41.1	25.7	39.9





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**Services for Committed Youth 4**

4. Please describe any actions taken by DYRS in FY18 and FY19, to date, to identify those youth in the custody of the agency who have mental health challenges. Please also describe the following:
  - a. 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.
  - b. Any steps the agency has taken to increase the availability of placements in the District of Columbia that provide mental health care.

*The Youth Services Center (YSC) conducts a Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) screening and a behavioral health intake on every youth admitted to the facility. The MAYSI-2 screens for depression, anxiety, trauma, substance use, thought disturbance, suicide ideation, and issues with anger and is given to youth within four hours of being admitted. The behavior health intake assesses the aforementioned areas and includes the development of a treatment plan if applicable. The YSC provides the following behavior health services: individual therapy, crisis intervention, medication management, and psychiatric evaluation. In addition, once any youth is admitted to NBYDC, they are assigned a licensed clinician to provide them with individualized therapeutic interventions that meet their therapeutic needs and requirements based on their triaged diagnosis. NBYDC has specialized therapeutic interventions that every youth can engage based on their needs. Examples of these include Sex Offenders interventions, Animal Assisted therapeutic programming, family therapy and Substance Abuse education/prevention groups therapy. At NBYDC, the multidisciplinary team are consistently planning and preparing for discharge for each youth for successful continuum of care by active linkage to community resources and family engagement.*

*Prior to the youth's commitment and once the Notice of Intent to Recommend Commitment is received, the Youth Assessment Unit (YAU) will assess youth and their families to ensure appropriate placement and services are identified in the pre-commitment stage. The YAU helps to improve, strengthen and coordinate overall case planning for youth who will be committed to DYRS. Once a NOITRC is received, an Assessment Specialist conducts clinical interviews with the youth and family, completes assessments that identify strengths, needs and impairments, and reviews evaluations and recommendations prior to presenting to the DYRS Placement Review Committee. If deemed the youth will remain in the community, the youth is referred to a core service agency (through Department of Behavioral Health) for individual and family therapy (if not already connected), medication management and community support. The agency partners with the insurance providers of our youth to identify and fund Psychiatric Residential Treatment Facility (PRTF) placements when a youth's intensive needs meet medically necessity.*



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*For committed youth placed in the community, DYRS partners with Department of Behavioral Health (DBH) to connect youth to Core Service Agencies in their communities. These agencies provide diagnostic and assessment services at intake, in conjunction with any discharge recommendations provided by residential facilities (if youth is just returning from an RTC/PRTF), to determine the most appropriate community based mental health services for each youth’s individualized needs. This may include Medication Management, Community Based Intervention, Multi-Systemic Therapy, Family Functional Therapy, and/or individual and group therapy.*

The following providers are Out-of-State psychiatric residential treatment facilities (PRTF) utilized to provide intensive mental health services to DYRS male and female youth from ages 16-18

<b>Program</b>	<b>Service/Program Type</b>
Acadia Healthcare Indianapolis Resource Facility	PRTF
Acadia Healthcare Millcreek of Arkansas - Fordyce RTC	PRTF
Alabama Clinical School	PRTF
American School for the Deaf	PRTF
Coastal Harbor	PRTF
Detroit Behavioral Institute RTC - Capstone Academy	PRTF
Devereux Florida	PRTF
Devereux Georgia	PRTF
Devereux Texas RTC	PRTF
Florida Institute for Neurologic Rehabilitation, Inc.	PRTF
Gulf Coast Treatment Center	PRTF
Harbor Point Behavioral Health Center RTC	PRTF



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Keystone Newport News	PRTF
Liberty Point - RTC	PRTF
National Deaf Academy RTC	PRTF
New Hope PRTF	PRTF
North Spring Behavioral Healthcare, Inc	PRTF
Potomac Ridge Behavioral Health (Adventist Behavioral Health)	PRTF
Tennessee Clinical Schools	PRTF
Woodbourne Center	PRTF
Youth Villages in RTC Tennessee for Girls	PRTF
Youth Villages RTC in Tennessee	PRTF



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**Tracking Youth Success 4**

**4. Please provide the number of Credible Messengers contracted with DYRS for FY18 and FY19, to date, including the following:**

**a. Ratio of Credible Messenger to youth participants;**

- *Total number of Credible Messengers contracted in FY18 = 49*
- *Total number of Credible Messengers contracted in FY19 = 43*
- *Ratio of Credible Messenger to youth participants; 8 to 1*

**b. Methods for oversight and review of Credible Messengers;**

*Credible Messenger’s (CM) Program Monitor conducts monthly and quarterly reviews of all CM Providers to assess compliance with the Standard Operating Procedures, effectiveness of services and quality of best practices. Reviews include a detail examination of documentation in the DYRS database (i.e., FAMCare), surveys with youth and families reviewing effectiveness of service, monthly visits to assess group functioning, and ongoing Technical Assistance meetings to provide the tools and skills needed for our CM team to provide quality services.*

**c. Training required to participate in the Credible Messenger Program; and**

All Credible Messengers are required to attend 5-days of intensive training prior to working with DYRS youth and families. The training consists but is not limited to:

- *Trauma Informed Care;*
- *Safe Care Practices;*
- *Integrity, Boundaries, Accountability and Confidentiality in the workplace;*
- *Intro to Restorative Justice;*
- *Intro to Cognitive Behavioral Therapy;*
- *Positive Youth Justice;*
- *Positive Youth Development;*
- *Developing Lesson Plans;*
- *Understanding How to Facilitate; and*
- *Elements of Good Facilitation.*



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**d. Additional training offered to Credible Messengers.**

- *Community Safety*
- *Intervention and Documentation*
- *FAMCare Training*
- *Reporting Unusual Incidents*
- *Protection of Confidential Information*
- *Case Management*
- *Team Decision Making Conferencing*
- *Ethics/Boundaries*
- *Language Access Training*
- *Prison Rape Elimination Act (PREA)*
- *Human Trafficking*
- *Sexual Harassment*
- *Future Economic Opportunities*
- *Emotional Intelligence*
- *Trauma Informed Care*



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**Agency Operations 05**

**5. Please describe the vetting process for selecting Credible Messengers and how their work with youth is reviewed and evaluated.**

*The Credible Messenger provider identifies a potential candidate and conducts internal interviews. After vetting internally, the Credible Messenger consultant meets with the potential hire to assess their readiness and fit for the Credible Messenger Initiative. After interviews, our internal team and Credible Messenger consultant research the potential hire's past performance in community agencies and/or programs, rootedness in the community as well as the applicant's integrity regarding status and behavior in the community (i.e. involvement in criminal activity, connections to social circles, etc.). Once approved, each applicant must undergo a background check that consists of drug screen, FBI, Child Protective Service Registry and Child Family Service Administration clearance.*

*In addition, the Credible Messenger Program Monitor conducts monthly and quarterly reviews of all Credible Messenger Programs to assess compliance with the Standard Operating Procedures, effectiveness of services and quality of best practices. Reviews include a detailed examination of documentation in the DYRS database (i.e. Famcare), surveys with youth and families reviewing effectiveness of service, monthly visits to assess group functioning, and ongoing technical assistance meetings to provide the tools and skills needed for our Credible Messenger teams to provide quality services.*



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**Education 5**

- 5. Please discuss the process DYRS undergoes to ensure that youth will accumulate credits while placed in any out-of-home placement, particularly out-of-state placements.**

*DYRS ensures the contractual language is included in subsequent contracts with RTC, PRTF, and Out of State groups home providers that ensures compliance with the federal and DC law and ensures that DC students are positioned to earn a high school diploma, IEP completion certificate or GED.*

*DYRS ensure all placement are provided a copy of each students most recent IEP report card or transcript (and, if applicable, GED test scores) prior to at the time of arrival to placement.*

*DYRS and DCPS work together to determine the most beneficial method of assigning grades/credits to the student based on performance in course work in the program, issuing reports cards, and hosting parent conferences.*

*Once a youth is placed, DCPS' monitor via our MOA confers with the placement to identify which courses will be taken and which credits will transfer.*

*When a youth returns to the community the youth meets with a DCPS placement officer who then accesses whether credits have transferred from previous placements.*





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**Placement and Monitoring 5**

5. 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.

*It is the policy of the Department of Youth Rehabilitation Services to ensure that all contracted vendors with which court-involved youth are placed for treatment and supervision provide an integrated system of care, custody, and treatment services in the least restrictive, most home-like environment, consistent with public safety. The Contracts and Performance Monitoring Unit (CPMU) and the Licensing Unit provide oversight and compliance monitoring that enables DYRS to ensure that each youth placed in a community-based facility receives the appropriate care and services outlined in the Human Care Agreement and that each contractor adheres to the provisions and procedures outlined in their contract, including operating in a manner consistent with both District of Columbia and federal laws and regulations. All standards that the agency enforces for residential facilities, including policy and guidance information regarding applicable laws or best practices, is initially delivered to providers through the solicitation process facilitated by the Office of Contracting and Procurement (OCP). All facilities where youth are placed are governed by a Human Care Agreement. The provisions of the Human Care Agreement are written pursuant to the Human Care Agreement Amendment Act of 2000, Section 406 of the Procurement Practices Reform Act of 2010, effective April 8, 2011 (D.C. Law 18-371; D.C. Official Code § 2-354.06). Within each Human Care Agreement solicitation, there is an “applicable documents” section that outlines all relevant policies, laws and guidance materials that the applicant must agree to follow and abide by.*

*The Contract Performance Monitoring Unit (CPMU) oversees contract compliance monitoring protocols for facilities with committed youth based on the terms, conditions, and deliverables specified in the applicable Human Care Agreement and the designated DC Municipal Regulations (DCMR) applicable to our contracted facilities. Furthermore, DYRS developed a system of oversight, called the quantitative ratings system, which is utilized to monitor performance measures and record positive youth outcomes achieved by youth during placement at contracted facilities.*

*To ensure compliance and performance monitoring, the CPMU collaborates with the DYRS Licensing Unit to confirm that all facilities are in compliance with the District of Columbia Municipal Regulations (DCMR) and Human Care Agreement (HCA) provisions and requirements. These units are responsible for evaluating programmatic*





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*deliverables and for assessing vendor compliance with the DCMR and HCA. Together they certify that providers achieve and maintain good standing, according to their legal*

*and contractual requirements. Each contracted facility where committed youth are placed is assigned a Contract Administrator (CA) and Licensing Specialist, who perform regular site inspections and desk audits of each vendor and each facility. During site inspections, a detailed report and inspection check list is filled out, noting any deficiencies identified related to Human Care Agreement or DCMR. These deficiencies or issues of non-compliance are documented and shared with the contracted vendor, along with all supporting documentation at the end of each visit. The CPMU and/or Licensing staff member provide intervention by requesting a corrective action plan with SMART goals from the facility when deficiencies are identified or persist. The CPMU ensures that the corrective action plan is implemented and that the contracted vendor is working on remediation through regular, hands on monitoring and support. When a site visit or report uncovers a specific violation of the DCMR or HCA, the Contract Administrator must also issue a Performance Improvement Plan (PIP). If the issue is not quickly or easily remedied, DYRS may exercise a placement hold on a provider. In addition, when there is a pending administrative compliance study (ACS) (a DYRS or other District agency-initiated investigation into an unusual incident at a facility), DYRS will also exercise a placement hold until satisfactory improvement or compliance is achieved, or the investigation reveals that the facility is confirmed to follow all required regulations before new referrals or placements are made.*

*While Contract Administrators conduct compliance, site visit frequently for local providers, they also do compliance checks for providers outside a 50 mile radius of Washington DC Metro Area at least once a month. This includes at least one on-site visit annually. For the other monthly compliance checks, if travel is not feasible, the CA conducts compliance reviews through telephone or video conferences. During the telephone or video conference, the CA validates and verifies information provided by collecting appropriate documentation from the vendor via email or fax. HCA compliance and applicable legal requirements are reviewed for these facilities as well, and the same standards and guidance regarding corrective action plan, PIPs and placement holds are applied when deficiencies are identified.*



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**Services for Committed Youth 5**

5. Please describe any actions taken by DYRS in FY18 and FY19, to date, to identify those youth who require treatment for substance abuse or addiction, the number of those requiring treatment, the top 3 forms of substance abuse identified by gender and describe any additional services or supports that are provided to these youth while they are committed to DYRS.

*The Youth Services Center (YSC) staff conduct a Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) screening and a behavior health intake on every youth admitted to the facility. The MAYSI-2 screens for substance abuse as well as other behavioral health issues. The youth are also given an additional assessment via the Global Appraisal of Individual Needs-Q (GAIN-Q), which includes an assessment of the degree of substance use and makes treatment recommendations accordingly. The identified YSC youth attend 2 x per week residents engage in Narcotics Anonymous and Marijuana Anonymous 12 step meetings for support and relapse prevention. Individual therapy and evidence-based psychoeducational groups are conducted by the Substance Abuse Coordinator to address the underlying issues related to substance abuse and relapse prevention.*

*NBYDC has continued to utilize the Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) as a screening instrument and the GAIN, as well as resident historical information through evaluations and self-report during the mental health intake to assess for illicit substance use. This collection of vital information is used to identify the substance use treatment needs of the youth. Marijuana has been the most prevalent substance used by juveniles to date at YSC and NBYDC, followed by synthetic marijuana and opiate use. There have been no significant gender differences noted. For residents that self-report and/or have a diagnosis of Cannabis dependence or abuse, NBYDC utilizes various modalities of treatment. Currently, there are weekly psychoeducation classes and individual sessions on prevention that are facilitated by a certified Addiction Counselor that follow the Adolescent Community Reinforcement Approach (ACRA) and Creating Lasting Family Connections (CLFC) curriculums. Additionally, 234 drug tests were performed on DYRS youth at NB and in the community during the fiscal year.*



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**Tracking Youth Success 5**

5. Please provide the number of new charges that were brought against committed youth in FY18 and FY19 to date based on the youth’s actions while residing in a secure placement. In addition, please list the following:

a. The number of youth who were newly charged due to an alleged assault on a staff member; and

FY18	FY19 (YTD)
1	0

b. The number of youth who were newly charged due to an alleged assault on another committed youth.

FY18	FY19 (YTD)
1	5



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**Personnel 5**

5. 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 FY18 and FY19, to date.

*DYRS new-hire direct-care (i.e., Supervisory Youth Development Representative (SYDR) and Youth Development Representative (YDR)) staff receives the following training prior to entering service:*

<i>Pre-Service Course Name</i>	<i>Credit Hours*</i>
<i>Adolescent Development (i.e., “Behavioral Health”)</i>	<i>8 hours</i>
<i>Anger Management</i>	<i>4 hours</i>
<i>Avoiding Sexual Harassment in the Workplace</i>	<i>4 hours</i>
<i>Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)/First Aid</i>	<i>5 hours</i>
<i>Conflict Resolution</i>	<i>4 hours</i>
<i>Cultural Sensitivity</i>	<i>4 hours</i>
<i>Effective Communication</i>	<i>4 hours</i>
<i>Family Engagement</i>	<i>5 hours</i>
<i>Environmental Health and Safety “Risk Management” (Includes Blood borne Pathogens (BBP), Personal Protective Equipment (PPE), Tuberculosis, and OSHA’s Hazard Communication (HazCom) standard)</i>	<i>8 hours</i>
<i>Gang Violence Prevention</i>	<i>4 hours</i>
<i>Intro to the Juvenile Justice System (Includes DYRS Practice Framework (i.e., PYD/PYJ), Credible Messenger, Restorative Justice, and Trauma Awareness)</i>	<i>8 hours</i>
<i>Mandated Reporter</i>	<i>2 hours</i>
<i>Policies and Procedures I &amp; II</i> <ol style="list-style-type: none"> <li><i>1. Suicide Prevention</i></li> <li><i>2. Chain of Command</i></li> <li><i>3. Cellular Phones</i></li> </ol>	<i>8 hours</i>



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<ol style="list-style-type: none"> <li>4. <i>Early Return-to-Work/Alternate and Light Duty Assignments</i></li> <li>5. <i>Employee Conduct</i></li> <li>6. <i>Exposure Control</i></li> <li>7. <i>Housekeeping and Inspections</i></li> <li>8. <i>Key Control</i></li> <li>9. <i>Overtime Draft Procedures</i></li> <li>10. <i>Reporting Unusual Incidents</i></li> <li>11. <i>Resident Code of Conduct</i></li> <li>12. <i>Rules for Handling Youth Conduct</i></li> <li>13. <i>Identification and Searches of Staff, Visitors, Vehicles, and Youth at DYRS Secure Facilities</i></li> <li>14. <i>Time, Attendance and Leave Policy</i></li> </ol>	
<i>Policies and Procedures III &amp; IV</i> <ol style="list-style-type: none"> <li>15. <i>Clinical Restraint and Seclusion</i></li> <li>16. <i>Youth Supervision and Movement</i></li> <li>17. <i>Emergency Medical Response</i></li> <li>18. <i>Mandatory Employee Drug and Alcohol Testing Program (MEDAT)</i></li> <li>19. <i>Protection of Confidential Information</i></li> <li>20. <i>Reporting of Child Abuse and Neglect Lesbian, Gay, Bisexual, Transgender, Questioning, and Intersex (LGBTQI) Youth</i></li> <li>21. <i>Prevention of and Response to Sexual Misconduct</i></li> </ol>	8 hours
<i>Prison Rape Elimination Act</i>	8 hours
<i>Behavioral Observation &amp; Report Writing</i>	4 hours
<i>Welcome and Overview (Juvenile Justice history and current trends as well as DC system)</i>	8 hours

*\*Approximate*

*The above list is not inclusive of policy trainings that all Agency staff receive as part of their onboarding.*

*Staff also receive annual certification in Safe Crisis Management de-escalation training as well as annual training in the following courses:*

- *Adolescent Development (“Behavioral Health”)*
- *Behavioral Observation & Report Writing*



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- *CPR/AED/First Aid*
- *Suicide Prevention*
- *Secure Care Operations (Policy training)*

*The recertification training compliance rate from FY18 was 89%. The compliance rate for FY19 to date is 95%.*

6. What training is mandated for the staff, including Credible Messengers, regarding sexual harassment prevention, trauma-informed training, and restorative justice, and cultural competency? and What training is available (but not mandatory) for staff on these subjects? For each training program listed, please list the following:

- 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; and
- d. The length of the training program or activity.
- e. List any instances of employee non-compliance or violations of guidelines stated in training
- f. Are staff required to complete a certain number of hours of training every year? If so, which staff are required to do so? How many hours of continuing training are required and in what areas?

*Each year the Credible Messenger management team hosts five consecutive days of intensive training, which includes topics such as . In addition, topic-based, one-day workshops and/or training sessions are held monthly. Examples include Trauma Informed Care, Accountability, Human Trafficking, and Restorative Justice.*

### ***Sexual Harassment Training***

*Nature of the Program: In compliance with the Mayor's Order 2017-313, all staff are required to complete annual training on Sexual Harassment either online or in-person. All staff are taught specific roles and responsibilities when a claim is brought forth. Staff learn to identify sexual harassment in its many forms, and they also learn reporting processes. Managers receive additional training to ensure sexual harassment is dealt with seriously and expeditiously.*





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*Program Goals: The goals of the training are to make all staff aware of what constitutes sexual harassment in the workplace and specific roles and responsibilities when a claim is filed. The training is also meant to underscore the Agency’s commitment to supporting all staff members in any claims that come forward.*

*Vendor and Administration: In FY18 the Agency conducted a series of in-person training by our in-house General Counsel and is currently participating in the Mayor’s mandatory online training in FY19*

*Length of Training: The entire staff was trained over a period of six-weeks in FY18 Q1 with each in-person session lasting 30-45 minutes. Current online training is 30 minutes.*

**Trauma-Informed Care**

*Nature of the Program: The Agency has been transitioning to a trauma-informed system of care since April of 2015. Trauma-Informed Care Intervention is a model for treating traumatic stress in children and adolescents. In support of the ongoing transition, all staff are required to have, at a minimum, a foundational understanding of the nature of trauma and how it impacts the lives of the youth we serve.*

*Program Goals: The goal of implementing trauma-informed care training is to provide critical insight into the lives of the youth we serve. The staff must understand the backgrounds of the youth in order to rehabilitate them. The other goal is to train enough staff to coach others. Several direct-care staff have been trained in the Intervention and the Agency is identifying ways to integrate best practices identified during the training into its operational environment.*

*Vendor and Administration: At this time, the Agency’s Behavioral Health department staff instructs all Trauma-Informed Care curriculum to new hires.*

*Length of the Training: During the initial rollout in the spring and summer of 2015, DYRS offered a three-hour session focused on the widespread impact of trauma in our society, on our families, and on the youth we serve. Since this time, the Agency’s Behavioral Health department, in partnership with the Office of Professional Development, presents a two-hour Trauma Awareness training for all new hires.*

**Restorative Justice**

*Nature of the Program: Restorative Justice is a treatment approach for the youth we serve that acts as an alternative to our nation’s penal system, which does not rehabilitate youth. Instead of the youth we serve having no say in the outcome of their crime or poor judgement, through Restorative Justice, they can take part in correcting their wrongs with the victim. Our Agency facilitates “circles,” in which the offender comes together face-to-*



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*face with the victim and other community members to listen and empathize with one another and to find a way forward to repair the harm caused by the youth's actions.*

*Program Goals: The goal of training staff in Restorative Justice is for them to be able to successfully facilitate the circles in which the offender comes together face-to-face with the victim and other community members to listen and empathize with one another and to find a way forward to repair the harm caused by the youth's actions. The Agency has trained cohorts of staff trainers with the expectation that these staff members will train additional staff by the end of FY18.*

*Vendor and Administration: The Restorative Justice training is led by an internal Restorative Justice Coordinator. She partners with vendor Families in Crisis LLC to provide training for staff as well as coaching services to trainers. Now that we have a trained cohort of staff trainers, all future training will be internal.*

*Length of Training Program: DYRS began this program in FY17 and it continues now. All staff receive eight hours of introductory training. Select staff also go through train-the-trainer, and trainers are embedded into units to facilitate circles and train/coach new staff.*

***Cultural Competency: Nothing About Us Without Us***

*Nature of the Program: Nothing About Us Without Us is a cultural awareness training for staff to help them understand the socio-economic needs of the residents and youth in the District of Columbia, with a special emphasis on Wards 7 and 8. The program helps to provide a better understanding of the challenges the youth have in these communities, including the sense of loss of living conditions, the uncertainty of housing in a new community, and the community resources that are available to families and youth living in the community. The training also provides staff an understanding of the systemic, political, and economic impact of the changing communities within the District.*

*Program Goals: The goals of implementing this program are provide our staff with an understanding of the hardships that youth and families face in Wards 7 and 8 to encourage and facilitate empathetic understanding from and interactions with the staff as they work to help youth attain their goals and achievements as they progress to adulthood.*

*Vendor and Administration: Nothing About Us Without Us was administered through an independent contractor, Dionne Reeder.*

*Length of Training Program: DYRS began this program in April 2018 and continued it throughout FY18. The program ran eight hours twice a week.*





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***Cultural Competency: Advancing Youth Development***

*Nature of the Program: Advancing Youth Development is both a one-day workshop and a 30-hour training program that provides an overview of youth culture within the Youth Development framework, which is a way of thinking about young people that focuses on their capacities, strengths, and developmental needs. Emphasis is placed on how youth development programming involves communities and families in the healthy development of young people. The training program is an interactive course that introduces youth workers to the principles and best practices when engaging in youth development.*

*Program Goals: The goal of the program is to help youth workers understand youth culture and needs. In addition, the program aims to get participants to examine some of their own assumptions about youth and the impact on youth behavior and to consider strategies to facilitate youth participation and positive behavior in programs.*

*Vendor and Administration: The Advancing Youth Development (AYD) One Day Overview and the 30-hour training program are led by instructors from The United Way of the National Capital.*

*Length of the training Program: DYRS began this program in FY18 and it continues now. All staff received eight hours of introductory training as an overview. All staff who work directly with youth are required to complete the 30-hour training.*

**Other Mandatory Training: Safe Crisis Management**

*Nature of the Program: SYDRs and YDRs participate in Safe Crisis Management de-escalation training as part of an annual recertification.*

*Program Goals:*

*Vendor and Administration:*

*Length of the Training Program: 16 hours, annually, plus a total of 27 hours in the following courses:*

- *Adolescent Development (“Behavioral Health”)*
- *Behavioral Observation & Report Writing*
- *CPR/AED/First Aid*
- *Suicide Prevention*
- *Secure Care Operations (Policy training)*



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**Education 6**

- 6. Please discuss the process DYRS undergoes to ensure that a student placed out of state gets credit in the District for all credits accumulated while in placement.**

*DYRS collaborates with DCPS to schedule 30-day review meetings to discuss progress with students in regard to credits, grades and behavior issues.*

*Once a youth is placed, DCPS' monitor via our MOA confers with the placement to identify which courses will be taken and which credits will transfer.*

*When a youth returns to the community the youth meets with a DCPS placement officer who then accesses whether or not credits have transferred from previous placements.*



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**Placement and Monitoring 6**

**6. Please describe any differences in oversight of residential facilities that exist for youth placed in the District of Columbia compared to placements outside the District of Columbia.**

*The Contract Performance Monitoring Unit (CPMU) oversees contract compliance monitoring protocols for facilities with committed youth based on the terms, conditions, and deliverables specified in the applicable Human Care Agreement and the designated DC Municipal Regulations (DCMR) applicable to our contracted facilities. Furthermore, DYRS developed a system of oversight, called the quantitative rating system, which is utilized to monitor performance measures and record positive youth outcomes achieved by youth during placement at contracted facilities.*

*To ensure compliance and performance monitoring, the CPMU collaborates with the DYRS Licensing Unit to confirm that all facilities follow the District of Columbia Municipal Regulations (DCMR) and Human Care Agreement (HCA) provisions and requirements. These units are responsible for evaluating programmatic deliverables and for assessing vendor compliance with the DCMR and HCA. Together they certify that providers achieve and maintain good standing, according to their legal and contractual requirements. Each contracted facility where committed youth are placed is assigned a Contract Administrator (CA) and Licensing Specialist, who perform regular site inspections and desk audits of each vendor and each facility. During site inspections, a detailed report and inspection check list is filled out, noting any deficiencies identified related to Human Care Agreement or DCMR. These deficiencies or issues of non-compliance are documented and shared with the contracted vendor, along with all supporting documentation at the end of each visit. The CPMU and/or Licensing staff member provide intervention by requesting a corrective action plan with SMART goals from the facility when deficiencies are identified or persist. The CPMU ensures that the corrective action plan is implemented and that the contracted vendor is working on remediation through regular, hands on monitoring and support. When a site visit or report uncovers a specific violation of the DCMR or HCA, the Contract Administrator must also issue a Performance Improvement Plan (PIP). If the issue is not quickly or easily remedied, DYRS may exercise a placement hold on a provider. In addition, when there is a pending administrative compliance study (ACS) (a DYRS or other District agency-initiated investigation into an unusual incident at a facility), DYRS will also exercise a placement hold until satisfactory improvement or compliance is achieved, or the investigation reveals that the facility is confirmed to be following all required regulations before new referrals or placements are made. In FY 2018, DYRS introduced a Physical Plant Inspections “watch-List” which helps to identify vendors with repeated infractions, and to mitigate youth safety in facilities and public safety.*



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*While Contract Administrators conduct compliance and monitoring site visit frequently for local providers, they also do compliance checks for providers outside a 50-mile radius of Washington DC Metro Area at least once a month. This includes site visits, but if travel is not feasible, the CA conducts regular compliance checks through telephone or video conferences. During the telephone or video conference, the CA validates and verifies information provided by collecting appropriate documentation from the vendor via email or fax. HCA compliance and applicable legal requirements are reviewed for these facilities as well, and the same standards and guidance regarding the corrective action plan, PIPs and placement holds are applied when deficiencies are identified.*



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**Services for Committed Youth 6**

6. Please describe all programming offered by DYRS specifically to address the needs of committed girls. Please also describe the agency's efforts in FY17 and FY18, 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.

*DYRS addresses committed girls housing needs through a variety of placements, including - familial and foster homes, group homes, out-of-state residential treatment facilities, and on occasion, at Youth Services Center (YSC).<sup>1</sup>*

*During FY18, DYRS also created gender-based programming to address the therapeutic and vocational needs of committed girls. Girls programming offers weekly mandatory activities tailored to prevalent issues experienced by the female juvenile population, which include self-esteem, self-awareness, aggressive behaviors, Post-traumatic stress disorders (PTSD), teen pregnancy, and more. The young ladies participate in dual programming offered by various contractors who rotate every quarter. Classes offered thus far include Wig Making class, creative therapies and services such as dance therapy, drama therapy, yoga and mindfulness, self-esteem building, journaling, etc. Through this program, girls are provided with increased mentorship aimed at positive youth engagement and restorative justice practices adding the needed support with continued connectivity to Credible Messengers and Care Coordinators. Methods embarked upon include an emphasis on patience, determination and leadership. DYRS was also intentional in developing a gender-specific unit where care coordinators only have girls on their caseloads.*

*Additionally, the Achievement Center offers gender-based programming rooted in customary Ghanaian traditions around "Women's Rights of Passage" program, vocational training opportunities, teen parent support and entrepreneurship. These programs are utilized as a tool to develop a positive mindset and alter the thought process of youth.*

*Regarding placement, DYRS has several contracts with various service providers to include The Children's Home in Maryland, Youth for Tomorrow and Intercept in Virginia.*

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<sup>1</sup> From FY2016 through FY 2018, NBYDC designated one of its secure units for girls committed to the agency in an effort to keep youth closer to home. The Girls Unit utilizes an approach derived from the DC Model program implemented in the Boys Units but tailored by national experts in gender-specific programming especially for girls. The Girls Unit is referred to as the "Journey Program", housing up to ten girls.



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*These three programs offer a Girls Diagnostic Unit and an Intensive Girls Therapeutic Group Home. In addition, DYRS contracts with two Foster Home agencies that also provide residential and supportive services to our female population. The goal is to have vendors that can also address Human Trafficking issues, along with, Trauma-Informed Care, Substance Abuse, and PINS (Persons In Need of Supervision) related issues that have necessitated contact with the District's Juvenile Justice System and/or commitment to the agency. For young ladies that may be involved in sex trafficking, DYRS partners with Fair Girls, Courtney's House, and Restoration 1:99, which are specialized community-based services outside of DYRS' funded programming.*

*Also, DYRS has held Covenant of Peace events at YSC and New Beginnings for all girls housed at the facility. The Covenant of Peace is an anti-violence initiative that allowed youth to engage in critical conversations about violence while developing solutions to help make a positive impact for change in their lives and in the community. The Covenant of Peace has grown to become a series of Restorative Justice Practices routed in meeting youth where they are with a host of community and agency support forcing youth to re-evaluate their decision-making process, peers and behaviors. This process of hosting sleep-ins at the agency's facilities with an emphasis on behavior modification is a powerful event of which the agency has begun to assess the impact. During these events, DYRS youth also engage in focus groups, workshops and activities with staff and credible messengers. DYRS held a Covenant of Peace specifically for the detained girls' population*





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**Tracking Youth Success 6**

6. Please provide the following for youth committed to DYRS:

a. Arrest rates for FY18 and FY19, to date, including how this rate is calculated;  
*Arrest rates are calculated by calendar year. It is the number of unique committed youth that were rearrested divided by the number of unique committed youth in the calendar year. Abscondence/custody orders do not count unless the youth picks up a new charge (not CPO).*

	<b>Rearrest Rate</b>
CY18	33.33%
CY19YTD	Pending

b. Rate of abscondence for FY18 and FY19, to date, including how this rate is calculated;  
*The rate of abscondence is calculated as an average of the average daily population. This is calculated by taking the average daily number of youth on abscondence divided by the average daily number of youth committed.*

<b>Rate of Abscondence</b>	
<b>FY 2018</b>	4.5%
<b>FY 2019YTD(2.4.19)</b>	3.6%

c. The recidivism rate for FY18 and FY19, to date, including how this rate is calculated;  
*Recidivism is calculated by tracking a new commit cohort (by FY) for at least 2 years. The agency determines a youth's initial placement and their time of entry into the community. Once a youth enters a community placement, they are tracked for one year. DYRS keeps track of rearrests and reconvictions in DC within this year. For youth that start their commitment in a secure placement, they may not have a full year in the community until well after being committed for one year, hence the 2-year reporting time frame.*

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19YTD</b>
Recidivism Rate	37%	35%	41%	22%	n/a	n/a	n/a





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- d. The number of youth in FY18 and FY19, to date, that either have committed a homicide or were the victim of homicide;
  - i. *Arrests: In FY18 = 1; FY19 = 0*
  - ii. *Victims: In FY18 = 3; FY19 = 0*
  
- e. The number of youth in FY18 and FY19, to date, that either committed a violent crime or were the victim of a violent crime; and
  - i. *Arrests: FY18 = 31; FY19=3*
  - ii. *Victims: FY18=7; FY19=1*
  - iii. *Victims: DYRS is aware of seven youth who were the victims of a violent crime in FY17 and one youth who was a victim of a violent crime in FY19, as of February 4, 2019.*
  
- 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 in FY18 and FY19, to date.
  - i. **Note this is the total count of injuries to youth from assaults- the same youth may have had more than one injury reported**

	FY18	FY19Q1
YSC	132	52
NB	53	5



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**Agency Operations – 7**

- For FY18 and FY19 to date, 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 over 59 minutes, for any reason, including punitive, protective, or administrative separation. For each procedure, please list the number of times the procedure was used in FY18 and FY19, to date, the reason for the procedure, and the maximum amount of time that a youth was kept separated or in isolation in FY18 and FY19, to date and if mental health services was requested and if so, were mental services provided.

<b># Instances of Safety Confinement over 59 minutes</b>	
FY18	135
FY19YTD	50

*Note: Room Confinement can only be used for safety and security purposes.*

<b>Maximum Amt. of Time Safety Confinement Used</b>	
FY18	418 minutes
FY19YTD	315 minutes

<b>#Instances Mental Health Services Requested &amp; Received w/ Use of Safety Confinement &gt; 59min</b>		
	<b>Requested</b>	<b>Received</b>
FY18	69	55
FY19YTD	33	31



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**Education**

7. What procedure(s) do you have for monitoring the education provided at each of DYRS's own facilities as well as all facilities with which DYRS contracts?

*The Agency conducts site visits, including classroom observations and file audits, throughout the fiscal year to monitor compliance with its agreements between DCPS at YSC and See Forever at New Beginnings. The Agency also conducts regular meetings with DCPS and See Forever to address issues and/or concerns. The Agency also complies with a yearly audit conducted by OSSE to monitor the Agency's and See Forever's compliance with established educational standards.*



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**Personnel 7**

7. How long does it typically take for human resource department to provide new hires or transfer employees the following:
- a. *A work email address- The recruiter requests the email address and logon credentials five days before onboarding, and it is provided to the employee on the first day of onboarding.*
  - b. *Benefit access- It takes approximately five days for DCHR to process an employee's onboarding information. Upon successful onboarding, an employee has access to enroll in their benefits immediately. Once enrolled in benefits it may take up to two pay periods for benefits information to reflect on the employee's pay statement.*
  - c. *Building and access codes for entry and re-entry- On the employee's first day, the employee has their employee badge, provided by DCHR. In order to receive proper access to each building, the new employee will have their badge registered by an IT representative at the agency. This typically takes up to one business day to obtain proper access to their applicable buildings.*
  - d. *Mandatory job training- DYRS conducts an agency-wide orientation that provides mandatory job training such as PREA and sexual harassment within the first week of their tenure with DYRS. Additional job training depending on the role is under the purview of the supervisor. However, for positions i.e. Youth Development Representative, Supervisory Youth Representative mandatory training is 3-4 weeks upon hire.*



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**Tracking Youth Success 7**

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

*DYRS began tracking post commitment recidivism beginning in FY16. This is tracked by using a cohort of youth whose commitments expired in a year and tracked them in the community for 1 year. DYRS has, thus far, collected 2 years of re-arrest and recidivism rates for youth whose commitment expired in CY2015 and 1 year of re-arrest and recidivism rates for youth whose commitment expired in CY2016. “1 Year” rate is the number of youth that were rearrested within the first year after their commitment ended. “2 Year” is the number of youth that were rearrested within the 2nd year after their commitment ended. “1 and/or 2 Year” is the number of youth that were rearrested within the first and 2nd year combined. For this reason, “1 Year” + “2 Year” does not equal “1 and/or 2 Year” because if a youth was rearrested in both “1 Year” and “2 Year” they would only be counted 1 time in the “1 and/or 2 Year” rate.*

a. Arrest rates for FY18 and FY19, to date, including how this rate is calculated;

	<i>1 Year</i>	<i>2 Year</i>
<i>CY15</i>	38%	43%
<i>CY16</i>	46%	-

b. The recidivism rate for FY18 and FY19, to date, including how this rate is calculated;

<i>c.</i>	<i>1Year</i>	<i>2 Year</i>
<i>CY15</i>	31%	NA*
<i>CY16</i>	37.7%	-

*\*DYRS does not report recidivism rate until at least 95% of the cohort have reached the necessary time and all cases are disposed.*

d. The number, and percentage of youth in FY18 and FY19, to date, that either committed a homicide or were the victim of a homicide; and

***Arrest***

	<i>1 Year</i>	<i>2 Year</i>
<i>CY15</i>	0%=0/173	1%=2/173*
<i>CY16</i>	1%=1/141*	-

*Victim: DYRS is aware of one youth in FY18 and no youth in FY19 as of February 4, 2019 who were previously committed and under 21 at the time of their death.*

e. The number and percentage of youth in FY18 and FY19, to date, that either committed a violent crime, or were the victim of a violent crime.



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*Arrest*

	<i>1 Year</i>	<i>2 Year</i>
<i>CY15</i>	<i>21%</i>	<i>17%</i>
<i>CY16</i>	<i>18%</i>	<i>-</i>

*Victim: In FY18, DYRS was aware of 1 previously committed youth under the age of 21 who had been the victim of violent crime. In FY19 through Feb 4, 2019, DYRS was aware of 3 previously committed youth under the age of 21 who had been victims of violent crime.*

**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF YOUTH REHABILITATION SERVICES  
POLICY AND PROCEDURES MANUAL**

<b>POLICY NUMBER:</b>	IV.c.3.i.
<b>RESPONSIBLE OFFICES:</b>	Facilities
<b>EFFECTIVE DATE OF POLICY:</b>	November 6, 2018
<b>SUPERSEDES POLICY:</b>	YSA 11.1A
<b>SUBJECT:</b>	Room Confinement

**I. PURPOSE**

The purpose of this policy is to protect the safety and security of youth, staff, and visitors at the Youth Services Center (YSC) and the New Beginnings Youth Development Center (NBYDC) by restricting the use of room confinement and to eliminate the use of disciplinary segregation of youth.

**II. POLICY**

DYRS is committed to protecting the safety and security of youth, staff and visitors at YSC and NBYDC. DYRS recognizes that isolation and solitary confinement of youth can cause serious psychological, physical, and developmental harm to residents, as well as deleterious effects on youth-staff relationships which ultimately impacts facility safety and security. In order to limit injuries to youth and staff, foster positive youth-staff relationships, and comply with national standards and best practices, DYRS staff at YSC and NBYDC must abide by the following guidelines with respect to the use of room confinement:

- a) Room confinement may be used only as a temporary response when a youth's behavior threatens imminent harm to self or others or threatens the safe or secure operation of YSC or NBYDC;
- b) Room confinement may be used only for the briefest amount of time necessary to bring the situation under control and not for a time to exceed six (6) hours. As soon as the threat to self or others no longer exists, staff must: remove the youth from room confinement and return him or her to facility programming, transport youth to a mental health facility upon the recommendation of a mental health professional, transfer youth to the medical unit in the facility, or provide the youth special individualized programming;
- c) The use of room confinement requires authorization from the highest ranking official on facility grounds at the time, and notification to the Facility Superintendent or designee within one hour of room confinement;
- d) Room confinement shall never be used for discipline, punishment, administrative convenience, staffing shortages, or as a substitute for programming.



- e) The manager providing verbal authorization placing the youth in room confinement must ensure that the youth is seen by a mental health professional within one (1) hour after placement; and
- f) All incidents involving the use of room confinement shall be documented by staff and reviewed by facility management and submitted annually to the Mayor and the Council.

### III. AUTHORITY

This policy is governed by all applicable District of Columbia and Federal laws, including the DYRS Establishment Act, D.C. Official Code §§ 2-1515.01 *et seq.* (2008); DC Code Ann. 24-912 the "Improving the Conditions of Confinement of Juveniles Act of 2016"; and the District Personnel Manual, Chapter 16.

### IV. SCOPE

This policy shall apply to all DYRS employees, contractors, and volunteers.

### V. DEFINITIONS

Room Confinement: The involuntary restriction of a youth alone, other than during normal sleeping hours or facility-wide lockdowns, in a cell, room, or other area.

### VI. PROCEDURES

- A. Permissible Use – Staff may use room confinement only when a youth's behavior threatens imminent harm to self or others (including property destruction that presents a threat of imminent harm to self or others), and only after staff have tried less restrictive techniques to bring the situation under control (e.g., talking with the youth to de-escalate the situation; bringing in mental health professionals to talk with the youth). As soon as the threat to self or others no longer exists (e.g. the youth regains self-control), staff must remove the youth from room confinement and return him or her to facility programming.
- B. Prohibited Use – Staff shall never use room confinement for the following purposes:
  - a. Discipline or punishment;
  - b. Administrative convenience;
  - c. Staffing shortages;
  - d. As a substitute for programming.
- C. Required Authorization – In order to place a youth in room confinement, staff must obtain verbal authorization from the appropriate manager on duty. Within 15 minutes of the use of room confinement, written authorization by email must be obtained by the official who gave verbal approval. If the Superintendent or designee did not give the initial authorization, he or she must be contacted by the authorizing official within 30 minutes of the use of room confinement.



- D. **Staff Responsibilities During Use of Room Confinement** – Staff may use room confinement only for the briefest amount of time necessary to bring the situation under control and not for a time to exceed 6 hours. At the time the youth is placed in room confinement, staff must inform the youth the reason for room confinement and the fact that he or she will be released upon regaining self-control (i.e., the youth's behavior ceases to threaten imminent harm to self or others). While a youth is in room confinement, staff shall provide one-on-one crisis intervention and observation, and access to water, toilet facilities and hygiene supplies. Additionally, staff shall provide direct and continual supervision never leaving the youth in room confinement unsupervised for longer than 15 minutes.
- E. **Behavioral Health** – Within one hour of placing a youth in room confinement, medical and/or behavioral health staff must perform a mental health assessment.
- F. **Documentation** – Staff shall document all incidents in which room confinement is used.
- a. **Room Confinement Log** – Staff must document: the youth's name; date and time the youth was placed in room confinement; a description of the conditions leading to the use of room confinement; alternative actions to room confinement that were attempted and found unsuccessful or the reason that alternatives were not possible; the name and position of the person authorizing room confinement; observations of the youth while on room confinement at 15-minute intervals or less, including any reason for determining that continued room confinement is necessary; and the date and time the youth was released from room confinement.
  - b. **Incident Reports** – Staff, who witnessed the events that led to room confinement, must prepare an Incident Report in accordance with the DYRS Unusual Incident Reporting policy.
- G. **Violations of this policy may be cause for discipline, in accordance with the District of Columbia Personnel Manual, up to and including termination. Such violations include, but are not limited to:**
- a. The improper use of room confinement (e.g., use without authorization or for longer than necessary);
  - b. The failure to ensure that youth promptly receive medical attention after the use of room confinement; and
  - c. The failure to complete proper documentation and/or reports as required.



Approval of the Agency Director:

A handwritten signature in cursive script, appearing to read "John T. Perry", is written over a horizontal line.

DYRS Director

11/8/18  
Date



COUNCIL OF THE DISTRICT OF COLUMBIA  
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**Agency Operations 8**

8. Please provide: a) a definition of “mental health worker”; b) the number of mental health workers available at each DYRS residential facility; c) the number of hours per week each mental health worker is at each facility; d) the job description for each mental health worker; e) the credentials of each mental health worker, and f) the number of times a mental health worker has been requested due to youth being separated from other youth or staff.

*Mental Health Specialists serve as a member of the clinical multi-disciplinary treatment team, which develops, implements, and supports a comprehensive treatment plan for any youth identified as needing behavioral health services. The Mental Health Specialist provides direct clinical care in conducting mental health screenings, assessment, diagnosis, treatment planning, individual, group, family counseling, crisis intervention, treatment coordination and clinical case management on a multi-disciplinary treatment team to detained or committed youth with serious behavioral health needs. Each one is Master’s or Doctoral prepared and independently licensed as clinical social worker, professional counselor, or clinical psychologist. \*Job description is affixed as an Appendix*

*The Youth Services Center (YSC) is staffed with five mental health specialists and one program manager. Each mental health specialist works onsite 40 hours per week and rotate on call duties to ensure mental health consultation is available around the clock.*

*New Beginnings Youth Development Center (NBYDC) is staffed with six mental health specialists and one program manager. Each mental health specialist works onsite 40 hours per week and rotate on call duties to ensure mental health consultation is available around the clock.*



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**General Questions 8**

8. Please list all memoranda of understanding (MOU) entered into by your agency during FY18 and FY19, to date, as well as any memoranda of understanding currently in force. For each, indicate the date entered and the termination date.

YEAR	Agencies	Date*
2018	DYRS-DCHR	10/23/2017
	DYRS-DCPS	3/20/2018
	DYRS -DGS	10/28/2018
	DYRS-DHS	12/14/2017
	DYRS-DOH	6/26/2018
	DYRS-OCA	10/17/2017
	DYRS-OCTO	11/16/2017
	DYRS-ONSE	1/19/2018
	DYRS-OSSE \$64k	5/16/2018
	DYRS-OSSE \$118k	1/18/2018
	DYRS-OSSE \$287k	1/8/2018
	DYRS -OUC \$22.9k	11/21/2017
	DYRS -OUC \$93k	11/21/2017
	DYRS -OVSJG \$19k	1/25/2018
	DYRS -OVSJG \$84.9k	1/24/2018
DRYZ-DCHR Fellows	3/23/2018	
2019	DYRS-DCHR	Pending
	DYRS-DCPS	11/28/2018
	DYRS -DGS	Pending



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DYRS-ONSE	1/2/2019
DYRS-OSSE \$16k	1/3/2019
DYRS-OSSE \$48.9k	12/20/2018
DYRS-OSSE \$287.5k	4/13/2017
DYRS -OUC \$236.8k	11/29/2018
DYRS -OVSJG \$19.04k	Pending
DYRS -OVSJG \$22k	12/14/2018

*\*Dates indicate start date, as all MOUs terminate at the end of the fiscal year.*



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**Personnel 8**

8. Please describe how long DYRS typically take to respond to complaints raised through the Office of Employee Accountability.

*Answers to complaints from the Office of Employee Appeals are prescribed by rule. DYRS complies with the rules and generally files answers within 30-45 days of receipt of the complaint.*



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 PREHEARING QUESTIONS AND ANSWERS**



**Services for Committed Youth 8**

8. Please describe the agency’s efforts in FY18 and FY19, 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.

*DYRS facilities and Achievement Centers train staff on gender-responsive programming and understanding the needs of this population. Also, the agency has progressive policies on this topic in the facilities. Our facility policy titled LGBTQI, was designed to provide this population a safe, healthy, accepting environment for LGBTQI youth, and to prevent harassment and discrimination against youth who self-identify or are perceived as LGBTQI. The policy is also a very progressive policy in that it allows LGBTQI youth the freedom of expression and the ability to program with the gender in which they identify.*



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Tracking Youth Success 8**

8. For FY18 and FY19, to date, please provide the number, and percentage, of DYRS committed youth, who, prior to or during their commitment:

*Positive outcomes for youth committed to the agency are the result of a network of positive supports and services. A single placement, service, or person is unlikely to have been the sole reason for the success of a young person. While outcomes listed throughout this document have been provided by type of initiative, DYRS believes it is the good work of the entire agency and its staff that result in all of the outcomes of youth. These outcomes are also likely undercounts because we often rely on youth to self-report.*

*In addition, DYRS does not calculate the percentages of youth who achieve these outcomes because not every youth committed to the agency would be eligible. For example, a 15-year-old in grade 9 would not be eligible to earn a high school diploma.*

- a. Of those eligible, were registered to vote;
- b. Of those eligible, were registered with Selective Services;
- c. Received their high school diploma or a GED;
- d. Achieved an employer recognized professional certification;
- e. Received subsidized employment for more than 3 months;
- f. Attained unsubsidized employment for more than 3 months; or,
- g. Been accepted to a post-secondary educational institution.

Milestones Committed Youth		
	FY18	FY19 (to 2/4/19)
Registered to Vote*	9	0
Selective Services	0	0
GED/HS Diploma	9	0
Certifications	9	0
Sub Emp >90days	16	7
Unsub Emp > 90 days	7	6
Accepted to Post-secondary Institution	4	0

\*May include youth whose commitments recently expired





COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS



Agency Operations 9

9. Please describe any steps the agency took in FY18 and FY19, to date, to improve the transparency of agency operations.
- *Proactive media efforts – including television, newspaper, radio, and social media – to emphasize work in the community.*
  - *Community events to help highlight the Agency's positive youth development work and emphasis on community service.*
  - *Continued publication of a biweekly newsletter that reaches approximately 3000 people.*
  - *Employee Town Halls*
  - *Parent and family engagement forums*



COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS



**General Questions 9**

9. 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 FY18 and FY19, to date.

*DYRS has continued its efforts to collaborate on issues related to Juvenile Justice reform with agencies in other jurisdictions, federal agencies, and non-governmental organizations. Examples include:*

- *Hosting Agency tours for Juvenile Justice Agencies from around the world.*
- *Visiting detention facilities, treatment centers, and community-based youth programs in other jurisdictions.*
- *Training and sharing information with other jurisdictions and organizations utilizing Violence Interruption Programs.*
- *Facilitating a bi-monthly meeting with local leaders from various non-profits that advocate on behalf of youth in the District's Juvenile Justice System.*
- *Funding grants for various local non-profit groups to provide community-based services for youth through our DC YouthLink and Credible Messenger programs.*
- *Partnering with the Georgetown University Center for Social Justice Research, Teaching & Service After School Kids Program (ASK) to engage and tutor Agency youth.*



COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS



**Placement and Monitoring 9**

9. Please provide any reports provided by the lead entity, organization, or contractor with regard to outcomes or success of their programs.

*DYRS discontinued a pay for outcome framework in FY16 resulting in reports being discontinued.*



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Tracking Youth Success 9**

9. For FY18 and FY19, to date, please provide the number, and percentage, of DYRS committed youth, who, during their commitment:
- a. Received mentoring services;
  - b. Received tutoring services;
  - c. Received family counseling;
  - d. Received substance abuse treatment;
  - e. Received a health screening;
  - f. Received mental health services;
  - g. Participated in restorative justice; or
  - h. Received conflict resolution or mediation services.

	<i>FY18</i>		<i>FY 19 ytd</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
<i>Mentoring</i>	<i>294</i>	<i>88%</i>	<i>195</i>	<i>84%</i>
<i>Tutoring</i>	<i>88</i>	<i>26%</i>	<i>14</i>	<i>6%</i>
<i>Family Counseling</i>	<i>36</i>	<i>11%</i>	<i>-</i>	<i>-</i>
<i>Substance Abuse</i>	<i>71</i>	<i>21%</i>	<i>-</i>	<i>-</i>
<i>Health Screening</i>	<i>188</i>	<i>56%</i>	<i>104</i>	<i>43%</i>
<i>Mental Health Services</i>	<i>163</i>	<i>49%</i>	<i>39</i>	<i>16%</i>
<i>Restorative Justice/Conflict Resolution/Mediation*</i>	<i>32</i>	<i>10%</i>	<i>6</i>	<i>3%</i>

*\*In FY17, DYRS changed its approach to tracking restorative justice/conflict resolution/mediation to align more closely with restorative practices.*

*\*In FY19, DYRS no longer provided specific family counseling or substance abuse treatment services through the community programming initiative, but other services (such as credible messenger) may provide similar services through their programs. Youth may also receive these services outside of DYRS provided programming such as a Core Service Agency.*

**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF YOUTH REHABILITATION SERVICES  
POLICY AND PROCEDURES MANUAL**

<b>POLICY NUMBER:</b>	<b>IV.c.3.i.</b>
<b>RESPONSIBLE OFFICES:</b>	<b>Facilities</b>
<b>EFFECTIVE DATE OF POLICY:</b>	<b>September 7, 2016</b>
<b>SUPERSEDES POLICY:</b>	<b>YSA 9.16; YSA 9.6</b>
<b>SUBJECT:</b>	<b>Use of Mechanical Restraints</b>

## **I. PURPOSE**

The purpose of this policy is to protect the safety and security of youth, staff, and visitors at the Youth Services Center (YSC) and the New Beginnings Youth Development Center (NBYDC) by limiting the use of mechanical restraints to situations when they are absolutely necessary.

## **II. POLICY**

DYRS is committed to protecting the safety and security of youth, staff and visitors at YSC and NBYDC. DYRS recognizes that the use of mechanical restraints can be dangerous to all involved, and can harm youth-staff relationships which ultimately impacts facility safety and security. In order to limit injuries to youth and staff, foster positive youth-staff relationships, and comply with national standards and best practices, DYRS staff at YSC and NBYDC must abide by the following guidelines with respect to the use of restraints:

- A. With limited exceptions, handcuffs are the only type of mechanical restraint that may be used in the facility, and are permitted only in the narrow circumstances listed below;
- B. Handcuffs may only be used after all less restrictive de-escalation strategies have been exhausted and when it is clear that less restrictive methods of control are not feasible. These strategies include verbal de-escalation techniques, approved physical intervention techniques and interventions by behavioral health staff. Further, handcuffs are permitted only in the following circumstances:
  - o When a youth's behavior threatens imminent harm to self or others, and only after staff have tried less restrictive techniques to bring the situation under control;
  - o During transportation to and from the facility in order to prevent injury or escape; and
  - o During facility emergencies, but only in order to prevent self-injury, injury to others, or escape.
- C. Handcuffs may be used only for the amount of time necessary to bring the situation under control or to prevent injury or escape, and must be removed as soon as the situation giving rise to the need for handcuffs is no longer present;

- D. The use of restraints requires authorization from the highest ranking official on facility grounds at the time, and prompt notification to the Facility Superintendent or designee;
- E. Youth shall never be restrained to fixed objects (e.g., beds, walls, vehicles) or to other youth;
- F. Restraints shall never be used for punishment or retaliation, or as substitutes for adequate programming or services;
- G. Staff must ensure that the youth is assessed by a medical professional during and after an incident involving the use of restraints, except in instances of routine transport;
- H. All incidents involving the use of restraints shall be documented by staff and reviewed by facility management.

Violations of this policy are cause for corrective or adverse action as provided by the District of Columbia Personnel Manual, including up to termination.

### **III. AUTHORITY**

This policy is governed by all applicable District of Columbia and Federal law including: DYRS Establishment Act (2004); D.C. Official Code §§ 2-1515.01 *et seq.* (2008); and the District of Columbia Personnel Manual.

### **IV. SCOPE**

This policy shall apply to all DYRS employees, contractors, and volunteers at the Youth Services Center and New Beginnings Youth Development Center.

### **V. PROCEDURES**

- A. Handcuffs - Except as otherwise detailed in this policy, the only type of restraints that may be used in the facility are handcuffs. Staff may use handcuffs on youth residents only in the following circumstances:
  - a. Threat of Imminent Harm: Staff may use handcuffs when a youth's behavior threatens imminent harm to self or others (including property destruction that presents a threat of imminent harm to self or others). Handcuffs may be used only after staff have tried less restrictive techniques to bring the situation under control (e.g., talking with the youth to de-escalate the situation; bringing in mental health professionals to talk with the youth). As soon as the threat to self or others no longer exists (e.g., the youth regains self-control), staff must remove the handcuffs immediately.
  - b. Transportation: During transportation to or from the facility, staff may use appropriate restraints on residents to prevent injury or escape, including belly belts/chains and leg irons. Staff shall not use belly belts/chains or leg shackles on pregnant girls, and under no circumstances may leg irons be used to attach a youth to another child or object.



- c. Facility Emergencies: During facility emergencies, staff may use handcuffs to prevent injury or escape. Staff must remove handcuffs immediately after the youth is in a safe place and under control (e.g., placed in his or her room).
- B. Prohibited Restraints - The following types of restraints are strictly prohibited at YSC and NBYDC:
- a. Chemical agents, including pepper spray, tear gas and mace;
  - b. Chemical or medical restraints;
  - c. Four or five-point restraints;
  - d. Straightjackets;
  - e. Restraint chairs;
  - f. Belly belts/chains or leg irons on pregnant girls; and,
  - g. Belly belts/chains or leg irons on youth who are not being transported or prepared for transportation.
- C. Required Authorization – In order to use mechanical restraints, staff must obtain verbal authorization from the highest ranking official on facility grounds at the time, including up to the Facility Superintendent. Within 5 minutes of the use of restraints, written authorization must be obtained from the official who gave verbal approval. If the Facility Superintendent or designee did not give the initial authorization, he or she must be contacted by the authorizing official within 15 minutes of the use of restraints.
- D. Staff Responsibilities During Use of Restraints – Staff may use restraints only for the amount of time necessary (but no longer than 15 minutes) to bring the situation under control or to prevent injury or escape. At no time may staff restrain youth to fixed objects (e.g., beds, walls, vehicles) or to other youth. At the time restraints are applied, staff must inform the youth the reason for using the restraints and the fact that he or she will be released upon regaining self-control (i.e., the youth's behavior ceases to threaten imminent harm to self or others). While a youth is in restraints, staff shall provide one-on-one crisis intervention and observation, and access to water, toilet facilities and hygiene supplies. Staff shall never leave youth who are in restraints alone or unsupervised. If the threat of harm continues beyond 15 minutes, the staff member shall immediately notify the Superintendent, Deputy Superintendent, or the Shift Commander if the Superintendent or Deputy Superintendent is not available. The Superintendent, Deputy Superintendent or the Shift Commander shall go the scene to assess and determine whether continued use of mechanical restraints is necessary to prevent harm.
- E. Medical Attention – Immediately upon the use of restraints, staff must notify a medical professional. Upon notification that a restraint episode is occurring, a medical professional shall review the youth's health record for any contraindications or accommodations required, which if present, shall be immediately communicated to direct care staff. Medical staff shall also immediately go to the scene and conduct a mini mental status assessment, including assessment of the orientation and emotional state of the youth. For the entire duration of the medical episode, the practitioner shall monitor the youth's physical status,

including: pulse, respiratory rate, circulation, pressure of apparatus, and other pertinent vital signs at least every 15 minutes. Upon removal of restraints, the practitioner shall assess youth for bruising. The practitioner shall consult with direct care and behavioral health staff. If a medical or mental health professional believes that the level of crisis service needed is not available in the current environment, the youth shall be transported to a location where those services can be obtained (e.g., facility's medical unit; hospital). If a qualified medical professional believes that it is medically necessary to remove or loosen the mechanical restraints because they are causing harm to the youth, staff shall remove the restraints immediately.

- F. Documentation – Staff shall document all incidents in which handcuffs are used (except when used for transportation purposes) on the Restraint Review Form which shall be submitted to the Compliance Specialist(s) by the end of the shift. The form must include: the youth's name; date and time of the incident; description of the incident; amount of time in handcuffs; description of any injuries sustained; confirmation of provision of medical attention, including the time medical was notified and the time medical staff arrived; signature of person(s) authorizing the use of handcuffs; signature of person providing medical attention; and signature of Superintendent or designee. A copy of this form shall be kept in the youth's record. Additionally, in every instance where handcuffs are used (except when used for transportation purposes), each staff member participating in or observing the incident shall before the end of their tour of duty file a complete written report (i.e., Unusual Incident Report) describing the incident, the type of restraints utilized, the amount of time the youth remained in restraints, and the reason and necessity for restraining the youth, including attempts to use less restrictive techniques. Medical practitioners shall document their assessments in the youth's medical record and provide follow up as indicated.
- G. Notice Requirements – Whenever restraints are used on a youth (in instances other than transportation), a staff person designated by the Facility Superintendent shall notify the youth's legal guardian and attorney of record.
- H. Review of Incidents – The Facility Superintendent or designee shall regularly review all incidents in which youth are placed in restraints to identify issues needing policy clarification, to develop targeted staff training, and to provide feedback to staff on effective crisis management. Staff and youth involved in restraint incidents shall undergo an immediate debriefing process with facility management and medical and behavioral health staff to explore what might have prevented the need for restraints and alternative ways of handling the situation.
- I. Discipline – Violations of this policy are cause for corrective or adverse action as provided by the District of Columbia Personnel Manual, including up to termination. Such violations include, but are not limited to:
  - a. The improper use of restraints (e.g., use without authorization or for longer than necessary);



- b. The use of prohibited restraints;
- c. The failure to ensure that youth promptly receive medical attention during and after the use of restraints; and
- d. The failure to complete and file reports as required.

**Approval of the Agency Director:**

  
\_\_\_\_\_  
DYRS Director

9.7.16  
\_\_\_\_\_  
Date



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**General Questions 10**

**10. Please list all currently open capital projects for DYRS, including an update on all capital projects under its purview in FY18 and FY19, including the amount budgeted, actual dollars spent, and any remaining balances. In addition, please provide:**

- a. *Please find below an update on all capital projects begun, in progress, or concluded in FY18 and FY19, to date, including the amount budgeted, actual dollars spent, and any remaining balances.*

<b>FY18 – FY19 Capital Projects</b>							
<b>Project</b>	<b>Title</b>	<b>Status</b>	<b>Budgeted</b>	<b>Total Project Cost</b>	<b>Remaining Balance</b>	<b>Funds Available for Reprogramming</b>	<b>Notes</b>
SH737C	NBYDC HVAC and Demising Walls	Completed	\$4,387,192	\$3,735,208	\$651,192	\$0	Project required acceleration an additional cost is being calculated
SH740C	YSC Security	Design/Scope Development	\$2,997,800	\$2,997,800	\$2,997,800	\$0	Encumbrances will be submitted soon

- b. **An update on all capital projects planned for FY18, FY19, FY20, FY21, and FY22.**

*There are no other projects planned at this time.*



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Placement and Monitoring 10**

10. Please provide the following for youth committed to DYRS:

- a. The total number of committed youth monitored by GPS in FY17, FY18 and FY19, to date;

Total # of Committed Youth Monitored by GPS		
	Unique Youth	Total Enrollments
<b>FY 2017</b>	200	432
<b>FY 2018</b>	169	368
<b>FY 2019YTD (2.4.19)</b>	95	169

- b. The percentage of committed youth monitored by GPS in FY17, FY18 and FY19, to date;

% of Committed Youth (ADP) Monitored by GPS	
<b>FY 2017</b>	13.9%
<b>FY 2018</b>	9.8%
<b>FY 2019YTD (2.4.19)</b>	12.7%
% of Committed Youth ever Monitored by GPS in year	
<b>FY 2017</b>	56.0%
<b>FY 2018</b>	50.4%
<b>FY 2019YTD (2.4.19)</b>	38.9%

- c. The cost to the agency of the electronic monitoring system in FY17, FY18 and FY19, to date;

*FY17*    \$64,697.00  
*FY18*    \$24,473.26  
*FY19*    \$9,835.30

- d. The way in which the agency utilizes electronic monitoring data; and  
*Electronic monitoring and GPS are not used in isolation of programming, supports, and services from the agency. It is used as part of DYRS' approach to behavior management in the community.*



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*The agency uses electronic monitoring data to make decisions about dedicating resources, staffing, and programming in the community to help ensure success. The agency monitors the use of electronic monitoring on a daily basis and reviews trends regularly.*

- e. A description of all crimes committed by committed youth monitored by GPS in FY17, FY18 and FY19, to date.

<b>FY17 - Arrests while on GPS</b>	<b>#</b>
Assault W/I to Commit Other Offense	1
Assaultive Behavior	1
Bail Reform Act-Misd	2
Carry Pistol W/O Lic- Outside Home/Business	1
Destruction of Property	1
Fugitive From Justice	1
Robbery	2
Robbery While Armed	1
Sexual Abuse Misdemeanor	1
Unauthorized Use of Vehicle	2
Unlawful Entry	2
<b>Grand Total</b>	<b>15</b>
<b>FY18 - Arrests while on GPS</b>	<b>#</b>
Armed Carjacking	1
Assault W/I to Rob	1
Assaultive Behavior	2
Asslt. W/I to Commit Other Offense	1
Attempt to Commit Robbery	2
First Degree Child Sex Abuse	1
Murder I	1
Robbery	6
Theft in 2Nd Degree	1
Unauthorized Use of Vehicle	1
<b>Grand Total</b>	<b>17</b>
<b>FY19YTD (Jan1) - Arrests while on GPS</b>	<b>#</b>
<b>Grand Total</b>	<b>0</b>



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Services for Committed Youth 10**

**10. Please describe any programs or services that the agency provided to the families of committed youth in FY18 and FY19, to date, to build the capacity of families, to develop parenting skills, or to otherwise engage families in their children’s rehabilitation. For each program or activity identified, please also provide:**

- a. The nature of the program or activity;**  
*See attached spreadsheet*
- 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.**

*In addition, the following is an outline of the Anchored in Strength Family Program initiated by DYRS in FY17 to address the needs of families of youth committed/post-committed to the agency.*

*The Family Engagement Team is comprised of one parent leader (Lesla Holmes), one Credible Messenger Family Engagement Specialist (Monique Coles), Program Manager (Yvonne Williams) Restorative Justice Coordinator (Rashida George), Program Manager – Achievement Center (Emmett Irby), one Elder (Jenise Patterson, joined in July 2018) and Family Engagement Consultant (Princess Whitaker Taylor). The FE team is an amazing group of caring adults who embody the mission of DYRS and are invested in the growth and development of all families entrusted in the care of the agency. Power is given to the assignment of family engagement by the individual roles of each team member which yields a greater scope of support, enhancements, and resources for families. This team has convened more than fifty-two times over the course of FY18, in order to strategize and assure that families have optimal engagement experiences and countless opportunities for healing and continued growth.*

*In accordance with the FY 2018 Strategic Plan – The Family Engagement Team accomplished nine out of the eleven goals outlined.*

*1. Development of Parent Advisory Group  
Parent Leaders (Lesla Holmes, Monique Coles, Karen Parker) have emerged from the core group with intentional guidance and support to new as well as returning parents. These are the*



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*parents who fill in the gaps, provide guidance, and give voice to the quiet who are not yet acclimated to the justice system. Taking the helm of leadership in facilitating the group process regularly, and/ or as needed.*

*2. Develop Parent Manual*

*Led by the Founder and President of Front of the Bus – Julianne C. Johnson, The Family Engagement Team, in collaboration with the agency’s secure programming staff authored and completed a detailed family manual in only six weeks, to provide parents/ guardians a guide to navigate and elevate within the justice system. The Manual went live on the DYRS Web site on 12/31/18, per the directive of Council.*

*3. Create Family Contracts*

*This goal was not accomplished. However further dialogue amongst the FE team will determine feasibility and parameters.*

*4. Increase Anchored in Strength Parent/ Guardian Support Group*

*AIS Support Groups convened weekly to accommodate the needs and schedules of a wide array of family dynamics and schedules. In addition to the weekly groups, parent led noon day groups were implemented twice monthly.*

*5. Parent Advocacy Training*

*The Department of Behavioral Health provides an eighteen-week Family Peer Specialist Certification Class for system involved parents who endeavor to learn and/or strengthen their advocacy skill sets. Parent are provided a stipend and upon completion of the classes, Family Peer Specialist Certifications. Three AIS Parent Leaders have completed the classes and received certificates. However, none of the AIS parents received certificates in 2018. It is expected that FY 2019 will yield greater results.*

*6. Increased engagement with Covenant of Peace*

*AIS merged with two COP events in FY2018 to expand the parent’s knowledge and implementation of the seven pillars of social - emotional and community safety. The seven pillars remain a baseline and point of reference for the ongoing structure and tone of family engagement.*

*7. Collaboration with other child serving agencies re: community supports available post commitment.*

*AIS parents have been consistently been referred and guided through the various processes of DOES and UDC, as well as informed and registered for various certification classes provided by the DYRS workforce Development Department. Collaboration with the Achievement Centers is ongoing.*

*8. Empower Parents for Group Facilitation*

*Anchored in Strength noon day groups sessions are facilitated by a Parent Leader, Lesa Holmes. Evening group sessions have been facilitated by Parent Leader Monique Coles occasionally.*

*9. Parent Facilitation of COP Pillars*

*Parents have been introduced and engaged in all pillars of COP. Parent leaders are facilitating the spirit of the pillars throughout various events.*



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*10. Engage in Community Service Projects*

*AIS participants have agreed to collaborate with the Achievement Center's Community Service projects quarterly.*

*11. Continue relationship building efforts around social justice for youth and families in juvenile justice.*

*AIS have enjoyed many exploratory opportunities to learn and connect with their innate strength and resilience through civil rights tours, presentations and ongoing dialogue about the critical influences of social justice icons, and events.*

*With respect to quantitative data, fifty-three parent support group sessions were convened within FY18. The data base which is the electronic data system utilized to invite and remind parents to attend AIS increased to one hundred and eight participants, forty - six new participants were added in 2018. The average participants for the evening sessions – depending on the location increased from approximately fifteen parents to twenty-two parents for the evening sessions; four parents to approximately nine parents for the noon day sessions.*

*Over the course of the FY 18 – The Parent Leaders experienced enormous personal development, such as employment, education attainment, and even engaged in deeper levels of personal therapeutic services.*

*AIS has been a consistent catalyst for parents/ guardians/ caregivers to experience a safe space to explore and manage their personal and familial challenges while discovering their inherent strengths and resilience. To this extent, there have been several notable accomplishments realized by various group participants both individually and collectively:*

- Increased civic knowledge and responsibility; eight teen parents completed two very intensive social justice exploratory tours;*
- Engaged in community/ panel discussion with the Campaign for Youth Justice and DC Alliance of Youth Advocates while learning the effects of mass incarceration and examining the intersection of juvenile justice and youth advocacy, after viewing the film, They Call us Monsters;*
- One parent has completed the five days, thirty – five hours of Restorative Justice Circle Facilitation Certification Training;*
- Increased parent enrollment in school and other certification classes;*
- Several parents retained employment;*
- One parent became a Court Appointed Special Advocate;*
- Twelve parents engaged in prosocial learning through the arts – Two Trains Running, August Wilson Play about maintaining a strong community;*





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- *Increased emphasis on self - care, health and wellness as related to healthier food choices and exercise.*
- *Increased understanding or Restorative Justice Philosophy;*
- *Ten parents travel to New York to participate in the National Action Network Conference; a civil rights organization founded by Rev Al. Sharpton.;*
- *Numerous parents benefit from the vocational course studies offered through the DYRS Achievement Centers;*
- *A renewed awakening of their individual and familial strengths which translate to stronger healthier communities that work together for the good of the whole in all domains of life existence; spiritual, emotional, mental, physical, and financial;*
- *Increased mindfulness of the correlation between time management and financial management;*
- *Notable improvements for many with respect to emotional balance;*
- *Increased and renewed respect/ honor for the elder population;*
- *Increased collaboration with Care Coordinators and Credible Messengers; and*
- *Parents engaged in two healing retreats fall (Restorative Justice, Restore, Rebuild, Repair) and spring Restoration of Needs and Wants – with specific attention and circle tailored to men.*





**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF YOUTH REHABILITATION SERVICES  
POLICY AND PROCEDURES MANUAL**

<b>POLICY NUMBER:</b>	<b>IV.c.3.ii.</b>
<b>RESPONSIBLE OFFICES:</b>	<b>Facilities</b>
<b>EFFECTIVE DATE OF POLICY:</b>	<b>September 7, 2016</b>
<b>SUPERSEDES POLICY:</b>	<b>YSA 9.14; YSA-III.2-002</b>
<b>SUBJECT:</b>	<b>Use of Physical Intervention</b>

**I. PURPOSE**

The purpose of this policy is to protect the safety and security of youth, staff, and visitors at the Youth Services Center (YSC) and the New Beginnings Youth Development Center (NBYDC) by limiting the use of physical intervention to situations when absolutely necessary.

**II. POLICY**

DYRS is committed to protecting the safety and security of youth, staff and visitors at the YSC and NBYDC. DYRS recognizes that the use of physical intervention against youth can cause serious psychological, physical, and developmental harm to residents, as well as deleterious effects on youth-staff relationships which ultimately impacts facility safety and security. In order to limit injuries to youth and staff, foster positive youth-staff relationships, and comply with national standards and best practices, DYRS staff at the YSC and NBYDC must abide by the following guidelines regarding the use of physical intervention:

- A. Staff may use physical intervention against a youth only when the youth's behavior threatens imminent harm to the youth or others, or to prevent escape, and only after alternative verbal interventions have been exhausted or are impossible;
- B. If use of physical intervention is necessary, staff shall only use approved defensive physical intervention techniques and use only the amount of force necessary to ensure the safety of youth and others or to prevent escape;
- C. Only staff specifically trained in the application of physical intervention may use such techniques;
- D. Any youth against whom force has been used shall be promptly examined by a member of the medical staff. This includes every application of force, regardless of the amount of force used. This policy applies regardless of whether the youth claims injury or staff believes the youth has been injured; he/she is still to be examined by a medical staff.

- E. All incidents involving the use of physical intervention shall be documented by staff and reviewed by facility management.

Violations of this policy are cause for corrective or adverse action as provided by the District of Columbia Personnel Manual, including up to termination.

### **III. AUTHORITY**

This policy is governed by all applicable District of Columbia and Federal law including: DYRS Establishment Act of 2004, D.C. Official Code §§ 2-1515.01 through 2-1515.10 (2001); and District of Columbia District Personnel Manual §16.

### **IV. SCOPE**

This policy shall apply to all DYRS employees, contractors, and volunteers at the Youth Services Center and New Beginnings Youth Development Center.

### **V. DEFINITIONS**

Physical intervention – Direct physical contact applied to youth in order to restrict movement or to disengage from harmful behavior; for the purposes of this policy, physical intervention does not include the gentle touching of the arm, elbow, shoulder or back for the purpose of directing youth from one location to another; note that the use of instruments of restraint (e.g., handcuffs) is governed by the DYRS Policy on Use of Restraints.

Excessive physical intervention – The use of physical intervention in a degree, level or manner that is unreasonable or unwarranted under the circumstances, including using more force than necessary to ensure the safety of youth and others.

### **VI. PROCEDURES**

- A. Use of Force – Staff may use physical intervention against a youth only when the youth's behavior threatens imminent harm to the youth or others (including property destruction that presents a threat of imminent harm to self or others), or to prevent escape. Use of physical intervention against youth shall be a method of last resort utilized only when alternative interventions (e.g., verbal de-escalation techniques) have been exhausted or are impossible under the circumstances. If use of physical intervention is necessary, staff shall only use approved defensive physical intervention techniques (e.g., evasion and deflection maneuvers or holding techniques that immobilize the body without locking joints or using pressure points) and use only the amount of force necessary to ensure the safety of youth and others or prevent escape. Only staff specifically trained in the application of physical intervention may use such techniques.

- B. Prohibited Use of Force - The following types of force are strictly prohibited at the YSC and NBYDC:
- a. Pressure point control or pain compliance techniques in which staff apply pain as the primary method of controlling youth, including but not limited to holds that result in an abnormal rotation, extension or flexion of a joint, or restriction of blood circulation or breathing.
  - b. Hitting youth with a closed fist, throwing youth into a wall or floor, pulling a youth's hair, or kicking or striking youth, including blows to the head;
  - c. Chokeholds;
  - d. Hogtying youth (i.e., placing youth in prone positions with arms and legs restrained behind the back) or placing youth in restraints in other uncomfortable positions;
  - e. Any form of excessive physical intervention, deliberate physical abuse, or physical intervention used as coercion, punishment, or retaliation;
  - f. Use of instruments of restraint prohibited by the DYRS Policy on Use of Restraints; and
  - g. Any other unapproved form of physical intervention or intervention which staff have not received training to apply.
- C. Medical Attention – Immediately following the use of physical intervention, staff must notify a medical professional. Staff must ensure that the youth is promptly examined by a medical professional, whether or not injury is visible.
- D. Documentation – Any staff who witnesses, participates in, or has knowledge of incidents of physical intervention shall before the end of their tour of duty file a complete written report (i.e., Unusual Incident Report) describing the incident, the type of force utilized, and the necessity for using physical intervention, including attempts to use less restrictive techniques.
- E. Review of Incidents – The Facility Superintendent or designee shall regularly review all incidents in which physical intervention is used against youth to identify issues needing policy clarification, to develop targeted staff training, and to provide feedback to staff on effective crisis management. Staff and youth involved in use of physical intervention incidents shall undergo an immediate debriefing process with facility management and health staff to explore what might have prevented the need for force and alternative ways of handling the situation.
- F. Training – Staff shall receive regular training in conflict management, de-escalation of confrontations, crisis intervention, management of assaultive behavior, and the facility's continuum of methods of control. This includes training staff on situations in which use of physical intervention is justified,



permitted methods of physical intervention, appropriate techniques for application of force, and guidance in deciding what level of force to use if it becomes necessary.

- G. Discipline – Violations of this policy are cause for corrective or adverse action as provided by the District of Columbia Personnel Manual, including up to termination. Such violations include:
- a. The impermissible use of physical intervention;
  - b. The failure to complete and file reports when required (i.e., staff who witness, are participants in, or have knowledge of incidents of improper use of force); and
  - c. The failure to ensure that youth promptly receive medical attention after the use of force.

**Approval of the Agency Director:**

  
\_\_\_\_\_  
**DYRS Director**

9.7.16  
\_\_\_\_\_  
**Date**



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**General Questions 11**

11. Please provide, as an attachment, a list of all budget enhancement requests (including, but not limited to capital improvement needs), for FY18 and FY19, to date. For each, include a description of the need and the amount of funding requested.

*DYRS works with the Mayor's Office of Budget and Performance Management and our assigned Deputy Mayor to develop our budget. The FY18 and FY19 agency budgets submitted as part of the Mayor's budget submissions reflect those efforts.*

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**COUNCIL OF THE DISTRICT OF COLUMBIA  
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**Placement and Monitoring 11**

11. For the Youth Services Center, for FY17, FY18 and FY19, to date, please provide a monthly breakdown of the average daily number of youth, the average length of enrollment of youth, and the average daily enrollment of youth by the following categories:
- a. Detained youth;
  - b. Committed youth;
  - c. Detained/committed youth;
  - d. Overnight youth;
  - e. Title 16 youth; and
  - f. Total youth.

*Title-16 youth rarely spend time at YSC. All but 3 enrollments at YSC for Title 16 youth between October 1, 2016 and February 2019 were for 3 days or less. For that reason, those enrollments are not broken out in the tables below, but rather those youth are included in the respective category of overnights, detained, or committed/detained.*

Period	Average Daily Populations				
	Average Daily Population (Detained Youth)	Average Daily Population (Overnight Youth)	Average Daily Population (Committed/Detained)	Average Daily Population (Committed Youth)	Average Daily Population (All Youth)
October 2016	86.8	3.7	1.9	1.9	94.4
November 2016	79.9	4.1	1.3	2.0	87.3
December 2016	73.2	3.7	0.7	1.6	79.3
January 2017	90.5	3.4	1.1	2.3	97.2
February 2017	90.3	4.6	1.9	4.7	101.6
March 2017	89.0	3.0	2.4	4.0	98.4
April 2017	84.1	3.5	1.7	1.6	90.9
May 2017	63.9	3.6	1.6	3.5	72.6
June 2017	68.2	4.5	2.0	3.4	78.0
July 2017	47.1	3.3	3.6	3.8	57.8
August 2017	47.6	3.8	4.5	0.9	56.7
September 2017	51.4	3.0	4.1	2.4	60.9
October 2017	43.3	3.9	5.8	3.1	56.1
November 2017	35.8	3.8	5.3	3.9	48.8
December 2017	29.6	3.6	4.5	6.5	44.3



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January 2018	29.7	3.4	5.9	1.9	40.9
February 2018	29.1	4.6	5.7	5.1	44.5
March 2018	25.2	3.4	3.2	4.9	36.7
April 2018	22.9	4.1	0.8	7.4	35.2
May 2018	18.4	4.0	2.1	14.0	38.4
June 2018	22.3	3.4	1.6	9.9	37.2
July 2018	25.0	3.4	3.1	13.6	45.0
August 2018	27.6	2.0	5.6	11.1	46.3
September 2018	23.8	3.3	8.2	8.8	44.1
October 2018	20.3	3.4	6.0	6.7	36.4
November 2018	24.4	3.4	7.6	7.5	42.9
December 2018	24.2	3.0	7.7	9.1	43.9

**Average Length of Enrollment**

Period	Average Length of Enrollment (Detained Youth)	Average Length of Enrollment (Overnight Youth)	Average Length of Enrollment (Committed/Detained Youth)	Average Length of Enrollment (Committed Youth)	Average Length of Enrollment (All Youth)
October 2016	23.6	0.4	15.0	8.1	6.9
November 2016	24.7	0.5	8.5	14.8	7.2
December 2016	23.7	0.5	40.0	8.5	5.9
January 2017	25.8	0.4	28.0	13.8	6.9
February 2017	36.5	0.5	24.0	5.2	11.2
March 2017	29.0	0.4	25.5	15.4	10.8
April 2017	26.5	0.4	27.0	42.0	7.7
May 2017	29.3	0.4	16.4	11.5	6.3
June 2017	31.8	0.5	6.0	26.5	8.1
July 2017	27.4	0.4	18.8	29.4	6.1
August 2017	29.7	0.4	17.4	26.7	5.9
September 2017	26.8	0.5	54.0	7.3	5.3
October 2017	26.2	0.4	33.5	6.9	6.3
November 2017	23.4	0.5	21.1	8.9	4.5
December 2017	24.0	0.5	11.9	10.4	5.7
January 2018	21.7	0.5	19.4	8.4	4.4
February 2018	26.1	0.6	17.3	8.0	5.2
March 2018	28.5	0.5	12.6	7.2	3.6
April 2018	34.9	0.5	20.3	9.6	4.9
May 2018	22.3	0.5	8.0	12.1	3.7
June 2018	22.7	0.5	12.2	10.4	4.0
July 2018	23.0	0.5	7.6	12.6	4.1
August 2018	24.1	0.4	4.2	17.7	4.6
September 2018	35.3	0.4	17.8	20.6	5.9
October 2018	20.8	0.5	32.9	26.5	5.1
November 2018	19.2	0.5	10.9	8.4	4.7



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December 2018      24.6      0.5      15.8      9.3      5.2

**Average Daily Enrollments**

Period	Average Daily Enrollments (Detained Youth)	Average Daily Enrollments (Overnight Youth)	Average Daily Enrollments (Committed/Detained Youth)	Average Daily Enrollments (Committed Youth)	Average Daily Enrollments (All Youth)
October 2016	3.4	8.7	0.0	0.1	12.2
November 2016	3.0	8.7	0.0	0.2	11.9
December 2016	2.1	7.5	0.1	0.1	9.8
January 2017	3.5	7.8	0.0	0.3	11.7
February 2017	3.0	9.3	0.1	0.2	12.6
March 2017	4.1	7.0	0.0	0.3	11.5
April 2017	2.7	8.9	0.1	0.2	11.8
May 2017	2.4	9.2	0.1	0.1	11.7
June 2017	2.0	8.9	0.1	0.1	11.1
July 2017	1.6	7.9	0.2	0.2	9.9
August 2017	2.1	8.7	0.1	0.0	10.9
September 2017	1.6	6.5	0.2	0.2	8.5
October 2017	1.4	8.7	0.2	0.4	10.6
November 2017	1.7	8.6	0.3	0.6	11.3
December 2017	1.2	6.7	0.3	0.6	8.7
January 2018	1.2	6.8	0.3	0.3	8.6
February 2018	1.1	7.5	0.4	0.6	9.6
March 2018	0.8	7.3	0.2	0.7	9.0
April 2018	0.7	7.9	0.1	0.9	9.6
May 2018	1.1	7.8	0.2	0.6	9.7
June 2018	0.7	7.2	0.2	0.9	9.1
July 2018	1.2	6.7	0.3	0.8	8.9
August 2018	0.7	4.7	0.3	0.5	6.2
September 2018	0.6	7.4	0.4	0.5	8.9
October 2018	0.9	7.1	0.2	0.7	8.9
November 2018	1.6	6.8	0.5	0.8	9.7
December 2018	1.2	5.5	0.2	0.7	7.7





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**Services for Committed Youth 11**

11. Please provide a detailed explanation of the language access provided to non-English speaking youth when placed at the Youth Services Center, New Beginnings, shelter homes, group homes, or any other out of home placement contracted through DYRS. In addition, please provide the number of bi- or multi-lingual youth-serving staff members by placement for the following placements by language spoken:

- a. Youth Services Center;
- b. New Beginnings;
- c. Each shelter home contracted by DYRS;
- d. Each group home contracted by DYRS;
- e. Each therapeutic foster care home contracted by DYRS.

*DYRS provides oral interpretation and document translation services to Limited English Proficient (LEP) and Non-English Proficient (NEP) youth and their families. In FY 18, DYRS served 6 LEP/NEP youth and families, speaking Spanish. Thus far, in FY 19, DYRS has served 2 LEP/NEP youth and families, speaking Spanish.*

*To serve its LEP and NEP population, DYRS maintains an account with the Language Access Line for telephonic interpretation services, bi-lingual staff assists with basic in-person interpretation needs, and vendors contracted through the Office of Human Rights (OHR) are employed for in-person interpretation services and document translation.*

*The agency maintains approximately 30 bi- or multi-lingual staff, in various departments across the Agency, who speak Spanish, Arabic, Yoruba, Chinese, French, Igbo, Twi, Punjabi, Amharic, Oromo, Swahili, Zulu, Dutch, Telugu, Hindi and Portuguese. These employees are located at Youth Services Center, New Beginnings, DYRS Headquarters (450 H Street, NW), and DYRS Ward 8 Case Management Office (2101 Martin Luther King Jr. Ave., SE).*

*DYRS does not currently collect language information from staff employed at contracted shelter homes, group homes, or therapeutic foster care. However, DYRS is training all staff – including contracted providers – on using the Language Access Line when the need arises.*



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**Agency Operations 12**

12. Please describe the process for staff removing agitated youths for cool down or isolation.

*The following are the steps taken when removing a youth for a cool downs or room confinement:*

1. *The Youth Development Representative (YDR) interacting with the youth will first begin what's known as de-escalation techniques with the youth;*
2. *If the de-escalation process is unsuccessful, and there are multiple youth in the area, the primary YDR engaged in the interaction with the youth will ask a co-worker to remove other youth from the area of the event. This is done so that there is no unnecessary attention drawn to the situation;*
3. *If the youth refuses to calm down at this point, the YDR will then notify his/her supervisor;*
4. *The Supervisor will then respond to the unit to assess the situation;*
5. *Once the Supervisor responds he/she will then take over the situation by either deciding whether additional assistance is needed by way of other Staff or MH;*
6. *If the youth refuses to de-escalate, to prevent the youth from causing harm to either himself, other youth if in the area, or staff, the Supervisor will then decide to place the youth in their assigned room to calm down before rejoining general population;*
7. *Once the youth has calmed, down he/she will then rejoin their peers in regular programming.*



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**Placement and Monitoring 12**

12. For the youth shelter homes contracted with DYRS, for FY17, FY18, and FY19 to date, please provide a *monthly breakdown* of:

- a. total number of homes;
- b. total number of beds;
- c. the average daily population of youth by gender;
- d. the average length of enrollment of youth by gender; NOTE: This includes only enrollments that have been closed.
- e. the average daily enrollment of youth by gender;
- f. the average wait to enroll in a youth shelter house once ordered by the court.

**NOTE: This includes only youth that are not sent directly to shelter at the time of the court order**

**FY 17 Oct. 2016 thru Sept. 2017**

Month FY 16	Oct. 2016	Nov. 2016	Dec. 2016	Jan. 2017	Feb. 2017	Mar. 2017	Apr. 2017	May 2017	June 2017	July 2017	Aug. 2017	Sept. 2017
# of Homes	11	12	12	11	11	13	13	13	13	13	13	12
# of Beds	72	78	78	72	72	88	88	88	88	88	88	80

**FY 18 Oct. 2017 thru Sept. 2018**

Month FY 16	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	Mar. 2018	Apr. 2018	May 2018	June 2018	July 2018	Aug. 2018	Sept. 2018
# of Homes	12	12	12	11	9	9	9	9	8	8	8	7
# of Beds	74	74	74	68	56	56	56	56	50	50	50	44



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**FY 19 Oct. 2018 thru Sept. 2019**

Month FY 17	Oct. 2018	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	Mar. 2019	Apr. 2019	May 2019	June 2019	July 2019	Aug. 2019	Sept. 2019
# of Homes	7	6	6	7								
# of Beds	44	32	32	38								

Year	ADP		ALOS		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>FY17</b>	51.3	19.7	25.9	23.7	2.1	0.9	5.4	5.4
<b>FY18</b>	31.1	12.8	27.2	17.4	1.2	0.8	3.9	7.0
<b>FY19YTD(2.4.19)</b>	23.9	15.2	18.6	16.4	1.4	0.9	5.3	14.4



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**Services for Committed Youth 12**

12. Please describe the number of youths committed to DYRS who are victims of sex trafficking and the Ward from which they originate for FY17, FY18 and FY19, to date.

<b>Number of CSEC Involved Youth by Ward FY 1 - FY 19 (as of 2.7.2019)</b>	
<b>Year/Ward</b>	<b># of Youth</b>
<b>FY17</b>	
1	1
5	1
7	3
8	1
<b>FY17 Total</b>	<b>6</b>
<b>FY18</b>	
1	1
5	2
6	3
7	3
8	1
MD	2
<b>FY18 Total</b>	<b>12</b>
<b>FY19 YTD (2.6.19)</b>	
5	1
6	2
7	2
8	1
MD	2
<b>FY19 YTD Total</b>	<b>8</b>



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**Agency Operations 13**

13. 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.

*The confidentiality of Department records, including those containing youth information, is outlined by statute. Pursuant to D.C. Code §§ 2-1515.06 and 16-2332, all DYRS records are strictly confidential and are subject to release only in narrowly defined situations expressly stated in the statutes. In general, D.C. Code §§ 2-1515.06 and 16-2332, allow for the release of youth records to MPD when investigating a crime involving a DYRS youth; to the youth and any legal representative for the youth; OAG juvenile section; the D.C. Superior Court; District agencies explicitly listed in the statute, including DBH, DCPS, DHS, and CFSA; and DYRS contract providers. Parents of DYRS youth are not exempted from the prohibition on the confidentiality of youth information but DYRS believes that parents are an integral part of a youth's rehabilitative process and limited information may be shared with the youth's permission to the extent necessary for rehabilitation. It is highly unlikely given the confidential nature of DYRS youth information that there are many, if any, circumstances in which DYRS would release specific youth information to the public.*

*In order to ensure that records are released only in accordance with the law, all records requests are forwarded to the General Counsel's Office prior to the release of any youth information or documents. Further, in accordance with the above-mentioned statutes, DYRS has promulgated a confidentiality policy, DYRS-009, Protection of Confidential Information, to establish guidelines and procedures for the protection of information regarding youth under DYRS care from unauthorized disclosure, and for disclosure of such information to agencies as authorized by applicable law.*



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**Placement and Monitoring 13**

**13. Please provide the following information regarding DYRS's contracted group homes:**

**a. The total current number of group home beds;**

*There are currently two group homes that are contracted with DYRS. There are a total number of twelve (12) beds available as each home has a total of six beds.*

**b. A detailed explanation of how DYRS determines the total number of group home beds it needs;**

*The need for group home beds is determined by the number of committed population. DYRS' New Beginnings Youth Development Center has a maximum capacity of 66 beds - which is almost at capacity. As of January 31, 2019, New Beginnings is utilizing 39 of the 66 beds available. Once the agency utilizes the remaining 27 beds, the remaining committed youth are then placed in group homes, extended care (foster) homes, and RTC in out of state placements.*

**c. A copy of all contracts with group home providers;**

*See Attached Human Care Agreement (Universal)*

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**d. All policy and guidance given by DYRS to group homes;**

*In addition to the C.18 or C.19 of the Human Care Agreement under District responsibilities, DYRS coordinates and facilitates bi-monthly providers meetings where training is provided to all vendors. In these meetings, DYRS proactively discusses hot button issues that impact all vendors such as a best practices security protocol to intercept all contrabands from entering facilities, security protocol to prevent youth access to facility van keys, and panel interview strategies for vendors to select the best possible candidates to join their team. DYRS also provides on-going technical assistance to improve vendor performance and address oversight deficiencies.*

**e. The training required of all group home staff, including whether specific training is provided regarding adolescent development, responding to trauma, and "mental health first aid training"; and**

*The Provider shall provide twenty (20) hours of pre-service training for new staff and volunteers during their first year and forty (40) hours of annual staff training for each subsequent year. Training should cover the following subjects, although not all-inclusive:*

- *Signs of child abuse;*
- *Security procedures;*
- *Behavior modification techniques;*
- *Positive youth development;*
- *Adolescent behavior and development;*





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- *Working with youth and mental health disorders and developmental disabilities to include trauma informed care;*
- *Cultural competence;*
- *Signs of suicide risks/suicide prevention;*
- *Procedures for referring youth for needed services;*
- *Crisis Intervention and Restraint techniques, if applicable;*
- *Documentation/report writing;*
- *Rights and Responsibilities of youth;*
- *Fire, emergency and safety procedures;*
- *Interpersonal relations and Family Engagement;*
- *Communication skills/counseling techniques;*
- *First aid/cardiopulmonary resuscitation (CPR);*
- *Sexual harassment and the prohibition of sexual misconduct;*
- *How to report staff misconduct and the requirement that staff report such conduct;*
- *Provider agency code of conduct;*
- *Prison Rape Elimination Act (PREA);*
- *Safe Serve Food Handling; and*
- *Reporting Unusual Incidents and Abscondence.*

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**All programming that currently operates at the group homes.**

**Group homes package of programming to be offered as needed on-site or through referrals seven days a week:**

**List of Group Home Programming**

*Programming offered as needed on-site or through referrals seven days a week: -*

- *A level system based on a modified Token Economy emphasizing success to hold the youth accountable for all behaviors;*
- *Opportunities for exercise and social recreation;*
- *Access to education to include assessment and special education support;*
- *Therapy, rehabilitation, mentoring, coaching and support;*
- *Life skills, social and interpersonal skills, independent and daily living skills training;*
- *Vocational rehabilitation, employment training and internship opportunities;*





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- *Freedom to explore and practice spirituality; and*
  - *Maintain placement and/or successfully transition youth to his identified discharge destination.*
  - *Mental health services on site, and through referrals*
  - *Supervision and control;*
  - *Job training, employment and assistance with Daily Living Skills;*
  - *Special Education Support Services; and*
  - *Recreation/Leisure/Cultural Activities.*
  - *Behavior Modification – Token Economy –*
- 
- *Token economy Implementation - Staff will sit down with the teen to discuss the plan for the token economy method and decide what rewards the teen will earn. A period of time will be determined in which the teen must show positive behavioral change. At the end of the period, the teen should be given a token if he displays the desired behavior. The teen can then turn in tokens to earn rewards. If the teen displays an unwanted behavior, he will be given an immediate consequence. When tokens are given, it will be charted.*
  - *Keys for Success - The most important aspect of a token economy is that it must be followed and be consistent. Staff will also model and be aware of their own behaviors and reactions to others. The outcomes of a token economy system is increased self-confidence, increased responsibilities, delayed gratification and decrease in power struggles.*
- s) *Psychological Evaluation - when required by an individual's ISP, UHMS*
- Will provide psychological evaluation and testing by a staff psychologist or psychologist consulta*



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**Services for Committed Youth 13**

13. Please list the top ten charges that resulted in the commitment of youth to DYRS who are victims of sex trafficking for FY17, FY18 and FY19, to date and the number of youth who received each charge.

<b>Number of CSEC Involved Youth by Ward FY 17 – FY 19(as of 2.7.2019)</b>	
<b>Year/Committing Offense</b>	<b># of Youth</b>
<b>FY17</b>	
Child in Need of Supervision	2
Cruelty to Children	1
Destruction of Property over \$200	1
Habitual Runaway	1
Poss. Prohib Weapon	1
<b>FY17 Total</b>	<b>6</b>
<b>FY18</b>	
Assault on Police Officer	1
Assault W/ Dangerous Weapon	1
Child in Need of Supervision	1
Cruelty to Children	1
Destruction of Property over \$200	1
Habitual Runaway	3
Poss. Prohib Weapon	1



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Simple Assault	1
Theft in the 2nd Degree	1
UUV	1
<b>FY18 Total</b>	<b>12</b>
<b>FY19 YTD (2.7.19)</b>	
Child in Need of Supervision	1
Cruelty to Children	1
Destruction of Property over \$200	1
Habitual Runaway	3
Simple Assault	1
Theft in the 2 <sup>nd</sup> Degree	1
<b>FY19 YTD Total</b>	<b>8</b>



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**Agency Operations 14**

14. Please describe any efforts undertaken by the agency in FY18 and FY19, to date to reduce the occurrence of violence, bullying, harassment, or intimidation among committed youth.

*All committed youth in the community sign a Community Placement Agreement (CPA), outlining the expectations for their conduct while in the community. Youth who do not abide by their CPA, including engaging in any violence, bullying, harassment, or intimidation, would receive consequences to modify their behaviors, including, but not limited to:*

- *Certified letter notifying the youth of the noncompliance and expectation for improvement*
- *Meeting with the youth, parent, worker, and supervisor to discuss behavior*
- *Increasing face-to-face contact*
- *Imposing an earlier curfew*
- *Placing the youth on electronic monitoring*
- *Placing the youth on house arrest*
- *Sanctioning the youth for 3-5 days at the Youth Services Center*
- *Filing a Community Status Review Hearing Request if the youth demonstrates the need for a more restrictive placement*
- *Restorative Justice circles*

*Additionally, the DYRS care coordinator will refer the youth to appropriate mental health or behavior modification services, such as individual or group therapy, civic engagement, mentoring etc. to address the root cause of the behavior.*

*DYRS continues to hold “Covenant of Peace” events in the facilities and community. “The Covenant of Peace” is a weekend long event which calls for youth to engage in conversations about violence and come up with solutions to help make a positive impact for change in their lives and in the community. “The Covenant of Peace” follows the agency’s mission of helping our young people identify alternative paths to the choices they made that resulted in them being committed or detained. Throughout the weekend, the youth engaged in focus groups, workshops and activities with DYRS staff and credible messengers - grassroots leaders and individuals with relevant life experiences who are trusted and culturally competent with a proven track record of positive community involvement. At the end of the weekend, all youth signed a “Covenant,” agreeing to abstain from and speak against senseless acts of violence.*

*DYRS has hosted restorative young men retreats away from the city to engage youth in dialogue around the violence in their communities and the role they play to reduce violence. During the summer months (specifically Friday evenings), DYRS engaged youth in structured activities to help reduce the occurrence of violence.*



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*DYRS recently incorporated a diversion program for youth involved with firearms. The intent to is focus on self-awareness and deter youth from obtaining and/or utilizing firearms in the future. The plan includes a 60-day process with a debriefing period at YSC if needed and an array of enrichment activities aimed at preventing firearm possession and use.*





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- c. the average daily population (ADP) of youth by gender;
- d. the average length of enrollment (ALOS) of youth by gender;
- e. the average daily enrollment of youth by gender; and
- f. the average wait to enroll in a youth group home once a decision is made by DYRS that a group home is the appropriate placement.

Year	ADP		ALOS		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>FY17</b>	15.2	3.6	46.3	36.7	0.4	0.1	N/A	N/A
<b>FY18</b>	11.1	1.29	37.0	64.4	0.3	0.03	N/A	N/A
<b>FY19 YTD (as of 2.4.19)</b>	9.3	0	33.4	0	0.3	0	N/A	N/A



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**Services for Committed Youth 14**

14. Please describe any programs or services that the agency provided or funded in FY16, FY18 and FY19, to date for youths identified as victims of sex trafficking. Please include a description of any youth engagement, community outreach, or crime reduction activities that were undertaken by the agency in FY17, FY18 and FY19, to date. For each program or activity, please provide:

- a. The nature of the program or activity;
  - i. *DYRS occasionally utilizes three different residential programs with specialized programming for youth who are victims of sex trafficking. DYRS seeks to provide creative responses and solutions for youth who might be involved in sex trafficking that do not include secure settings. DYRS may refer youth to Fair Girls, Courtney's House, and Restoration 1:99, which are community-based services outside of DYRS' funded programming.*

*Overall, however, engaging all youth in positive supports and services and programming that addresses underlying trauma promotes positive outcomes for youth. Consistent with Positive Youth Justice, DYRS avoids labeling youth as victims, instead, utilizing programming that would be more universally appropriate for addressing trauma and promoting resiliency. In FY16, DYRS trained staff in trauma-informed approaches and works with a number of residential programs that offer trauma-informed programming.*

- b. The goals of the program or activity;
  - i. *Consistent with DYRS' Positive Youth Justice approach, the agency takes great care to avoid labeling youth as victims or villains, instead focusing on assets and developing a sense of resiliency after the experience of trauma. The goals of any programming that youth who may be victims of sex trafficking are the same as any other DYRS programs, to include helping youth succeed and promoting community safety.*
- 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 youths that took part in the program or activity; and

Youth in CSEC Residential Programs FY 2017		
Provider	# CSEC Youth	Average Cost/Youth
Abraxas Southern Peaks Regional Treatment Center	1	\$42,227
Youth for Tomorrow	2	\$27,315
Mingus Mountain	1	\$27,315





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Youth in CSEC Residential Programs FY 2018		
Provider	# CSEC Youth	Average Cost/Youth
Abraxas Southern Peaks Regional Treatment Center	0	-
Youth for Tomorrow	2	\$62,347.00
Mingus Mountain	0	-

Youth in CSEC Residential Programs FY 2019 YTD		
Provider	# CSEC Youth	Average Cost/Youth
Abraxas Southern Peaks Regional Treatment Center	0	-
Youth for Tomorrow	0	-
Mingus Mountain	0	-

f. Any outcome data from the program or activity.

*While specific outcomes that address CSEC might focus on ending the behavior, overall, DYRS encourages the same outcomes for youth who might be victims of sex trafficking as any other youth under its jurisdiction. See Tracking Youth Success, questions 8-10*



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**Agency Operations 15**

15. 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.

*DYRS uses Positive Youth Development as the guiding principle to develop programs for children and youth. The purpose of the approach is to develop multi-faceted programs that help youth grow into mature and successful adults. Each youth placed in the community with a restrictive level of medium or low must have a Community Placement Agreement (CPA). A CPA outlines the behavioral requirements the youth must follow to remain in the community. The CPA empowers the youth to be responsible for his/her actions and any resulting consequences.*

*DYRS has implemented a robust Graduated Sanctions, Revocation Matrix, and Rewards System to address youth abscondence and non-compliance. Graduated sanctions are designed to equip case managers with a broad range of tools to hold youth accountable for violating the terms of their community placement agreements. Sanctions are used interventions to modify behaviors. By applying swift and certain sanctions based on the severity of the violation and the youth’s risk level, case managers can establish clear expectations and promote compliance with supervision. The intensity and severity of sanctions increase if the youth continues to violate his or her CPA. Sanctions are determined based on the severity of the offense and frequency of the occurrence. The range of sanction options include, but are not limited to:*

- *Notifying his/her Credible Messenger of concerns in order that the Credible Messenger can assist the DYRS Social Worker in engaging the youth in his/her community and assisting the youth with maintaining compliance.*
- *A formal letter notifying the youth and family of the noncompliance and expectation for improvement.*
- *Meeting with the youth, worker, and supervisor to discuss behavior.*
- *Holding an emergency TDM with all stakeholders to identify the reasons for the behavior and develop an appropriate intervention plan.*
- *Increasing face-to-face contact with the DYRS Social Worker.*
- *Imposing an earlier curfew.*
- *Placing the youth on electronic monitoring (also known as Global Positioning System or GPS).*
- *Placing the youth on house arrest.*
- *Mandatory group participation to address areas of concerns.*
- *Sanctioning the youth for three to five days at the Awaiting Placement Units.*



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- *Filing a Community Status Review Hearing if the youth demonstrates the need for a more restrictive placement.*

*When a youth absconds, DYRS requests issuance of a custody order from DC Superior Court. Once a custody order is requested, the assigned Case Manager, in conjunction with his or her supervisor, completes and submits a packet to request a Community Status Review Hearing (CSRH), during which the team discusses the sanctions that would be appropriate in alignment with the youth’s rehabilitation goals. Sanctions include adjusting the youth’s restrictive level, monitoring the youth electronically, and detaining the youth for five days at YSC. Once the Court grants the custody order, with the assistance of MPD, DYRS’s Youth and Public Safety Team searches for the youth.*

*In addition, if there is concern about a youth’s compliance and/or behavior in the community, a team of staff and Credible Messengers convene a series of interventions outside of the city, with the hope of finding the root cause of the youth’s behavior. These interventions may include a restorative justice circle or therapeutic groups, if deemed necessary.*

*The Case Management Division continues to work with staff to implement rewards for youth that may have completed a program or achieved a significant accomplishment. Positive recognition for abiding by the terms of the CPA is an important and integral part of helping youth develop sound decision-making skills; therefore, DYRS continues to strive to reward youth for the hard work they do.*



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**General Questions – 15**

15. Please provide the total number of administrative complaints or grievances that the agency received in FY18 and FY19, 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.

*DYRS responds to administrative complaints from and on behalf of youth according to the procedure outlined in the agency's youth grievance policy, DYRS-013 (April 10, 2013). The following reflects the number of youth grievances/complaints filed by or on behalf of youth in DYRS facilities.*

- FY18: 95
- FY19 (as of 2/7/19): 55

*DYRS responds to administrative complaints from employees based on the grievance procedure set forth in the employee's collective bargaining agreement or, if the employee is not a bargaining unit member, through the grievance procedure set forth in the District Personnel Manual. The following reflects the number grievances/complaints filed by employees.*

- FY18: 22
- FY19 (as of 2/7/19): 8



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**Placement and Monitoring 15**

**15. Please provide the following information regarding DYRS's contracted therapeutic foster care homes:**

**a. The total current number of therapeutic foster care beds;**

*There are currently twenty-six (26) therapeutic foster care beds.*

**b. A detailed explanation of how DYRS determines the total number of therapeutic foster care beds it needs;**

*DYRS determines the total number of therapeutic foster care beds by holding a placement meeting with the agency's Placement Unit, Care Coordination Unit, community stakeholders, and youth families to determine the type of foster care service needs for of DYRS committed youth as to ensure they youth are placed in the least restrictive community based foster care environment.*

**c. A copy of all contracts with therapeutic foster care providers;**

*See Attached copies of therapeutic foster care providers (WINN) and (PCC Stride)*

**d. All policy and guidance given by DYRS to therapeutic foster care providers; and**

*In addition to the C.18 or C.19 of the HCA, under District responsibilities DYRS coordinates and facilitates bi-monthly providers meetings where training are provided to all vendors. In these meetings, DYRS proactively discusses hot button issues that impact all vendors. Community stakeholders including vendors participate both as participants and as guest speakers on specialized subjects relevant to the foster care community.*

**e. All training required by the foster parents in order to qualify a foster home as therapeutic, including whether specific training is provided regarding adolescent development, responding to trauma, and "mental health first aid training.**

- *Foster parents go through a series of screening to qualify as a foster parent. The first step involves:*
  - *Intake;*
  - *Orientation;*
  - *Interview;*
  - *Pre-service training;*



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- *Certification;*
- *Treatment Home Study; and*
- *Licensure.*
- *The second step of the screening process, which is the selection process, is based on the following criteria:*
  - *Foster parent application;*
  - *Autobiographical sketch;*
  - *Initial physical examination – or everyone in the home;*
  - *Criminal background check;*
  - *Youth Protection Abuse and Neglect Clearance Check;*
  - *Department of Motor Vehicle check;*
  - *Three personal references;*
  - *Employment verification;*
  - *Home Inspection;*
  - *Lead Inspection;*
  - *Consent on the prohibition of corporal punishment; and*
  - *Capacity to parent a youth.*

*Additionally, foster parents are required to attend 30-hours of pre-service training for any household member 18 years of age or older who may potentially engage in supervision, transportation or provide some level of support to the youth in placement.*

*Once a youth is placed in a foster home, the foster parent accepts the following responsibilities, including but not limited to:*

- *Health services and all medical appointments;*
- *Life skills;*
- *Recreation/leisure/cultural;*
- *Education;*
- *Safe, clean, and hazardous free environment;*
- *Room and board;*
- *Clothing;*
- *Allowance to youth;*



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- *Personal care;*
- *Cell phone;*
- *Savings account;*
- *Family visitation and family engagement;*
- *Supervision;*
- *Travel;*
- *Case management and communication; and*
- *Medication monitoring.*



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**Services for Committed Youth 15**

15. Please describe the policy DYRS implemented to screen and identify youths involved or at risk of involvement in sex trafficking.

*The Court Social Services Division (CSSD) of the DC Superior Court conducts a Commercial Sexual Exploitation of Children (CSEC) screen during intake at court or at the Youth Services Center (YSC). CSSD provides the results of the screen to DYRS as a part of a packet of background information on the youth and DYRS uses the information in this packet to help determine treatment needs and make placement decisions.*

*DYRS also participates in the District-wide CSEC committee, which meets monthly to review cases of youth who have been identified as high-risk for CSEC and develop strategies for ensuring that the youth receive the proper treatment services and interventions. Participants on this committee include: MPD, CFSA, DBH, OAG, CSSD, Children’s Hospital, and Safe Shores.*





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**Agency Operations – 16**

16. Please describe when restorative justice is used in the disciplinary process and the factors guiding when restorative justice is used to resolve conflicts or noncompliant youth behavior.

*Restorative practices are used to repair harm resulting from incidents that affect individuals and/or the community. When a harmful incident occurs, the matter is automatically referred to a Restorative Justice facilitator. If parties to an incident are willing, the Restorative Justice facilitator helps the parties meet, discuss the harm, and figure out how to bring about a resolution. Any party to the incident, however, may choose not to participate in the restorative process.*



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**General Questions 16**

16. 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 FY18 and FY19, to date.

*The following investigations, audits, and/or reports are either ongoing or were completed in FY18 to date:*

	Agency Conducting Audit	Description	Status
Overtime Usage	Office of the D.C. Auditor	ODCA conducted an audit to determine whether the internal controls of DPW, DOC, DYRS, and DFS are consistent with DCHR requirements and sufficient to minimize fraud, waste, abuse and neglect. Also, the Auditor is endeavoring to work with the agencies to understand the root causes and drivers of OT spending.	Completed.
Audit of Internal Controls over the Gift Card Program	OCFO Office of Integrity and Oversight	OCFO OIO conducted an audit to determine whether DYRS's Gift Card Program complied with applicable laws and regulations, and whether the agency implemented effective internal control procedures to safeguard assets from fraud, waste, abuse.	Ongoing



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**Placement and Monitoring 16**

16. For the therapeutic foster care homes contracted with DYRS, for FY17, FY18 and FY19, to date, please provide a monthly breakdown of: Total number of homes by month;
- Total number of beds by month;
  - The Average Daily Population of youth;
  - The Average Length of Enrollment of youth; **NOTE: This includes only enrollments that have been closed.**
  - The Average Daily Enrollments of youth; and
  - The average wait to enroll in a youth therapeutic foster care home once a decision is made by DYRS that a therapeutic foster care home is the appropriate placement.

**FY17 October 2016 thru September 2017**

Month FY 17	Oct. 2016	Nov. 2016	Dec. 2016	Jan. 2017	Feb. 2017	Mar. 2017	Apr. 2017	May 2017	June 2017	July 2017	Aug. 2017	Sept. 2017
# of Homes	2	2	2	2	2	2	2	2	2	2	2	2
# of Beds	18	18	18	18	18	18	18	18	18	18	18	18

**FY18 and FY19 October 2017 thru February 2019**

Month FY 18	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	Mar. 2018	Apr. 2018	May 2018	June 2018	July 2018	Aug. 2018	Sept. 2018
# of Homes	2	2	2	2	2	2	2	2	2	2	2	2
# of Beds	27	27	27	27	27	27	27	27	27	27	27	27
Month FY 19	Oct. 2018	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	Mar. 2019	Apr. 2019	May 2019	June 2019	July 2019	Aug. 2019	Sept. 2019
# of Homes	2	2	2	2	2							
# of Beds	27	27	27	27	27							



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Year	ADP		ALOS		Average Daily Admissions	
	Male	Female	Male	Female	Male	Female
<b>FY17</b>	11.4	3.3	184.9	80.8	0.1	0.1
<b>FY18</b>	2.9	0.04	61.0	8.8	0.1	0.01
<b>FY19YTD(2.4.19)</b>	1.54	0	31.4	0	0.04	0



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**Services for Committed Youth 16**

16. Please provide the admission process for referring and placing a DYRS involved youth in a psychiatric residential treatment facility (PRTF), residential treatment center (RTC), or psychiatric hospital. In addition, for each facility please provide the following

*Placing a youth at a PRTF or RTC requires a team approach to decision-making, which usually includes the family, youth, providers, advocates, and DYRS staff.*

*The formal process begins with a review by the internal DYRS Placement Review Committee, a multi-disciplinary committee of staff to review each out-of-home placement recommendation. If necessary, a Community Status Review Hearing will take place to change the level of the youth’s placement, which is a due process hearing that includes the youth, the youth’s family, and the youth’s attorney. Further, DYRS might also petition for a Level of Care through the DC Department of Behavioral Health, which also includes a multi-disciplinary approach to decision-making. See attachments for detailed explanations of the Placement Review Committee and the Level of Care process.*

*A psychiatric hospital, by contrast, is usually only in response to an acute condition or emergency and do not require a team approach to decision-making.*

- a. The number of youth admitted at each type of for each such facility;
- b. The name and state of the facility;
- c. The number of youth placed there; and
- d. The average length of stay.

FY 2018		
RTC		
	Number of Youth	Average LOS (Days)
Abraxas Academy (PA)	2	95.5
Capital Academy RTC (NJ)	7	213.5
Clarinda Academy (IA)	1	206
Glen Mills (PA)	5	377.3
<b>Total</b>	<b>14</b>	<b>234.2</b>



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<b>PRTF</b>		
	<b>Number of Youth</b>	<b>Average LOS (Days)</b>
Abraxas I RTC (PA)	1	133
Acadia Healthcare Millcreek of Arkansas - Fordyce RTC (AR)	3	209.5
Detroit Behavioral Institute RTC - Capstone Academy (MI)	2	236
Devereux Georgia (GA)	1	256
Keystone Newport News (VA)	2	47
Liberty Point - RTC (VA)	1	314
Natchez Trace Youth Academy (TN)	1	293
New Hope PRTF (SC)	3	239.3
Regional Institute for Children & Adolescents (MD)	1	30
Woodbourne Center (MD)	1	401
<b>Total</b>	<b>16</b>	<b>208.7</b>
<b>Psychiatric Hospital</b>		
	<b>Number of Youth</b>	<b>Average LOS (Days)</b>
Washington Hospital Center/Behavioral Health (District of Columbia)	2	10
Psychiatric Institute of Washington (District of Columbia)	7	23
<b>Total</b>	<b>9</b>	<b>21</b>



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Agency Operations – 17

17. Please describe the agency's procedure for handling committed youth that are subsequently charged under Title 16 of the D.C. Code.

*For 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 monitors all committed youth. As of October 1, 2018, youth charged under Title 16, are now detained at DYRS' New Beginnings Youth Development Center, instead of DC Jail. DYRS' policy requires case managers visit the youth to continue working on success plan goals, such as education and behavioral health-related goals until the case is dismissed or the youth is adjudicated guilty and sentenced. In addition, DYRS continues to offer services to the youth and their families throughout the remainder of their commitment and in some instances, after commitment. Services include, but are not limited to, Family Engagement, Transformative Mentoring, Parental Support through Anchored in Strength, and skill building services. If the youth's sentence under Title 16 exceeds youth's commitment sentence, DYRS will request the court terminate the youth's commitment. If the sentence does not exceed the length of time remaining on the youth's commitment, DYRS will continue to provide rehabilitative services once the youth completes their sentence for their Title 16 offense.*



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**Services for Committed Youth 17**

17. Please describe the mental health services and supports received by DYRS-involved children and youth a) before being placed in a PRTF or an RTC or admitted to a psychiatric hospital, and b) after discharge from a PRTF, RTC, or psychiatric hospital.

*The YSC and NBYDC provide the following behavior health services: individual therapy, group therapy, crisis intervention, medication management, and psychiatric evaluation before and after a youth is sent to a PRTF, RTC, or admitted to a hospital. To determine the need for appropriate services, all youth are screened upon admittance for mental health needs via the MAYSI-2 and behavioral health intake.*



# Department of Youth Rehabilitation Services FY2018

**Agency** Department of Youth Rehabilitation Services

**Agency Code** JZ0

**Fiscal Year** 2018

**Mission** The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.	9	4
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.	9	2
3	Create and maintain a highly efficient, transparent and responsive District government.**	9	1
<b>TOT</b>		<b>27</b>	<b>7</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (9 Measures)</b>									
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	6.56	5.5	11.2	5.5	11.8	7	9.1	7
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	<input type="checkbox"/>	5.12	6	6.8	6	5.1	7	5.2	7
Percent of youth who are placed for more than one night enrolled in school at YSC	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	41.7%	66%
Percent of direct care staff in full compliance with training requirements	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	76.7%	90%
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	2	6.6	2
Rate of youth-on-staff assaults at New	<input type="checkbox"/>	Not	Not	Not	Not	Not	2	7.4	2

Beginnings per 1,000 bed nights	<input type="checkbox"/>	available	available	Available	Available	Available			
Percent of youth receiving timely comprehensive screenings	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	100%	94.3%	85%
Cost of secure placement per day	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	\$0	Data Forthcoming	\$0
Percent of youth progressing academically at New Beginnings	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	Data Forthcoming	80%

**2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)**

Percent of committed youth not re-arrested	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	75%	91.9%	75%
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	94%	80%
Average daily population of youth on abscondence for more than 24 hours	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	20	12	20
Percent of youth whose family is engaged in case planning, services, or youth development.	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	55%	69.4%	55%
Percent of committed youth connected to education, work, or workforce training for at least six months	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	67.3%	80%
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	79.9%	80%
Percent of committed youth placed in out-of-state facilities	<input type="checkbox"/>	18%	15.5%	12.8%	15.5%	10.8%	15%	9.6%	15%
Percent of success plan recommended services received	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	55.8%	80%
Percent of committed youth placed in the community	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	55.8%	55%	56.3%	55%

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

**2018 Operations**

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic
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					Initiatives	
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (4 Activities)</b>						
YOUTH DEVELOPMENT SERVICES	Intake and assessment	Conduct assessments and screens at the intake of a young person at the Youth Services Center to inform placement and service delivery decisions.	Daily Service	1	0	
YOUTH DEVELOPMENT SERVICES	Ensure safety of facilities	Monitor and supervise young people held at secure facilities	Daily Service	3	0	
YOUTH DEVELOPMENT SERVICES	Deliver appropriate services	Prepare young people in facilities to succeed in the community	Daily Service	3	0	
CONTRACTS & PROCUREMENT	Construction at New Beginnings	In FY 18 the agency will undertake a construction project for which funds have already been awarded at New Beginnings Youth Development Center	Key Project	0	1	
<b>TOT</b>				<b>7</b>	<b>1</b>	
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (2 Activities)</b>						
YOUTH DEVELOPMENT SERVICES	Case planning and management	Organize and monitor services, supports, and opportunities that respond to a young person's needs in alignment with positive youth development	Daily Service	2	1	
YOUTH DEVELOPMENT SERVICES	Service, support, and opportunity provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed	Daily Service	1	0	
<b>TOT</b>				<b>3</b>	<b>1</b>	
<b>3 - Create and maintain a highly efficient, transparent and responsive District government.** (1 Activity)</b>						
AGENCY MANAGEMENT/PERSONNEL	Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project	0	1	
<b>TOT</b>				<b>0</b>	<b>1</b>	
<b>TOT</b>				<b>10</b>	<b>3</b>	

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual

1 - Deliver appropriate services (3 Measures)					
Average daily engagement in positive youth development programming at YSC	<input type="checkbox"/>	Not available	Not Available	Not Available	0.2
Average daily engagement in positive youth development programming at New Beginnings	<input type="checkbox"/>	Not available	Not Available	Not Available	1
Average daily population of non-committed youth in alternative to detention placements	<input type="checkbox"/>	Not available	Not Available	Not Available	71.5
1 - Ensure safety of facilities (3 Measures)					
Average daily population at the Youth Services Center	<input type="checkbox"/>	Not available	Not Available	76.5	81.1
Average daily ratio of direct care staff to youth	<input type="checkbox"/>	Not available	Not Available	Not Available	2.3
Average daily population at New Beginnings	<input type="checkbox"/>	Not available	Not Available	Not Available	41.2
1 - Intake and assessment (1 Measure)					
Number of daily admissions to the Youth Services Center	<input type="checkbox"/>	Not available	Not Available	Not Available	11.1
2 - Case planning and management (2 Measures)					
Average caseload	<input type="checkbox"/>	Not available	Not Available	11.1	13.1
Average length of commitment	<input type="checkbox"/>	Not available	Not Available	873	772.3
2 - Service, support, and opportunity provision (1 Measure)					
Average daily engagement in positive youth development services per youth in the community	<input type="checkbox"/>	Not available	Not Available	Not Available	0.5

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Consolidation of the Community Programming Initiative	In line with the agency's vision, we will consolidate the community programming initiative (known as DCYouthLink) and our Credible Messenger Program (which launched just this past fiscal year). By doing this, we will save the agency money with having only one level of Administrative Support (through a contract with our administrative partner). The monitoring of the programming will be done through one team, ensuring that all contractual obligations are being met and that youth are being served effectively and efficiently.	09-30-2018

	<p>The timeline for this project is: Integration of the Community Programming Initiative (CPI) and the Credible Messenger Program (CM) began in February 2017 during the planning of re-issue of the CM Request for Proposals. We worked with the current Administrative Partner to prepare for CM to be absorbed under the current DCYouthLink structure.</p> <p>-Impact: The impact of this project will be a greater level of support from the Administrative Partner to all youth serving organizations. Additionally, we can now build a supportive network between our Care Coordination Team and our Service Providers (including our Credible Messengers)</p> <p>This will allow an improved continuum of care among providers, care coordinators and the AP.</p>	
<p>Strategic review and approval of applicants for the position of Youth Development Representative Candidates to ensure that future hires are “fit for duty”</p>	<p>In order to increase the retention rate of our Youth Development and Supervisory Youth Development employees we plan to be more proactive in our recruitment efforts and screening processes of new hires. We will develop a process for screening eligible candidates and ensuring that they are “fit for duty” as step one in the applicant review process. After this approval, candidates may be moved forward through the regular hiring process.</p> <p>This initiative requires both a process change and a practice change for DYRS. However, once we can implement the procedures, through a cross-agency effort, we believe that this initiative will achieve the following:</p> <ul style="list-style-type: none"> <li>o Increase on the job safety of our staff</li> <li>o Reduce the use of overtime</li> <li>o Decrease the number of Workman’s Compensation cases</li> <li>o Increase youth safety</li> </ul> <p>This initiative will require a cross-division effort between Facilities, Human Resources, and Agency Operations (Risk Management and Administrative Services).</p> <p>The timeline for this project is as follows:</p> <ul style="list-style-type: none"> <li>• Set up Exploratory Task Force by October 31, 2017</li> <li>• Review Position Descriptions – Edit as necessary with new requirements (approved by DCHR, etc.) by December 31, 2017</li> <li>• Update HR Standard Operating Procedures to reflect new process/practice (concurrent with PD review) by December 31, 2017</li> <li>• Train HR Employees at DYRS involved with Hiring Process in January 2018</li> <li>• Implement new Procedures beginning January 2018</li> </ul> <ul style="list-style-type: none"> <li>o Applicant Review</li> <li>o Applicant “Fit for Duty” Test</li> <li>o Applicant Rating and Ranking</li> <li>o Applicant Interviews</li> <li>o Applicant Hiring Selection(s)</li> </ul>	<p>01-31-2018</p>
<p>Construction at New Beginnings Youth Development Center</p>	<p>In FY18 DYRS will begin a construction project at the New Beginnings Facility. This will involve the following: Removal of the insufficient HVAC system and replacing with units properly suited for the existing load in all residential living areas and increasing security by implementing demising walls and ceilings. This contract/project was approved during FY17 but the construction will take place during FY18. Starting in August/September 2017 Contractors will begin the work which is anticipated to be completed by July 2018. The impact of this project will be to increase the security at the facility in accordance with building codes and other statutory requirements.</p> <p>DYRS continues to find better ways to meet the needs of both the youth that we serve in our facilities as well as</p>	<p>06-30-2018</p>

the staff who work for us. This project enhances the safety of the facility.

-The Project Plan for this project will be monitored by: DGS CIP Office (Project Manager – Satish Bagai), DYRS (Agency Project Manager – William Boberg), and Design Architect (AlphaTec PC)

-It is anticipated that this project will be completed by June 30, 2018

-The cost of this project is: \$4,435,995.77

# Department of Youth Rehabilitation Services FY2018

## ▼ FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## ▼ Mission

The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

## ▼ Summary of Services

The DC Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and stable secure residential and community-based programs to court-involved youth. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior. In addition, DYRS provides secure detention and effective detention alternative programs to youth who are placed under the custody of the D.C. Superior Court's Division of Social Services.

## ▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Successfully transitioned Title 16 youth from DC Department of Corrections to the custody of DYRS	This accomplishment affirms the City's commitment to ensuring that youth involved in the justice system are treated in a manner that aligns with their age-appropriate needs although they have been charged as an adult.	As part of the requirements stipulated in the Comprehensive Youth Justice Amendment Act that was enacted in 2007, DYRS was tasked with the care, custody, and housing of all juveniles charged as adults under the age of 18. To meet these requirements, the Agency completed the following: <ul style="list-style-type: none"> <li>- Selected, recruited, and trained specific staff to work with this population</li> <li>- Identified housing location for the new population</li> <li>- Made education decisions for how the new population will integrate into the system</li> <li>- Developed programming options for the new population</li> <li>- Planned for how to fully integrate the new population into the New Beginnings community</li> </ul>
Incorporation of Restorative Justice Practices across every division and program in the agency	Incorporating restorative justice practices across the Agency has increased public safety and helped develop stronger communities. As part of the process, youths and stakeholders are engaged in meaningful dialogue to address caused harm and resolve conflict. Through the restorative justice process, youth committed to DYRS are able to resolve conflict, helping reduce criminal behavior and recidivism rates.	The incorporation of restorative justice practices has enhanced the Agency's collaboration with stakeholders to resolve harm that has been perpetrated in the community. The increased collaboration, in turn, has helped Agency staff build stronger relationships and trust with community members, families, and youth.

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Increased Staff Development Opportunities and Internal Promotions	Increasing staff development opportunities as well as enhancing the process for promoting internal staff impacts DC residents by improving public safety. Additional training better equips Agency staff to work with at-risk youth and families. Furthermore, retaining and promoting staff ensures consistency for youth and families who directly receive services from Agency staff as well as community stakeholders that routinely collaborate with the Agency. Together, these activities strengthen family units and fosters strong community-agency relationships that facilitate building intel for crime prevention.	The Agency has significantly benefitted from increased staff development opportunities and internal promotions. Specifically, these actions have led to: - Increased staff morale - Better equipped staff with professional skills to fulfill their duties at the highest level - A heightened understanding of best practices for addressing youth's needs and fostering community engagement - Enhanced staff camaraderie that has improved collaboration between Care Coordinators, Credible Messengers and Family Engagement Specialist

## 2018 Strategic Objectives

Objective Number	Strategic Objective
1	Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.
3	Create and maintain a highly efficient, transparent and responsive District government.**

## 2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (9 Measures)</b>									
Percent of youth who are placed for more than one night enrolled in school at YSC	Annually	66%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48.9%	Unmet	While DYRS staff actively work to enroll youth in school as quickly as possible – even allowing them to attend class before they are officially enrolled – there is a high potential for delays. Unfortunately, DYRS staff cannot directly reduce school enrollment delays as this process is significantly impacted by another Agency. Consequently, although DYRS plans to continue to track the “Percent of youth who are placed for



Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									more than one night enrolled in school at YSC" internally and support any work to expedite the school enrollment process (i.e., the Agency added a requirement to the MOU with DCPS for FY19 regarding this measure to assist with accountability), this measure will be removed from future Agency performance plans.
Percent of direct care staff in full compliance with training requirements	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.7%	Nearly Met	The target for this KPI was missed by less than one half of a percentage point, which can amount to one employee missing one course out of all of the training requirements they need to meet in a year. Issues meeting training requirements often arise when training requirements are mandated but training is not offered – for example, an employee’s CPR recertification may be due on Sept 1st but a CPR course is not offered until Oct 15th. Agency staff have worked hard to improve the value reported for this KPI – in FY18, the Agency successfully raised the end-of-year indicator by almost 13 percentage points from data reported at the end of FY17.
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Quarterly	7	6.1	5.2	9.5	12.8	8.37	Unmet	The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the rise in this category. Despite the rate of injuries, most of the injuries were minor and did not require medical attention.
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	2	8	6.6	15.2	15.4	11.15	Unmet	In most cases, assaults stem from staff prevention and intervention on youth misconduct which result in resistance from the youth. These incidents are not attacks on staff but occur through staff application of safe crisis management. It is also worth noting, that despite the rate of assaults, most of the youth-on-staff assaults were minor and did not require staff to receive medical attention. The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the spike in this category.
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	2	6.9	6.6	8.4	10.6	7.68	Unmet	In most cases, assaults stem from staff prevention and intervention on youth misconduct which result in resistance from the youth. These incidents are not attacks on staff but occur through staff application of safe crisis management. It is also worth noting, that despite the rate of assaults,

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									most of the youth-on-staff assaults were minor and did not require staff to receive medical attention. The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the spike in this category.
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	7	4.8	7.6	6.6	1.5	5.65	Met	
Percent of youth receiving timely comprehensive screenings	Quarterly	85%	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data		
Cost of secure placement per day	Annually	\$0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$129,359.5	Neutral Measure	
Percent of youth progressing academically at New Beginnings	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)</b>									
Percent of committed youth not re-arrested	Quarterly	75	88.8	85.9	88.3	83.3	67.86	Nearly Met	There are a few reasons for the FY18 annual percentage of youth not rearrested being below the expected target. First, the Agency has a smaller committed population than in past fiscal years, so one youth being rearrested makes up a larger percentage of the total. In addition, the Agency also has more youth placed in the community than in the past, resulting in more youth having the possibility of being rearrested because they are not in a secure facility. Furthermore, in FY2018 a number of youth re-entered the community after spending significant time in an RTC, which national research states is likely to lead to youth reoffending more often than if they had been in the community from the beginning of their commitment. Unfortunately,

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									arrests across all offense types appear to be up this year.
Percent of committed youth connected to education, work, or workforce training for at least six months	Quarterly	80%	52%	56.9%	75.4%	74.4%	64.7%	Unmet	DYRS made significant progress towards this KPI and expects continue progress in the next FY to meet the goal of 80%.
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	Quarterly	80%	77.9%	72.2%	68.8%	80.3%	74.4%	Nearly Met	DYRS made significant progress and met the goal for Q4. We expect to continue to meet this goal in FY19.
Percent of success plan recommended services received	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42%	Unmet	Agency staff is working to improve data collection processes to ensure all work done with the youth is entered into FamCare on a timely basis.
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Quarterly	80%	82.4%	76.5%	85.7%	96.3%	84.8%	Met	
Average daily population of youth on abscondence for more than 24 hours	Quarterly	20	11.1	9.5	11.2	9.2	10.1	Met	
Percent of youth whose family is engaged in case planning, services, or youth development.	Quarterly	55%	73.3%	72.7%	75.1%	78.2%	74.8%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of committed youth placed in out-of-state facilities	Quarterly	15%	13.1%	13.2%	11.2%	8.6%	11.6%	Met	
Percent of committed youth placed in the community	Quarterly	55%	57.4%	55.4%	59%	62.1%	58.4%	Met	

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
<b>1 - Deliver appropriate services (3 Measures)</b>						
Average daily engagement in positive youth development programming at YSC	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2.2
Average daily engagement in positive youth development programming at New Beginnings	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Average daily population of non-committed youth in alternative to detention placements	Quarterly	70.3	40.8	31.6	22.3	43.9
<b>1 - Ensure safety of facilities (3 Measures)</b>						
Average daily population at the Youth Services Center	Quarterly	50.1	40.6	37	45.1	43.2
Average daily ratio of direct care staff to youth	Quarterly	3.6	4.1	6	4	4.3
Average daily population at New Beginnings	Quarterly	31.4	33.6	23.4	14.4	25.7
<b>1 - Intake and assessment (1 Measure)</b>						
Number of daily admissions to the Youth Services Center	Quarterly	10.1	9.2	9.4	8	9.18
<b>2 - Case planning and management (2 Measures)</b>						
Average caseload	Quarterly	19.1	13	12.9	15.1	14.7
Average length of commitment	Annually					717.7

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
		Annual Measure	Annual Measure	Annual Measure	Annual Measure	
<b>2 - Service, support, and opportunity provision (1 Measure)</b>						
Average daily engagement in positive youth development services per youth in the community	Quarterly	0.8	0.8	0.7	0.8	0.785

## 2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>AGENCY MANAGEMENT/PERSONNEL (1 Strategic Initiative)</b>				
Strategic review and approval of applicants for the position of Youth Development Representative Candidates to ensure that future hires are "fit for duty"	<p>In order to increase the retention rate of our Youth Development and Supervisory Youth Development employees we plan to be more proactive in our recruitment efforts and screening processes of new hires. We will develop a process for screening eligible candidates and ensuring that they are "fit for duty" as step one in the applicant review process. After this approval, candidates may be moved forward through the regular hiring process. This initiative requires both a process change and a practice change for DYRS. However, once we can implement the procedures, through a cross-agency effort, we believe that this initiative will achieve the following:</p> <ul style="list-style-type: none"> <li>o Increase on the job safety of our staff</li> <li>o Reduce the use of overtime</li> <li>o Decrease the number of Workman's Compensation cases</li> <li>o Increase youth safety</li> </ul> <p>This initiative will require a cross-division effort between Facilities, Human Resources, and Agency Operations (Risk Management and Administrative Services). The timeline for this project is as follows:</p> <ul style="list-style-type: none"> <li>• Set up Exploratory Task Force by October 31, 2017</li> <li>• Review Position Descriptions – Edit as necessary with new requirements (approved by DCHR, etc.) by December 31, 2017</li> <li>• Update HR Standard Operating Procedures to reflect new process/practice</li> </ul>	Complete	DCHR provided final approval for DYRS' pre-employment Physical and Agility Testing (PAT) Program for youth development representatives and supervisory youth development representative positions as of 09/30/2018. The new screening procedure will move candidates through physical and agility testing as part of the suitability determination during the final stages of the application process. The first cohort is scheduled for PAT November 2018. NOTE: The FY19 MOU will reflect the cost of services for PAT.	

Title	Description	Complete to Date	Status Update	Explanation
	(concurrent with PD review) by December 31, 2017 <ul style="list-style-type: none"> <li>• Train HR Employees at DYRS involved with Hiring Process in January 2018</li> <li>• Implement new Procedures beginning January 2018               <ul style="list-style-type: none"> <li>o Applicant Review</li> <li>o Applicant "Fit for Duty" Test</li> <li>o Applicant Rating and Ranking</li> <li>o Applicant Interviews</li> <li>o Applicant Hiring Selection(s)</li> </ul> </li> </ul>			
<b>CONTRACTS &amp; PROCUREMENT (1 Strategic Initiative)</b>				
Construction at New Beginnings Youth Development Center	<p>In FY18 DYRS will begin a construction project at the New Beginnings Facility. This will involve the following: Removal of the insufficient HVAC system and replacing with units properly suited for the existing load in all residential living areas and increasing security by implementing demising walls and ceilings. This contract/project was approved during FY17 but the construction will take place during FY18. Starting in August/September 2017 Contractors will begin the work which is anticipated to be completed by July 2018.</p> <p>The impact of this project will be to increase the security at the facility in accordance with building codes and other statutory requirements.</p> <p>DYRS continues to find better ways to meet the needs of both the youth that we serve in our facilities as well as the staff who work for us. This project enhances the safety of the facility.</p> <p>-The Project Plan for this project will be monitored by: DGS CIP Office (Project Manager – Satish Bagai), DYRS (Agency Project Manager – William Boberg), and Design Architect (AlphaTec PC)</p> <p>-It is anticipated that this project will be completed by June 30, 2018</p> <p>-The cost of this project is: \$4,435,995.77</p>	75-99%	All units met substantial completion as of 9/30/18 and can be utilized for their intended purpose. Additional work outside of the units (that will not disrupt programming or housing) will continue through 11/15/18. All HVAC systems are performing as designed and all demising projects are completed. Services being provided are maintenance mechanical only. The system is being integrated into an automated system that will allow for remote adjustment and diagnosis.	This project was scheduled for FY18 and FY19 with substantial completion being done in FY18. This milestone was met. Overall project completion is at 97%. All work being completed now will not affect the units or the youth.
<b>YOUTH DEVELOPMENT SERVICES (1 Strategic Initiative)</b>				
Consolidation of the Community	In line with the agency's vision, we will consolidate the community programming initiative (known as	Complete	To provide the nation's best continuum of care for court-involved young people and their families, staff consolidated the community	

Title	Description	Complete to Date	Status Update	Explanation
Programming Initiative	<p>DCYouthLink) and our Credible Messenger Program (which launched just this past fiscal year). By doing this, we will save the agency money with having only one level of Administrative Support (through a contract with our administrative partner). The monitoring of the programming will be done through one team, ensuring that all contractual obligations are being met and that youth are being served effectively and efficiently.</p> <p>The timeline for this project is: Integration of the Community Programming Initiative (CPI) and the Credible Messenger Program (CM) began in February 2017 during the planning of re-issue of the CM Request for Proposals. We worked with the current Administrative Partner to prepare for CM to be absorbed under the current DCYouthLink structure.</p> <p>-Impact: The impact of this project will be a greater level of support from the Administrative Partner to all youth serving organizations. Additionally, we can now build a supportive network between our Care Coordination Team and our Service Providers (including our Credible Messengers)</p> <p>This will allow an improved continuum of care among providers, care coordinators and the AP.</p>		programming initiative (known as DCYouthLink) and the Credible Messenger Program. The consolidation has proven highly effective in a short period of time. Because only one level of administrative support is needed, consolidation has reduced operational costs. In addition, processes and procedures - including SOP development and RFP solicitation - have been streamlined. Furthermore, the Agency's ability to ensure that all contractual obligations are met and that youth are served effectively and efficiently has been enhanced - DYRS quality assurance teams have partnered with the Agency's administrative partner to develop improved monitoring tools.	



**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Placement and Monitoring 18**

18. Please describe the transition planning services or programs that DYRS provides to youth that are exiting commitment in FY18 and FY19, to date. For each program or service, please provide:

- 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.

*DYRS' holistic approach to care coordination and case planning is to prepare for the end of commitment at the beginning of commitment. As a result, all programs, services, and interventions are intended to serve as transitional services.*

*DYRS Care Coordinators have a commitment expiration checklist to assist with transition planning for youth. It is required that a Team Decision Making (TDM) meeting be held with the youth, their families, and additional stakeholders at least 30 days prior to a youth's 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. Care Coordinators and Youth Engagement Specialists work with youth to gather birth certificates and social security cards, connect youth to housing, and help them with open enrollments in services and agencies, including the DDS, DOES, and DHS. The agency also works with families to ensure that they have housing and are prepared to support their child after commitment ends.*

*Specific information about programming to prepare youth for the end of commitment and transition outside the agency can be found here:*

- **DC YouthLink:** response to Placement and Monitoring, Question 7
- **Achievement Center/Credible Messenger/WFD:** response to Placement and Monitoring, Question 8

*In certain circumstances, a youth may be connected to post-commitment services funded by DYRS, if these services will support a 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 Care Coordinator when requesting these services, and they are only available to youth who were regularly attending the service during commitment, and may need approximately 90 additional days to reach a goal of the service or stabilize post-commitment. Specific information about services and supports available to youth after commitment ends can be found in our response to Placement and Monitoring, Question 19.*





**COUNCIL OF THE DISTRICT OF COLUMBIA  
PERFORMANCE OVERSIGHT HEARING  
PREHEARING QUESTIONS AND ANSWERS**



**Services for Committed Youth 18**

18. Please provide the DYRS policy regarding discharge planning for youth both returning to the community from placement while still committed to DYRS and those whose DYRS commitment is ending.

*At DYRS, the discharge planning process begins the first day a youth is placed at a residential treatment facility. Releasing youth from secure and out-of-state placements requires planning and organization to ensure that the youth is well connected with supports upon his or her return to their family and to the community.*

*Case Managers will ensure there is a clear plan for the youth, and include the youth and family in the discharge planning process. Services and supports should be identified based on the youth's strengths and needs. Connections should occur immediately upon his or her return to the community. For additional information, please see attached policy from the Care Planning and Coordination Handbook.*

*The process of transition planning begins at least six months prior to commitment expiration to better prepare youth for independence after commitment expiration. DYRS requires case management staff to complete a discharge Team Decision Making (TDM) meeting at a minimum of 30 days, but no less than 60 days before a youth's commitment is scheduled to expire. At this meeting, discharge planning and any supports and services needed post-commitment will be discussed.*

*DYRS Case Managers have a commitment expiration checklist they can utilize to assist with transition planning for their youth. Prior to the expiration of commitment, DYRS can assist all youth to obtain 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, if these services are necessary for youth's post-commitment success. Services may include: a credible messenger 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 Case Managers when requesting these services, and they are only available to youth who were regularly attending the service during commitment and may need approximately 90 additional days to reach a goal of the service or stabilize post-commitment.*



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*If Post-Commitment Services are approved, the youth will be assigned a Post-Commitment Youth Advocate to monitor his or her case in post-commitment. Once the commitment expires, the case will be transferred to the Post-Commitment Youth Advocate.*

# Department of Youth Rehabilitation Services FY2019

**Agency** Department of Youth Rehabilitation Services

**Agency Code** JZ0

**Fiscal Year** 2019

**Mission** The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

## 2019 Strategic Objectives

Objective Number	Strategic Objective
1	Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.
3	Create and maintain a highly efficient, transparent and responsive District government.

## 2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (5 Measures)</b>					
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Down is Better	11.8	9.1	8.4	7
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Down is Better	5.1	5.2	5.7	7
Percent of direct care staff in full compliance with training requirements	Up is Better	Not Available	76.7%	89.7%	90%
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Down is Better	Not Available	6.6	11.2	5
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Down is Better	Not Available	7.4	7.7	5
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)</b>					
Percent of committed youth not re-arrested	Up is Better	Not Available	91.9%	67.9%	75%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Up is Better	Not Available	94%	84.8%	80%
Average daily population of youth on abscondence for more than 24 hours	Down is Better	Not Available	12	10.1	20
Percent of youth whose family is engaged in case planning, services, or youth development	Up is Better	Not Available	69.4%	74.8%	55%
Percent of committed youth connected to education, work, or workforce training for at least six months	Up is Better	Not Available	67.3%	64.7%	80%
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	Up is Better	Not Available	79.9%	56.6%	80%
Percent of committed youth placed in out-of-state facilities	Down is Better	10.8%	9.6%	11.6%	15%
Percent of success plan recommended services received	Up is Better	Not Available	55.8%	42%	80%
Percent of committed youth placed in the community	Up is Better	55.8%	56.3%	58.4%	55%
<b>3 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)</b>					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	72.8%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	8.6%	10.8%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	19.4	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	171.6%	117.9%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	11.1%	7.1%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

## 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (3 Activities)</b>			
YOUTH DEVELOPMENT SERVICES	Intake and assessment	Conduct assessments and screens at the intake of a young person at the Youth Services Center to inform placement and service delivery decisions.	Daily Service
YOUTH DEVELOPMENT SERVICES	Ensure safety of facilities	Monitor and supervise young people held at secure facilities.	Daily Service
YOUTH DEVELOPMENT SERVICES	Deliver appropriate services	Prepare young people in facilities to succeed in the community.	Daily Service
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (2 Activities)</b>			
YOUTH DEVELOPMENT SERVICES	Case planning and management	Organize and monitor services, supports, and opportunities that respond to a young person's needs in alignment with positive youth development.	Daily Service
YOUTH DEVELOPMENT SERVICES	Service, support, and opportunity provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed.	Daily Service
<b>3 - Create and maintain a highly efficient, transparent and responsive District government. (1 Activity)</b>			
AGENCY MANAGEMENT/PERSONNEL	Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

## 2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
<b>1 - Deliver appropriate services (4 Measures)</b>			
Cost of secure placement per day	Not Available	\$126,680.8	\$129,359.5
Average daily engagement in positive youth development programming at YSC	Not Available	0.2	2.2
Average daily engagement in positive youth development programming at New Beginnings	Not Available	1	1
Average daily population of non-committed youth in alternative to detention placements	Not Available	71.5	43.9
<b>1 - Ensure safety of facilities (3 Measures)</b>			
Average daily population at the Youth Services Center	76.5	81.1	43.2
Average daily ratio of direct care staff to youth	Not Available	2.3	4.3

Measure	FY 2016	FY 2017	FY 2018
Average daily population at New Beginnings	Not Available	41.2	25.7
<b>1 - Intake and assessment (1 Measure)</b>			
Number of daily admissions to the Youth Services Center	Not Available	11.1	9.2
<b>2 - Case planning and management (2 Measures)</b>			
Average caseload	11.1	13.1	14.7
Average length of commitment	873	772.3	717.7
<b>2 - Service, support, and opportunity provision (1 Measure)</b>			
Average daily engagement in positive youth development services per youth in the community	Not Available	0.5	0.8

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Deliver appropriate services (1 Strategic Initiative)</b>		
Accommodate and serve juveniles charged as adults under Title 16	On October 1st, 2018, DYRS will come into full compliance with the Comprehensive Youth Justice Amendment Act of 2016 (CYJAA), which states that DYRS will take custody of the youth currently housed at DOC. Agency staff are meeting with stakeholders such as CJCC, DOC, and others to ensure that DYRS has all pertinent information regarding Title 16 youth. The Agency has already hired staff, outlined trainings for staff, identified Vocational trainings as well as housing units at New Beginnings (NB) for the incoming youth, and identified a new behavior management program (DBT) for youth. DYRS will implement new security measures for all youth assigned to NB as well as create new visitation expectations.	09-30-2019
<b>Ensure safety of facilities (1 Strategic Initiative)</b>		
Elimination of room confinement as a punishment	DYRS has eliminated the practice of using room confinement for youth as a punitive sanction. Since the approval of the Comprehensive Youth Justice Amendment Act (CYJAA), which states that room confinement should not to be utilized for more than 6 hours, DYRS has worked to strengthen its ability to use behavioral management practices other than room confinement. The following are examples of the alternatives the Agency is using with great success, to reduce the use of room confinement: <ul style="list-style-type: none"> <li>- Implementation of Restorative Justice practices</li> <li>- Introduction to community service projects</li> <li>- Increased Mental Health involvements when incidents take place</li> <li>- Alternative programming for youth instead of confinement</li> </ul> These and other staff-led interventions will continue to help reduce confinement time in facilities.	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Service, support, and opportunity provision (1 Strategic Initiative)</b>		
Streamline the educational and workforce continuum for committed youth	In FY19, the Education Team will improve education outcomes for youth by delivering presentations and technical assistance sessions to support the efforts of Care coordinators and other staff who work closely with committed youth; creating job aides (e.g., checklists, process flows) that guide staff through various processes for committed youth, such as school enrollment; and developing outreach materials related to school enrollment and education access. The Workforce Development Team will improve outcomes for youth by creating a program that offers committed youth career exploration opportunities, employment readiness, skill development, networking, and relationship building. To begin, program staff will assess how programs and services are currently working and suggest ways to improve the service delivery to youth. Additionally, efforts to improve the process or create efficiencies will be documented and staff will be trained on these changes.	09-30-2019

Agency Name

Annual Freedom of Information Act Report for Fiscal Year 2018
October 1, 2017 through September 30, 2018

FOIA Officer Reporting

PROCESSING OF FOIA REQUESTS

- 1. Number of FOIA requests received during reporting period
2. Number of FOIA requests pending on October 1, 2017
3. Number of FOIA requests pending on September 30, 2018
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2018

DISPOSITION OF FOIA REQUESTS

- 5. Number of requests granted, in whole
6. Number of requests granted, in part, denied, in part
7. Number of requests denied, in whole
8. Number of requests withdrawn
9. Number of requests referred or forwarded to other public bodies
10. Other disposition

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION

- 11. Exemption 1 - D.C. Official Code § 2-534(a)(1)
12. Exemption 2 - D.C. Official Code § 2-534(a)(2)
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)
Subcategory (A)
Subcategory (B)
Subcategory (C)
Subcategory (D)
Subcategory (E)
Subcategory (F)
14. Exemption 4 - D.C. Official Code § 2-534(a)(4)
15. Exemption 5 - D.C. Official Code § 2-534(a)(5)



- 16. Exemption 6 - D.C. Official Code § 2-534(a)(6)
  - Subcategory (A).....
  - Subcategory (B).....
- 17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....
- 18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....
- 19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....
- 20. Exemption 10 - D.C. Official Code § 2-534(a)(10).....
- 21. Exemption 11 - D.C. Official Code § 2-534(a)(11).....
- 22. Exemption 12 - D.C. Official Code § 2-534(a)(12).....

**TIME-FRAMES FOR PROCESSING FOIA REQUESTS**

- 23. Number of FOIA requests processed within 15 days.....
- 24. Number of FOIA requests processed between 16 and 25 days.....
- 25. Number of FOIA requests processed in 26 days or more.....
- 26. Median number of days to process FOIA Requests.....

**RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS**

- 27. Number of staff hours devoted to processing FOIA requests.....
- 28. Total dollar amount expended by public body for processing FOIA requests.....

**FEEES FOR PROCESSING FOIA REQUESTS**

- 29. Total amount of fees collected by public body.....

**PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA**

- 30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act .....

**QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT**

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, “[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act].”



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**Placement and Monitoring 20**

20. For each month in FY17, FY18 and FY19, to date, please provide the average daily number of youth by month residing at the New Beginnings Development Center by the following categories:

- a. Committed boys who are programming at New Beginnings;
- b. Committed girls who are programming at New Beginnings;
- c. Committed youth who are awaiting placement;
- d. Title 16 youth; and
- e. Total youth.

	Programming-Male	Programming-Female	Awaiting Placement	Title-16	Total
October 2016	28.74	5.00	14.06	0.00	47.81
November 2016	26.63	6.17	12.50	0.00	45.30
December 2016	24.16	7.45	11.23	0.00	42.84
January 2017	27.87	8.10	13.00	0.00	48.97
February 2017	27.71	9.00	10.18	0.00	46.89
March 2017	28.03	8.77	7.87	0.00	44.68
April 2017	25.77	9.00	9.50	0.00	44.27
May 2017	24.68	9.00	10.26	0.00	43.94
June 2017	21.03	8.23	10.00	0.00	39.27
July 2017	17.00	5.81	9.42	0.00	32.23
August 2017	19.00	6.10	6.26	0.00	31.35
September 2017	19.00	3.60	5.60	0.00	28.20
October 2017	17.94	2.84	9.48	0.00	30.26
November 2017	17.50	2.80	9.83	0.00	30.13
December 2017	20.87	3.55	9.42	0.00	33.84
January 2018	20.45	4.26	8.06	0.00	32.77
February 2018	21.43	4.82	6.57	0.00	32.82
March 2018	21.94	6.00	7.00	0.00	34.94
April 2018	21.03	6.00	7.03	0.00	34.07



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May 2018	16.23	4.16	0.00	0.00	20.39
June 2018	12.90	3.00	0.00	0.00	15.90
July 2018	10.16	3.00	0.00	0.00	13.16
August 2018	10.00	2.65	0.00	0.00	12.65
September 2018	8.63	3.00	0.00	5.87	17.50
October 2018	8.03	1.71	0.00	26.29	36.03
November 2018	9.40	0.00	0.00	29.60	39.00
December 2018	9.16	0.00	0.00	33.00	42.16



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**General Questions 21**

21. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared, or contracted for, during FY18 and FY19, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.

- In Progress-
  - FY2018 Annual Report (Spring 2019)
  - PREA Report (Spring 2019)
- Ongoing
  - Facility Population Updates (Website)



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**Placement and Monitoring 21**

21. Please provide the total number of administrative complaints or grievances (including Project Hands complaints) that the agency received in FY18 and FY19 to date regarding youth placed in residential treatment centers, psychiatric residential treatment facilities, DYRS contracted foster homes, DC group homes (including, but not limited to Hope House), and out-of-state group homes. Please break down by source, including those received from employees, committed juveniles, families of committed 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. For each complaint, please state and provide the policy and procedures the agency followed in order to address these complaints or grievances.

**FY2018**

**October 1, 2017 to September 30, 2018**

	<b>Shelter Homes</b>	<b>Local Group Homes</b>	<b>Out of State Group Homes</b>	<b>RTC's</b>	<b>Extended family Care – Foster Homes</b>	<b>Annual Totals</b>
<b>Administrative Compliance Studies</b>	2	4	2	0	1	7
<b>Unusual Incident Reports</b>	884	226	19	5	386	1520

- Hope House data is captured under local group homes.

**FY2019**

**October 1, 2018 to September 30, 2019\***

	<b>Shelter Homes</b>	<b>Local Group Homes</b>	<b>Out of State Group Homes</b>	<b>RTC's</b>	<b>Extended family Care – Foster Homes</b>	<b>Annual Totals</b>
<b>Administrative Compliance Studies</b>	3	0	1	0	0	4



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<b>Unusual Incident Reports</b>	171	157	31	4	104	467
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- Hope House data is captured under local group homes

*...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. For each complaint, please state and provide the policy and procedures the agency followed in order to address these complaints or grievances*

**a. Findings of Non-compliance**

- i. When the Contract Administrator is notified or discovers that a vendor is not compliant with terms of the contract or the Human Care Agreement, the Contract Administrator must document, and where appropriate investigate the violation.
- ii. Non-compliance conditions that may lead to an investigation include, but are not limited to:
  - a. Information that indicates the abuse and/or neglect of a committed Department of Youth Rehabilitation Services youth being served by a Provider;
  - b. Violations of the HCA that represent a substantial risk to the health, safety or wellbeing of a DYRS youth served by a Provider (i.e. failure to report allegations of maltreatment, no heat in the winter, infestation of rodents, etc.);
  - c. Continued deficiency of a HCA provision after written direction to comply from the Contract Service Specialist;
  - d. Information that indicates possible financial mismanagement by a Provider includes but is not limited to, misrepresentation of financial information;
  - e. Any breach of a youth’s confidentiality or privacy by a Provider and it’s staff and/or organization;
  - f. Provider’s failure to maintain staffing ratios or fill positions funded by the HCA;



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- g. Provider’s failure to maintain licensing required by the HCA and DCMR 29 Regulations;
  - h. Significantly low performance on scorecard and/or performance benchmarks; and Program implementation not aligned with purchased services and HCA.
- iii. Steps for conducting an Investigation are as follows:
- a. The Contract Administrator must investigate any alleged egregious incident within 24 hours of notification or discovery and provide a detailed report to the Program Manager, which will be utilized to request a Cure Letter from OCP.
  - b. Upon discovery of an incident, immediately schedule a conference with Program Manager or his/her designee to develop investigation questions;
  - c. Send email to the facility to request preliminary information, and inform facility of your pending visit;
  - d. Visit the facility with alleged violation or incident concern;
  - e. Conduct a fact-finding investigation to determine what occurred or what evidence is available to corroborate the reported issues (Review facility log book, staff sign-in log, guest sign-in log, etc.);
  - f. Document staff on site at time of the incident and at the time of the investigative visit;
  - g. Document interviews with staff or youth;
  - h. Determine whether there was a violation of DCMR, HCA or Contract;
  - i. Draft an investigation findings memo using Investigation Memo template (See Attachment R);
  - j. Attach all relevant documentation and communication surrounding the reported incident;
  - k. Submit a draft report to supervisor for vetting and finalization;
  - l. After supervisory vetting (proof-reading, editing, formatting, etc.);
  - m. Disseminate report to appropriate recipients (DYRS leadership, OCP, etc.).



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- n. Upload all documentation into RMUD.
- iv. Whenever a Contract Administrator is documenting a performance deficiency, it should also be noted in the HCA Compliance/Evaluation Tool used at regular cite visits.
- v. The completed evaluation document must be sent to the vendor in a PDF form AND in a Word document to allow the vendor to respond and include their plan for abatement.
- vi. The completed document and any vendor response must also be sent to the program manager and uploaded into RMUD.





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**General Questions 22**

22. Please explain why DYRS has not distributed a complete annual report since 2015. Also please detail if DYRS has plans to issue a report for 2019. If so, when will the annual report be released? If not, does DYRS plan to resume releasing public reports on an annual basis?

*DYRS will release the FY18 annual report this spring. Going forward, DYRS commits to releasing annual reports on a more frequent basis.*



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**Placement and Monitoring 22**

22. Please provide information on whether the agency plans on mirroring the various therapeutic programs and services (for only one example, grief counseling and substance abuse therapy) that are provided to youth held at New Beginnings to the youth held at YSC. If so, please provide the agency's specific plan and timeline as to implementation of these additional services.

*The Youth Service Center and the New Beginnings Youth Development Center has two different levels of responsibilities when serving the Youth in our care.*

*Because New Beginnings has a long term treatment approach, it makes therapeutic services the primary goal and focus for the committed/adjudicated population of youth. With a longer length of stay being around 86 days for each youth, better service delivery is provided that offers a full scale array of services such as anger management, family engagement, grief and loss, working on better decision making, and substance abuse, just to name a few. These services are facilitated by not just the Mental/Behavior health specialist but, all staff assigned to the provide care for the youth. Also, youth involvement in vocational programming that lead to certifications, can lead to better community re-entry for each.*

*The Youth Services Center is a detention center whose primary mission is to provide helpful services to youth in a short term setting. Since the average the length of stay is around 5 days for each youth with some outliers being longer, the type of programming provided is different.*

*At YSC there are the Mental/Behavior health specialist that provide shorter levels of the therapy for each youth. While BH/MH specialist are available, these services are mostly used in crisis situations group settings and not as a part of each youth's program while housed. When there are youth who have acute needs, the BH/MH specialist is readily available to address the needs of the youth and provide counseling.*

*At this point there is no plan to consider changing the scope of our responsibilities of how we provide services to our youth. With both facilities having different levels of responsibilities, they do share a common philosophy of Restorative Justice and the Positive Youth Justice Model. While these two models provide similarities in our approach we also acknowledge the difference the requirements of care.*