

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

December 18, 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 3, 2019, at 10 a.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 **January 20, 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.
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 FY19 and FY20, 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 FY19 and FY20 to date;
 - c. A list of employee bonuses or special award pay granted in FY19 and FY20, to date;
 - d. A list of travel expenses, arranged by employee for FY19 and FY20, to date, including the justification for travel; and
 - e. A list of the total overtime and workers' compensation payments paid in FY19 and FY20, to date, including the number of employees who received overtime and workers' compensation payments.
5. For FY19 and FY20, to date, please list all intra-District transfers to or from the agency.
6. For FY19 and FY20 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:
 - 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 FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, to date.

10. Please list all currently open capital projects for DYRS, including an update on all capital projects under its purview in FY19 and FY20, 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 FY19 and FY20, to date, including the amount budgeted, actual dollars spent, and any remaining balances.
 - b. An update on all capital projects planned for FY19, FY20, FY21, FY22 and FY23.
 - c. Do the capital projects begun, in progress, or concluded in FY18, FY19 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 FY19 and FY20, 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 FY19 and F20, 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 FY18 and FY19. 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 FY19 and FY20, to date. For each item listed, please include the following:
 - 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 FY19 and FY20, 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 FY19 and FY20, to date.
17. Please describe any anticipated spending pressures for FY20. Include a description of the pressure, the estimated amount, and any proposed solutions.
18. Please provide, as an attachment, a copy of the agency's FY19 performance plan. Please explain which performance plan objectives were completed in FY19 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 FY20 performance plan as submitted to the Office of the City Administrator.
20. Please provide the number of FOIA requests for FY19 and FY20, 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 FY19 and FY20, 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 2020. 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 FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, to date.
6. What training is mandated for the staff, including Credible Messengers and staff at group homes, 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;
 - 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. What was the agency's response to such above listed non-compliance?; and
 - g. 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 the 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.
9. What training is provided to case managers and Credible Messengers regarding connected housing insecure youth to housing both during and post commitment?
 - a. How often is this training provided?
 - b. Who provides this training?
 - c. How many case managers and Credible Messengers have completed this training in FY19?
10. Are DYRS case managers trained to give the TAY-VI-SPDAT?
 - a. If so, how many case managers have received this training?

- b. How many TAY-VI-SPDAT's were completed by DYRS staff in FY 2019?

11. What is DYRS' plan for evaluating the Credible Messenger program?

- a. If an outside organization has been contracted to evaluate the Credible Messenger program, please provide the name of the contracted evaluator.
- b. When does DYRS anticipate that the evaluation of the Credible Messenger program will be completed?
- c. Will the evaluation of the Credible Messenger program be publicly shared?

Agency Operations

1. Please describe any initiatives that the agency implemented in FY19 and FY20, 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 FY20.
 - 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 FY19 and FY20, 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 FY19 and FY20 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 FY19 and FY20, to date, the reason for the procedure, and the maximum amount of time that a youth was kept separated or in isolation in FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, to date, for committed and post-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 FY19 and FY20, 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 committed and post-committed youth that took part in the program or activity; and
 - g. Any outcome data from the program or activity.
2. Please describe the efforts that DYRS made in FY19 and FY20, 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.
3. Please describe any actions taken by DYRS in FY19 and FY20, 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.
4. Please describe any actions taken by DYRS in FY19 and FY20, 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.
5. Please describe any actions taken by DYRS in FY19 and FY20, 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.
6. Please describe all programming offered by DYRS specifically to address the needs of committed girls. Please also describe the agency's efforts in FY19 and FY20, 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.
7. Please describe any actions taken by DYRS in FY19 and FY20, 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.
8. Please describe the agency's efforts in FY19 and FY20, 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.
9. Please describe any actions taken by DYRS in FY19 and FY20, 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 FY18, FY19 and FY20 to date.
10. Please describe any programs or services that the agency provided to the families of committed youth in FY19 and FY20, 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:
- b. The nature of the program or activity;
 - c. The goals of the program or activity;
 - d. The vendor that administered the program or activity, if applicable;
 - 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.
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.
12. Please describe the number of youths committed to DYRS who are victims of sex trafficking and the Ward from which they originate for FY18, FY19 and FY20, to date.
13. Please list the top ten charges that resulted in the commitment of youth to DYRS who are victims of sex trafficking for FY18, FY19 and FY20, to date and the number of youth who received each charge.
14. Please describe any programs or services that the agency provided or funded in FY18, FY19 and FY20, 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 FY18, FY19 and FY20, 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.
15. 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. For example, please describe discharge planning for the following areas: housing, education, mental health, vocational support and training, etc.

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 FY19 and FY20, to date.
2. For FY18, FY19 and FY20, 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.
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;
 - d. A non-secure community placement in the District of Columbia;
 - e. A residential treatment facility in the District of Columbia;
 - f. A secure out-of-the-District placement; and,
 - g. A non-secure out-of-the-District placement.
 4. Please provide the average daily number of youth residing at the Youth Services Center and the New Beginnings Youth Development Center, respectively, in FY18, FY19 and FY20, to date.
 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.
 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.
 7. Please provide a list of the lead entities and members of the D.C. YouthLink service coalition that served committed youth in FY19 and FY20, to date. For each organization, please provide:
 - a. The name and address of each organization;
 - b. The number of youth referred to each organization;
 - c. The number of youth served by each organization;
 - d. The types of service provided by each organization;
 - e. The funds allocated to each organization;
 - f. Any payments that the agency or the lead entities failed to make on-time to organizations in the service coalition; and,
 - g. Any reports provided by the service coalition member or lead entity with regard to the outcomes or success of their programs.
 8. Please provide a list of the lead entities, other community-based organizations or contractors and placements that served committed youth in FY19 and FY20, 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
9. Please provide any reports provided by the lead entity, organization, or contractor with regard to outcomes or success of their programs.
10. Please provide the following for youth committed to DYRS:
- a. The total number of committed youth monitored by GPS in FY18, FY19 and FY20, to date;
 - b. The percentage of committed youth monitored by GPS in FY18, FY19 and FY20, to date;
 - c. The cost to the agency of the electronic monitoring system in FY18, FY19 and FY20, 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 FY18, FY19 and FY20, to date.
11. For the Youth Services Center, for FY18, FY19 and FY20, 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.
12. For the youth shelter homes contracted with DYRS, for FY18, FY19 and FY20to 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.
13. 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.
14. For the youth group homes contracted with DYRS, for FY18, FY19 and FY20 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.
15. List all group homes where DYRS places youth in the District, and provide the following information:
- 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.
16. List all group homes DYRS places youth outside of the District, and provide the following information:
- 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.
17. 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.”

18. For the therapeutic foster care homes contracted with DYRS, for FY18, FY19 and FY20, 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.

19. For each of the following facilities (or category of facilities) that DYRS operates for youth please provide the total budget expenditure per category FY18, FY19 and FY20, 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.

20. Please describe the transition planning services or programs that DYRS provides to youth that are exiting commitment in FY19 and FY20, 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.

21. Please describe any programs or services that the agency provided or funded in FY19 and FY20, 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.

22. For *each month* in FY18, FY19 and FY20, 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.
23. Please provide the total number of administrative complaints or grievances (including Project Hands complaints) that the agency received in FY19 and FY20 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.
- a. Please break down by source, including those received from employees, committed juveniles, families of committed juveniles, or other sources.
 - b. 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.
 - c. For each complaint, please state and provide the policy and procedures the agency followed in order to address these complaints or grievances.
 - d. For each complaint, please state the amount of time in days it took to respond to the complaint. For each complaint, please state how youth were notified about the outcome of his or her complaint.
24. 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.
25. Please provide a detailed explanation of the Level System at New Beginnings, and describe:
- a. the most current Level System policy;
 - i. Is this policy provided to youth at NB?
 - b. how the Level System is explained to the youth at New Beginnings;
 - c. how many levels there are;
 - d. On average, how many days long is each level;
 - e. How often are youth able to petition for a higher level;
 - f. If youth are ever prohibited from petitioning to a higher level;
 - g. What is involved in a level petition?
 - h. What are youth expected to do to get to a higher level?
 - i. Who is involved in the level petition decision?
 - j. If youth are ever "stepped back" to a lower level? If so, for what reason? Is this the decision of unit staff or of a hearing officer?
 - k. At what level does discharge planning start?
 - l. What does discharge planning involve? Does it include transition plans for housing, education, mental health, health insurance, community-based supports for youth?
26. Please describe your plan to limit the time frame the population of awaiting placement youth are held in DYRS custody. Additionally, what policies exist, if any, to address the number of young people awaiting placement in secure confinement? Is DYRS creating a policy to

address these students, and if so, when does the agency anticipate implementing this policy?
If a policy exists, please provide it.

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, Opportunity Academy, alternative high school, public charter Inspiring Youth Program and Maya Angelou Academy) and the average number of credits earned by youth for FY18, FY19 and FY20.

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 FY10, FY11, FY12, FY13, FY14, FY15, FY16, FY17, FY18, FY19 and FY20 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.

2. For the purposes of this question, please use the following definitions:
 - a. “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;
 - b. “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;
 - c. “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.
 - d. “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.
 - e. “Total youth” is the sum total of individual, non-duplicative youth served by the agency during the fiscal year.

3. Please provide a daily census for committed youth by placement type (home, community based residential, etc.) for July 31st, 2010; July 31st, 2011; July 31st, 2012; July 31st, 2013; July 31st, 2014; July 31st, 2015; July 31st, 2016; July 31st, 2017; July 31st, 2018; and July 31st 2019.

Tracking Youth Success

1. Please list the top ten charges that resulted in the commitment of youth to DYRS in FY19 and the number of youth who received each charge by gender.

2. Please provide the number of youth committed to DYRS in FY19 and FY20, 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 FY19 and FY20, to date;
 - b. Established an Individual Success Plan in FY19 and FY20, to date; and
 - c. Provided the services indicated on a student's Individual Success Plan in FY19 and FY20, to date; and
 - d. Were matched with a Credible Messenger in FY19 and FY20, to date.
4. Please provide the number of Credible Messengers contracted with DYRS for FY19 and FY20, 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 FY19 and FY20 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 FY19 and FY20, to date, including how this rate is calculated;
 - b. Rate of abscondence for FY19 and FY20, to date, including how this rate is calculated;

- c. The recidivism rate for FY19 and FY20, to date, including how this rate is calculated;
 - d. The number of youth in FY19 and FY20, to date, that either have committed a homicide or were the victim of homicide;
 - e. The number of youth in FY19 and FY20, 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 FY19 and FY20, to date.
7. Please provide the following for youth under the age of 21 who were previously committed to DYRS:
- a. Arrest rates for FY19 and FY20, to date, including how this rate is calculated;
 - b. The recidivism rate for FY19 and FY20, to date, including how this rate is calculated;
 - c. The number, and percentage of youth in FY19 and FY20, to date, that either committed a homicide or were the victim of a homicide; and
 - d. The number and percentage of youth in FY19 and FY20, to date, that either committed a violent crime, or were the victim of a violent crime.
8. For FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, 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.

Miscellaneous

1. Does DYRS provide input into the DC State Medicaid Plan?
 - a. If so, how?
 - b. How often?

2. DC prosecutors have committed to visiting prisons, jails and juvenile detention centers; sending their staffs; and incorporating such visits into mandatory training and job expectations. Will DYRS make the same commitment for senior level staff (Director, General Counsel, etc.)?
 - a. If yes, which DYRS staff will commit to visiting YSC, New Beginnings, and DYRS group homes?
 - b. If yes, how long will each visit be, and how often?
 - c. If no, why not?

3. Please provide DYRS' policy and/or procedures regarding the CAFAS.
 - a. Does DYRS check with DBH before completing the CAFAS to see if one has already been completed?
 - i. What, if any, other agencies does DYRS check with to determine if the CAFAS has already been completed?
 - b. Who provides staff training to DYRS staff on the CAFAS?
 - i. How often?
 - ii. Is a training manual available?
 - c. Is the CAFAS shared with other District agencies?
 - i. How, and when?
 - d. Is the CAFAS used to develop service plans for committed youth?
 - e. What is the average first CAFAS score at the beginning of commitment versus the last CAFAS end of commitment?
 - i. If/how/when is the CAFAS used as a quality control instrument?

- f. How is the CAFAS evaluated across DYRS employees to ensure accurate and consistent usage?
 - g. How is the CAFAS and its purpose explained to youth and families?
-
- 4. Please describe your plan for housing Title 16 youth going forward, including the location where they will be housed and what specific programming, if any, will be provided to Title 16 youth.
 - 5. Please describe your plan, if any, for improving the education that youth receive at the Youth Services Center.



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



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, property management, contract compliance, information services, and research and evaluation functions to assure the achievement of operational and programmatic results.*

This division contains the following ten (10) 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;*
- ***Resource Allocation** - ensures fiscal compliance monitoring, procurement of agency goods and services, and producing and maintaining financial and contractual records for the agency;*
- ***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;*



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- **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.;
- **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.);
- **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.
- **Research and Evaluation** – responsible for planning, directing, evaluating and coordinating activities that prevent, intervene and control juvenile delinquency in the District of Columbia. This entails use of research and evaluation tools to advise on issues of importance in the areas of law, policy, plans of action, and proper approaches as they relate to projects, programs, research and analysis.

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



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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 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;
- **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



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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.
 - *The agency placed Research and Evaluation under Operations and Administrative Services (1000).*
 - *The agency placed Training and Professional Development under Operations and Administrative Services (1000).*
 - *The agency placed Performance Improvement under Operations and Administrative Services (1000).*



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Agency Operations 1

1. Please describe any initiatives that the agency implemented in FY19 and FY20, 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. *Streamlined the recruitment processes by implementing workflows and making it more data driven by establishing metrics to measure efficiency. This has led to a reduced vacancy rate.*
 - ii. *Implemented the agency's Pre-Employment Physical and Agility Testing for DYRS positions (YDR / SYDR) which has led to better quality candidates.*
 - iii. *Implemented a HR dashboard to provide senior leadership with accurate data for strategic planning, forecasting, and data analytics to make informed decisions.*
 - iv. *Created Recruitment SOP to standardize and streamline the recruitment process, reducing inaccuracies and inconsistencies.*
 - b. *Enhancing suitability and compliance:*
 - i. *OHR, in conjunction with DCHR, conducted on-site biennial background checks for the agency. This initiative kept the agency in good standing with DCHR's Policy and Compliance.*
 - ii. *Created suitability and compliance SOP to standardize and streamline processes, reducing inaccuracies and inconsistencies.*
 - c. *Improving Payroll Operation for staff:*
 - i. *Improving agency tracking /efficiency of the timekeeping system. Updated time reporting codes through OCTO and OPRS to align with current CBA requirements.*
 - ii. *Successfully tracked and reduced processing time and audit processes for payroll actions by creating process workflows and checklists. Because of this DYRS has significantly reduced the number of off-cycle and back pay actions submitted to OPRS. This represents a savings to the district.*
 - iii. *Created Payroll SOP to standardize and streamline payroll process, reducing inaccuracies and inconsistencies.*
 - d. *Enhancing opportunities for professional development for staff:*
 - i. *In FY'19 the agency reimbursed \$41,370.00 to employees for educational expenses. TARP provided educational expenses and opportunities for employees who work in different departments of the agency.*



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- e. *Enhancing our Performance Management program and reporting:*
 - i. *Implemented 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 FY20 Performance Plans and FY19 Performance Evaluations. This is our second consecutive year accomplishing this goal.*

- f. *Improving Employee Relations and Retention:*
 - i. *Partnered with DCHR to provide Progressive Discipline training which provided agency managers an in-depth understanding of the Progressive Discipline process.*
 - ii. *Created discipline templates for managers' reference thus ensuring a standardized disciplinary and uniform implementation of DPM chapter 16.*
 - iii. *Created ER SOP to standardize and streamline discipline process, reducing inaccuracies and inconsistencies.*



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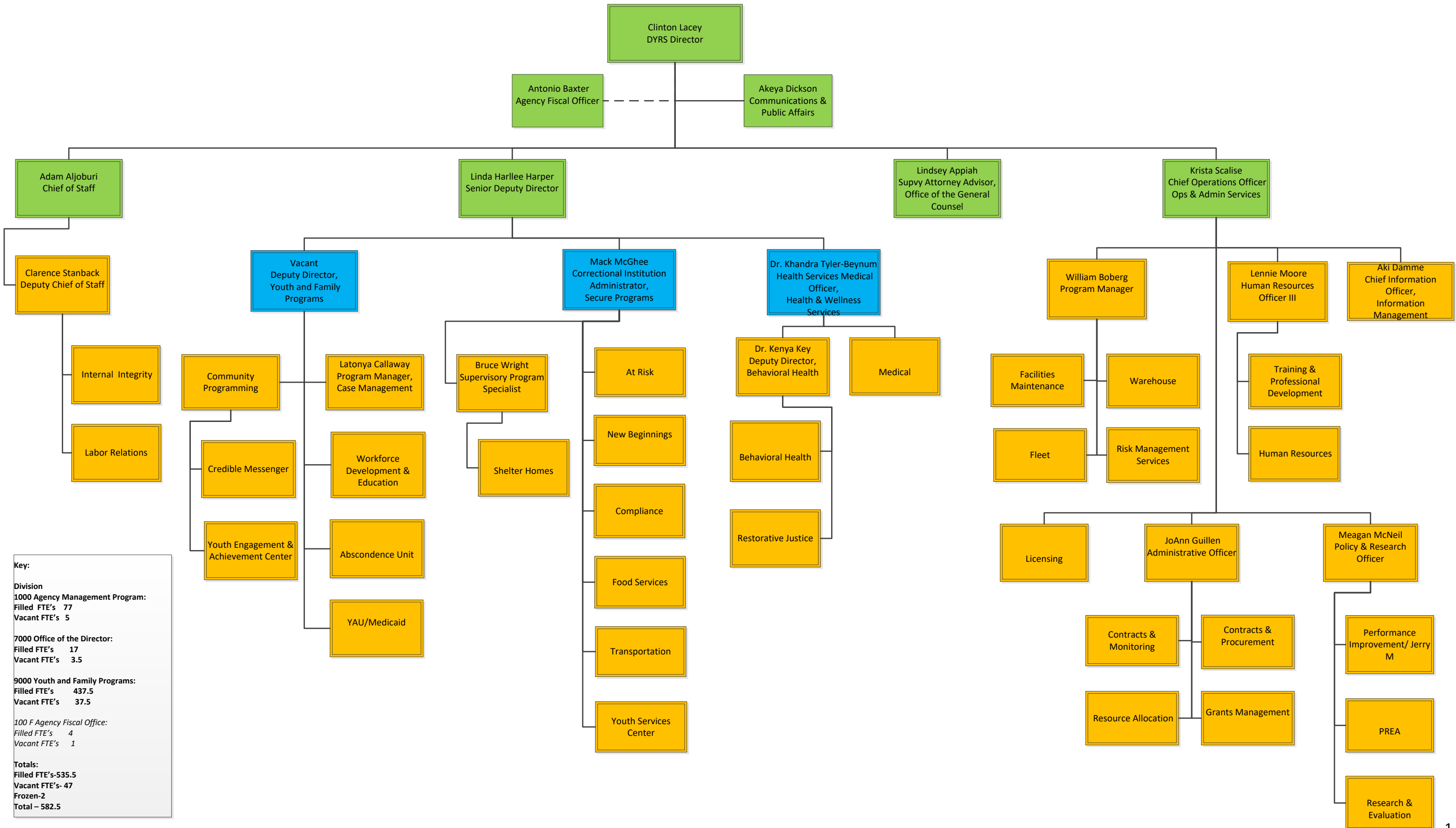
Education 1

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;

Current Committed Youth	
Special Education Needs	97
IEP Needs	97
Disability Classification	95
DSM Diagnosis	Unknown

Department of Youth Rehabilitation Services
As of 1.9.2020



Key:

Division
1000 Agency Management Program:
Filled FTE's 77
Vacant FTE's 5

7000 Office of the Director:
Filled FTE's 17
Vacant FTE's 3.5

9000 Youth and Family Programs:
Filled FTE's 437.5
Vacant FTE's 37.5

100 F Agency Fiscal Office:
Filled FTE's 4
Vacant FTE's 1

Totals:
Filled FTE's-535.5
Vacant FTE's- 47
Frozen-2
Total - 582.5

Responsiveness

EQUALITY AWARENESS

COMPASSION RESPECT

C.A.R.E.

EMPOWERMENT

ACHIEVEMENT RESPONSIBILITY

EMPATHY CONSISTENCY

ACCOUNTABILITY

COMMUNICATION

Department of Youth Rehabilitation Services
Care Planning and Coordination Handbook
Effective April 2017





Pain

*I'm tired of the system,
But it's hard to do good,
I often get criticized
For going back to the hood,
I'm only 18, but feel like I'm 12,
This is not life I'm living
It's another version of "hell,"
Have you ever been shot?
Have you ever been stabbed?
I bet we all can tell stories
About the hard times we've had.
I bet you never took the time
To plan and write goals,
But it's okay because
Who am I to judge?
I'm still falling out of the socket
Like a loose plug
I've had the good, I've had the bad,
I've had the ups and the downs.
Let's take our old ways
And throw them in the trash
I can do right, I know I can.
I'm leaving room for failure
This is only natural
But failure is not the goal
Success is a must
No more pain for myself
Or for the others around me
Success is the only way out.*

By S.*

* Unless otherwise noted, all section poetry and art was created by Youth Scholars at the Maya Angelou Academy, New Beginnings Youth Development Center



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You are brilliant, powerful, creative, talented, and so much more.

Thank you for the inspiring art and written word that frames the reason for this handbook—Supporting your highest and best you!

*Please Note: Project Member participation in the process should not be read as an endorsement of the final product.





***We have to recognize that there cannot be relationships
unless there is commitment, unless there is loyalty,
unless there is love, patience, persistence.***

Cornell West
Philosopher, Educator, Civil Rights Activist, Scholar

The Rose that Grew from the Concrete

Did u hear about the rose that grew from a crack in the concrete

Proving nature's laws wrong it learned 2 walk

Without having feet

Funny it seems but keeping its dreams

It learned 2 breathe fresh air

Long live the rose that grew from concrete

When no one else even cared!

Tupac Shakur

Actor, Poet, Rapper, Hip-Hop Legend



Letter from the Director

To the Youth and Family Services Team:

At the time of the writing of this handbook, our justice system-involved youth and families face a troubling set of conditions. In addition to the longstanding array of disparities in housing, health, education and employment that remain intact, they also have a disproportionate likelihood to enter deeper into the justice system and suffer lifelong barriers to becoming viable, productive members of the communities in which they live. Indeed, ongoing demands for harsher criminal prosecution and the recent resurgence of “*law and order*” politics, should remind us that the pendulum of justice may very well soon swing back to a more punitive, reactionary position. Of course, the “*get tough on crime and delinquency*” policies that many advocate are presented as the best way to ensure public safety, but there is little evidence that treating court-involved youth more harshly translates into safer neighborhoods or better outcomes for those youth.

On the contrary, there is a wealth of evidence, based on research and experience that demonstrates the effectiveness of positive youth development, family empowerment, community engagement, restorative justice, and other culturally appropriate, strength-based approaches. It is through the combination of these and other evidence-based and evidence-generating practices that trauma is addressed, harm is repaired, cycles of violence are reversed, youth and families are strengthened and public safety is advanced. Our approach to preventing crime and delinquency is *not tough*. Nor is it *soft*. Our approach to advancing public safety is *smart*. It is an intelligent approach informed by evidence and guided by the voices and experiences of the youth and families we serve. They desire and deserve safe, healthy and prosperous neighborhoods.

Faced with these troubling times, DYRS must advance bold ideas and implement these creative approaches to engage, encourage and empower our youth and families. I believe that we can only be successful by investing in our most valuable resource: *our people*. As the Care Coordinators for our youth and families—the professionals entrusted with the time sensitive care of youth—we are assigned the huge responsibility of guiding youth successfully through DYRS commitment. This is no easy task. Yet, in addition to ensuring successful DYRS completion, we are also afforded an awesome opportunity to foster healing, nurture growth and inspire dreams.

Over a century ago, Jane Addams—one of the co-founders of this nation’s juvenile justice system and a pioneer in the field of social work—said that the juvenile court should treat youth as “any kind and just parent” would treat their own children. While it is also important to remember that our youth already have parents, worthy of our support, Ms. Addams’ words ring true to this day.





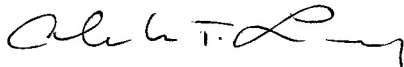
***The juvenile court should treat youth “as any kind and just parent”
would treat their own children.***

Jane Addams, Activist, Social Worker, Child Welfare Pioneer

In addition to the continual process of honing the complex array of skills that we bring to the table, we must be sure to tap into the essence of why we chose this work. Our work is to help pave the pathway towards growth, development and transformation. Our intrinsic motivation is what will propel us forward on that path. Collectively, we are motivated by the belief that our youth are greater than the sum of their worst experiences, and that they are *at-promise* to be whole, healthy successful members of the communities where they live.

Together, we will continue to support that process. Together, we will continue to pave pathways, as we walk.

In solidarity,



Clinton Lacey
Director, Department of Youth Rehabilitation Services
April 4, 2017



About the Handbook

The Department of Youth Rehabilitation Services (DYRS, also known as the Agency) developed this Care Planning and Coordination Handbook to strengthen, clarify, better organize, and document the procedures for providing high quality care to the youth committed to the Agency. Its development is also an opportunity to improve current promising practices to the status of best practices worthy of sharing with other juvenile justice agencies.

This handbook serves as the foundation for the planning, care and supervision of youth committed to DYRS and replaces the Case Management Manual issued May 2010 (Version IV). The goal of this publication is to ensure that each Care Coordinator is effectively engaging every youth and his or her family throughout the youth's commitment. It is designed to individualize care planning for each youth while simultaneously ensuring consistency in implementation for all committed youth by way of clear and succinct policies and procedures.

How the Handbook is Organized

The following pages provide information that is critical to successful care planning and ensuring youth success. The handbook is divided into three parts:

- **Part I: Addressing the Needs of Committed Youth and Their Families**
Provides a description of DYRS and the research-based philosophy that guides youth success within the Agency.
- **Part II: The Power of Effective Care Planning**
Describes the hallmarks of effective care planning, the expectations of the DYRS Care Coordinator and the pivotal role they have in supporting the success of all committed youth, from intake to release and post commitment.
- **Part III: Care Planning and Coordination Policies and Procedures**
Details step-by-step procedures for DYRS care planning and coordination for committed youth and their families. Where appropriate, the section also provides background information for certain processes and cites the location of related procedures where more detail may benefit the reader.

Additional information and resources useful in supporting effective care planning and coordination are found in the Appendices at the conclusion of the handbook.

Appendix A: Glossary of Terms

Defines the terms and acronyms throughout the handbook that may not be immediately familiar to the reader.


Appendix B: Resource Location Lists

Includes all relevant forms, templates and checklists available on the DYRS Intranet and in the DYRS Database that facilitate Care Coordinators' work on behalf of the youth they serve.

Appendix C: Reference Guides for Case-by-Case Needs

Provides additional information that is useful in supporting unique needs of youth.





*Let there be everywhere our voices, our eyes, our thoughts,
our love, our actions, breathing hope and victory.*

Sonia Sanchez

Life

If life was real

And not fake

If life was on time

And not late

If life was peace

And not violence

If life was strong

And not weak

If life will win

And not lose

If only if only.

By M.

Section art created by K.S.





About the Department of Youth Rehabilitation Services

Our Purpose

The Department of Youth Rehabilitation Services (DYRS, also known as the Agency) engages, encourages and empowers court-involved youth with the opportunity to become productive, pro-social citizens by building on the strengths of youth and their families in the least restrictive, most homelike environment consistent with public safety.

DYRS aspires to provide the nation's best continuum of care for court-involved youth and their families through a wide range of services, resources and opportunities that emphasize individual strengths, personal growth, skill development, accountability, family involvement, civic engagement, and community support.

Our Identity

*We believe...
Love—expressed as compassion, care, commitment, and consistency—
is at the foundation of our work.*

As a government agency, DYRS recognizes that it is our responsibility to invest and work in partnership with traditional and non-traditional leaders from the communities where our youth and families reside. This collaboration between DYRS and the communities we serve is integral to the success of the youth in our care and presents new opportunities for positive youth development throughout the continuum of our system. Our role requires that while in our care, youth and families are provided the best we have to offer in terms of transformative relationships, audacious advocacy, empowering services, healthy interventions, and unprecedented opportunities to sustain success far beyond their commitment to DYRS.

Guiding Principles

We believe...

1. Love—expressed as compassion, care, commitment, and consistency—is at the foundation of our work.
2. Youth prefer the joy of accomplishment to failure, and each youth is unique and can learn, relearn and unlearn.
3. All youth should be connected to caring adults, services, supports, and opportunities that enable them to contribute to the community and successfully transition into adulthood.
4. In honoring diversity and the unique cultural contexts of the youth and families served.
5. All youth, families, staff, and community should be valued, respected and have opportunities for growth and change.
6. Youth, families and staff at all levels must be at the table and involved in decision making, from Team Decision Making meetings to Agency policy development.



7. In a robust continuum of care that is flexible, strength-based, family-focused, and results in youth being served in the least restrictive environment consistent with public safety.
8. In creating environments that are safe, structured, stable, and supportive for youth and staff.
9. Staff at all levels should be responsive, respectful and work collaboratively with internal and external customers.
10. Decisions should be informed by valid and reliable data.
11. Everyone's job is to help youth develop to their fullest potential.
12. In making investments that build family and community capacity to care for their youth, independent of the juvenile justice system.

Achieving Youth Success

A core goal of DYRS is to effectively engage and empower youth and families by providing positive, supportive and complete care planning and coordination. The rehabilitative process is designed to ensure that youth become productive citizens and contribute positively to their community.

In support of this approach, complete care planning and coordination includes:

- A solid foundation of strength-based approaches that emphasize building capacity, resilience and independence from the juvenile justice system.
- A structured, decision-making tool as well as a comprehensive assessment completed when a youth is assigned to pre-commitment in the Youth Assessment Unit (YAU).
- A Child and Adolescent Functional Assessment Scale (CAFAS) completed every 90 days.
- A Team Decision Making (TDM) Meeting every 90 days that includes youth, family, supportive professional, and other key stakeholder input.
- A comprehensive individualized Success Plan, which details the goals of the youth. The plan is updated every 90 days to reflect progress and/or additional supports until the youth's commitment expires.
- Connections to comprehensive programming and individualized opportunities to build upon each youth's strengths and to target his or her areas of need.
- Administrative and compliance audits to ensure that each Care Coordinator has met the Agency's care planning and coordination standards.
- Engagement of youth and families in their communities, where they are most comfortable and where support is most needed.

The Youth and Family Programs Division

The Youth and Family Programs Division is responsible for complete care planning and coordination. This division provides custodial care, supervision, services, supports, and opportunities for committed youth to enhance their strengths and address challenges that impact his or her successful rehabilitation.



The Youth and Family Programs Division includes a variety of service areas available to support youth and families, including:

- **Care Planning and Coordination:** Committed youth are assigned to the Care Planning and Coordination Team based on the Ward in which their parent(s)/guardian(s) reside. DYRS Care Coordinators supervise and support youth assigned to them and ensure that committed youth are linked to services and opportunities that will foster success in the least restrictive environment consistent with public safety.
- **Court Liaison:** Serves as the central office of communication between the Superior Courts of the District of Columbia (DCSC) and DYRS.
- **Youth Assessment:** Manages the pre-commitment process, completes clinical assessments of youth during the pre-commitment phase and develops a placement and treatment plan utilizing the least restrictive setting consistent with public safety for the youth, if committed.
- **Team Decision Making:** Facilitates and coordinates quarterly meetings that draw upon youth and family strengths, experiences, knowledge, and resources to create a Success Plan for the youth while committed to DYRS.
- **Placement Management:** Refers to both community and out-of-state placements for committed youth that may include group homes, foster homes and secure residential treatment centers, in cases where home is not a viable option.
- **Family Engagement and Empowerment:** Offers services to strengthen families to build a support system with others who shares common experiences, explores topics regarding their youth's commitment and share strategies for raising youth connected to the juvenile justice system. Opportunities are also provided for skill building and family-targeted events to promote personal and family growth.
- **Education:** Inspires and engages youth to connect to the educational process and explores opportunities and services that support youth in meeting educational goals.
- **Work and Future Economic Opportunity:** Focuses on career pathways for youth employment by building the youth's knowledge, strengthening their skills and expanding their work opportunities.
- **Performance Improvement:** Promotes a culture of continuous improvement by providing oversight and technical assistance to critical DYRS operations and programs by reviewing and monitoring current practices to ensure compliance with established policies, procedures and goals.
- **Community Programming Initiative:** Serves as a bridge between youth, families and the community through outreach, engagement and other supportive services.
 - ♦ **The Achievement Center (AC) Sites:** Utilizes the Positive Youth Justice (PYJ) framework to empower justice-involved youth. The AC sites are designed as safe spaces for DYRS youth and families and provide drop-in activities as well as structured programming and classes that foster career development, life skills and healthy living. The programs include classes and activities that educate youth, prepare them to enter



the workforce and teach them valuable life skills. Participants are also able to take advantage of special events that include, but are not limited to: job fairs, family nights, guest speakers, and faith-based initiatives.

- ♦ **DC YouthLink (DCYL):** Represents a collaboration between community-based providers and DYRS. The initiative is designed to serve youth within the PYJ framework and domains (i.e., Work, Education, Health, Relationships, Community, and Creativity). Services are delivered in the community and primarily include, but are not limited to: Tutoring, General Education Development (GED) preparation, substance abuse education, family support, and mental health.

Credible Messenger Initiative: Invests in the human resources of the neighborhoods most impacted by youth involvement with the justice system. Credible Messengers are neighborhood leaders, experienced youth advocates and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence. They serve youth whose needs go far beyond the traditional mentoring approach of companionship, confidence-building and typical academic, social or career guidance. The Credible Messengers are able to connect with the most challenging youth because they come from the same communities as the youth, were formerly incarcerated or involved in the justice system and have turned their lives around.





At the Foundation

***Our children are our greatest treasure. They are our future.
Those who abuse them tear at the fabric of our society and weaken our nation.***

Nelson Mandela
South African Anti-Apartheid Revolutionary, Politician, Philanthropist

The youth committed to the Department of Youth Rehabilitation Services (DYRS, also known as the Agency) are first and foremost just that—young people whose growth and development have been influenced by various dynamics and experiences, which have led to justice-system involvement and assignment to the Agency.

Right from the start, the Agency’s work—care planning and coordination, placement decisions, service provision and intervention, family involvement, and targeted community partnerships—has one overarching goal in mind: the successful return of every youth to his or her community, with the supports needed to maintain that success. At the foundation of the work are the framework and approaches described below.

Positive Youth Development and the Positive Youth Justice Framework

DYRS is among the first agencies or organizations to adopt a Positive Youth Development (PYD), and specifically, Positive Youth Justice (PYJ) framework, in its approach to working with justice-involved youth.¹ DYRS is considered to be an innovator in applying developmentally appropriate approaches to the programs and practices of a juvenile justice agency.²

The principles of PYD are grounded in the philosophy that youth are assets and resources to the community, and that with the right programs, opportunities, supports, and services, youth can develop to their full potential. PYD leverages youth strengths and promotes resiliency in order to help youth move past challenges. PYD encourages communities to collaborate to create holistic opportunities to help youth succeed.³ According to the PYD principles, positive development requires youth to experience:

- Safety and structure
- A sense of belonging and membership
- Self-worth and the ability to contribute to their communities
- Self-awareness and the ability to reflect and assess
- Independence and control over one’s life
- Lasting relationships with pro-social and caring adults
- Competence and mastery

¹ John Kelly, “Positive Youth Justice Series: Curbing Crime, Building Assets,” *Chronicle of Social Change*, (2015), <https://chronicleofsocialchange.org/juvenile-justice-2/positive-youth-justice-series-curbing-crime-building-assets/10099>.

² John Jay College of Criminal Justice, “Positive Youth Justice: Leading Innovators,” (2013), <http://positiveyouthjustice.org/category/leading-innovators/>.

³ Kenneth Polk and Sol Kobrin, “Delinquency Prevention Through Youth Development,” Youth Development and Delinquency Prevention Administration, (1972), <http://eric.ed.gov/?id=ED073385>.



While PYD is broadly focused on the developmental needs of youth, PYJ focuses on the specific developmental needs of youth involved in the juvenile justice system. The PYJ framework was published in 2010 by a team of researchers led by Dr. Jeffrey Butts at the John Jay College of Criminal Justice in New York City and recognizes that justice-involved youth are particularly vulnerable to being labeled as victims or villains.⁴ A critical component of the PYJ model is to “Change the Frame” of how justice-involved youth are perceived. The following table explains how perceptions of youth as victims, villains or as resources influence assumptions about the origins of delinquent behavior and subsequent intervention strategies.

Changing the Frame			
Primary Lens			
Assumptions	Youth as Victim	Youth as Villain	Youth as Resource
Origins of Most Delinquent Behavior	Symptom of underlying disturbance	Anti-social impulses, lack of restraint due to permissiveness and the absence of punishment	Normative response to adolescent needs for status, belonging, power & excitement, lack of empathy
How Delinquent Youth Compare with Other Adolescents	Fundamentally different in psychological and emotional makeup	Fundamentally different motivations and impulses toward deviant behavior	Largely similar to other adolescents but with fewer social assets
Delinquent Youth Capacity for Behavior Change	Incapable of conventional behavior without therapeutic interventions	Incapable of conventional behavior without strict discipline and the threat of punishment	Inherently capable of conventional behavior with sufficient access to supports and pro-social opportunities
Principal Intervention Strategy	Individual or family-based therapeutic treatment	Deterrence and retributive punishment	Skill development, attachment and engagement
Role of Treatment	Primary	Secondary	Secondary
Risks of Treatment	Could fail to address underlying cause(s)	Could delay or impede deterrence	Could introduce stigma or harm—i.e., iatrogenic effects

The PYJ model also adapts the traditional 40 developmental assets identified through PYD, honing them to six core developmental domains and providing a framework for transforming theory to practice in juvenile justice systems:

- **Work:** Work experience, apprenticeships, employment readiness, income, and independence
- **Education:** Literacy, credentials, learning skills, and career planning

⁴ Jeffrey A. Butts, Gordon Bazemore and Aundra Saa Meroe, “Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development” (Washington, DC: Coalition for Juvenile Justice, 2010).

- **Health:** Physical activity, diet and nutrition, behavioral health, lifestyle, and sexuality
- **Relationships:** Communication skills, conflict resolution, family systems, intimacy, and support
- **Community:** Civic engagement, community leadership, services, and responsibility
- **Creativity:** Personal expression, visual arts, performing arts, and language arts

Each of the PYJ domains provides youth opportunities to strengthen two core assets considered critical for positive development within a PYJ framework: (1) learning/doing; and (2) attaching/belonging.⁵ By facilitating experiential learning, youth develop the skills needed to become self-sufficient adults, and by fostering a sense of belonging, youth build the relationships needed to become productive members of the broader community. Thus, the PYJ framework provides a roadmap for justice-involved youth to develop the competencies needed to successfully transition to adulthood.

DYRS is focused on aligning its care planning, programs, services, and accountability mechanisms to the PYJ framework. These strategies are aimed at helping youth succeed, thereby, reducing the chances that they will commit another offense. DYRS is committed to meeting the developmental needs of youth through the use of culturally competent strategies that build on youth assets and potential, value youth as resources and create partnerships with youth to generate positive, sustaining change.

Going Deeper: The Covenant of Peace

*They say it takes a village to raise a child.
If the village is poison, we need help to see other options.*

L. C.

Youth formerly committed to DYRS

In keeping with PYD and PYJ, DYRS is going deeper to ensure that for each youth, the Agency is taking every opportunity to promote their positive growth and development, enhancing resilience and where necessary, fostering healing and restoration within the family and community. And while efforts to address each of these areas are often missing in core juvenile justice processes, we believe in, are committed to, and are investing in strengthening and relying upon “the village” to partner with us in the overall work.

At the outset of their commitment, youth will be exposed to a core set of self-empowering principles known as the “Covenant of Peace,” which is an anti-violence initiative geared at addressing systemic issues of violence. Developed by DYRS and community stakeholders, it provides theme-based principles for youth and families that draw from faith, culture and historical traditions. Seven core pillars, that are the essential scaffolding for developing a sense of self-worth and setting a course for positive and healthy living, undergird the Covenant. They are expressed as positive affirmations:

⁵ *Ibid.*



Pillar 1: My Life Matters

Affirms self-love and helps youth see their inherent value and connection to the world. Also, personalizes the movement to address racial and ethnic disparities in the justice system.

Pillar 2: The Act of Forgiveness

Engages youth in a supportive process to forgive themselves for mistakes they have made. Allows youth to embrace the power that comes from forgiving those who have hurt them and promotes a culture and climate of peaceful conflict resolution and restorative practices.

Pillar 3: My Word is My Bond

Helps youth understand the phrase, “When I give my word, I give my bond”; emphasizes the importance and power of honesty in their lives; and fosters the strengthening of character and working hard to stay true to one’s word.

Pillar 4: My Family is My All

Recognizes that all young people seek a sense of belonging and regardless of the immense challenges, and even abuses, often found within families, youth still want to go back home. Tools gathered here can help develop positive strategies that will be passed to future generations.

Pillar 5: The Impact of Absence

Invites youth to talk about matters related to absence with particular attention to how these circumstances have impacted their lives. Youth will take a step toward healing through discovering commonalities with other participants who lack deep familial connections or have experienced the loss of family members or other loved ones.

Pillar 6: The Power of the Tongue

Examines the effect that negative and hurtful words have on youth, how youth themselves have used similar words and how they can use their words to reflect on their own emotions, build empathy, express compassion, and bring people together with a common vision.

Pillar 7: What Love Looks Like

Affirms the power of love to guide individuals and communities to seek personal and societal change. This Pillar aims to establish “love in action” as an operating paradigm in the lives of young people. The theme zeros in on the question, “What does love look like?” Youth will learn to identify the many components of love and use them to measure their own interactions within various contexts.

As the Pillars suggest, great emphasis is placed on unity, renewal, spirituality, commitment, and empowerment. In addition to serving as core themes for intensive workshops and retreats, the Pillars are the basis of the curriculum used in the Credible Messenger Initiative.

Moving forward, youth and their families within all areas of the DYRS program continuum—from each of the facilities to community settings—will be exposed to the Covenant of Peace.

For an electronic copy of the Covenant of Peace and a full description of each of the Pillars, refer to the Resource Location Lists in Appendix B.



Keeping Youth at Home

The foundational idea stemming from PYJ is that youth are most successful when they remain at home. Incarceration can be counter-productive and is inherently harmful to youth and will serve as a barrier to later success. Incarceration separates youth from natural sources of support to which they will eventually return, including their families and resources in their communities. Additionally, incarceration has been shown to lead to further justice involvement, less educational attainment, more unemployment, lower wages, and a host of other negative outcomes.⁶

While incarceration is especially harmful to youth, placing them away from their families and communities can result in negative outcomes, as well. Out-of-home placement is traumatic, cutting youth off from natural supports and undermining other efforts to help youth succeed.⁷ Removing youth from their communities, in general, and incarceration, in particular, damages community ties, disrupts social networks and ultimately makes neighborhoods less safe.⁸

Furthermore, non-compliance and even defiance are not reasons to incarcerate youth, even if that youth has committed minor crimes. Not attending programs or even testing positive for marijuana for youth who have never exhibited violent behavior, does not reach the threshold of risk to the public's safety that necessitates locked custody.

In response to these findings, DYRS has created an array of community-based opportunities to engage youth and their families to reduce the number of youth who are in facilities. To inform placement decisions and help make an out-of-home placement the last resort, DYRS also uses a structured decision-making tool, a functional assessment tool and a system of graduated responses.

Family Focused

Strong relationships, especially with family, are vital to ensuring a youth's success at home and in their community. Youth are more successful when families participate in treatment and intervention⁹ and their families are more prepared to help. DYRS uses a multi-generational strategy that seeks to build the capacity and the tools of the caregiver and family unit.

Recognizing the value of families as partners and experts in the experience of their youth, DYRS endeavors to include families as a central part of decision making, care planning and service delivery. In particular, there are four areas in which DYRS connects with and engages family:

- **Decision making:** Families are a central part of the formal Team Decision Making process, as well as in ongoing treatment, service and placement decisions. This includes encouraging visitation at facilities and providing weekend transportation. DYRS staff members have regular contact with families.
- **Direct services:** DYRS provides services that aim to strengthen a youth's relationship with their family as well as the family itself. DYRS connects families to services, including, but not limited to, behavioral health, employment and education services.

⁶ National Research Council, "Reforming Juvenile Justice: A Developmental Approach," (2013), <http://www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach>.

⁷ *Trauma Systems Therapy Training for DYRS*, Day 1, April 27, 2016, Facilitated by Susan Hansen, PhD, LCSW-R, RPT-S.

⁸ Todd R. Clear, Dina R. Rose, Elin Waring and Kristen Scully, "Coercive Mobility and Crime: A Preliminary Examination of Concentrated Incarceration and Social Disorganization." *Justice Quarterly* 20, no. 1 (2003), http://www.researchgate.net/profile/Elin_Waring/publication/240525064_Coercive_mobility_and_crime_A_preliminary_examination_of_concentrated_incarceration_and_social_disorganization/links/548fd64e0cf2d1800d862b4e.pdf.

⁹ National Research Council, "Reforming Juvenile Justice: A Developmental Approach," (2013) <http://www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach>.



- **Self-advocacy and empowerment:** Cultivating opportunities to learn or encourage self-advocacy, not only empowers and strengthens families, but also improves the Agency's responsiveness to the needs of youth and family. DYRS has a Family Bill of Rights, regularly convenes a family support group known as "Anchored in Strength" and organizes family retreats that help parents, trusted adults and youth develop self-advocacy skills.
- **Agency approaches:** Family members have unique experiences that can guide DYRS' policies and practice. Youth and families are in the best position to know how the juvenile justice system impacts them.¹⁰ DYRS has implemented a series of forums for families to share their experience so that the Agency can take their experiences into account, including Parent Perspective Town Halls and family surveys.

DYRS is aware that every family is unique and can include people outside the immediate family. The Agency also meets families where they are while encouraging involvement in as many different ways as possible.

Restoring Community

*The answer is in the community!
Those closest to the problem are closest to the solution...
But furthest from the power and the resources.*

Glenn E. Martin, JustLeadershipUSA

While restorative justice is typically used as an alternative to involvement in incarceration or the justice system, approaches to resolve conflict and build peace help youth give back to their communities and build stronger neighborhoods regardless of justice system involvement. Community conferencing, peace building and healing circles are specific practices that can be employed to further strengthen communities and are among strategies that have been shown to improve public safety.¹¹

DYRS has incorporated restorative circle practice for committed youth in both the facilities and in the community to also reduce the chances that a youth will face further consequences within the justice system. Inside or outside of facilities, youth learn important skills in conflict resolution that empower them to be leaders in their communities. These skills include self-reflection, being respectful of others and reducing future conflict. Restorative practices assist youth in building empathy and understanding how harm affects themselves and others.

Consistent with PYJ practice, DYRS also seeks to restore a sense of community by connecting youth to their neighborhoods through service learning, community service and civic engagement opportunities. Restorative practices are grounded in the idea that harm to the community can be repaired or addressed by allowing a responsible person to make a positive contribution to the community.¹² Such engagement not only repairs past harms, but also builds a reciprocal relationship of pride and investment between the youth and the community.

¹⁰ Justice for Families, "Families Unlocking Futures: Solutions to the Crisis in Juvenile Justice," (2013) http://www.justice4families.org/media/Families_Unlocking_FuturesFULLNOEMBARGO.pdf.

¹¹ National Institute for Justice: Office of Justice Programs, "Promising Practices in Restorative Justice: Victim Offender Mediation," (2007), <http://www.ojp.usdoj.gov/nij/topics/courts/restorative-justice/promising-practices/victim-offender-mediation.htm>.

¹² Charles Degelman, Keri Doggett and Gregorio Medina, "Giving Back: Introducing Community Service Learning, Improving Mandated Community Service for Juvenile Offenders," Constitutional Rights Foundation, (2006), <http://www.ncjrs.gov/pdffiles1/ojdp/237389.pdf>.



Resiliency is Empowering

Many justice-involved youth have experienced trauma¹³ and involvement with the justice system, in and of itself, can be traumatizing. DYRS is adopting trauma-informed approaches to working with youth to help address trauma and leverage their own capacity to overcome traumatic experiences. Training in trauma-informed care helps staff members to understand youth experiences and how trauma affects youth behavior. Trauma should not be viewed as a barrier to success or a deficit that cannot be overcome. By better understanding a youth's experience with and struggles to overcome trauma, staff members are able to acknowledge youth assets and promote resiliency.

Fair Process Contributes to Safety

Youth in the juvenile justice system lack control over fundamental decisions in their lives, such as where they live and how they spend their time, by definition. The lack of control feeling is exacerbated when decisions made about their life feel unfair. Research has proven time and again that when a person feels they have been treated fairly procedurally, they are more likely to follow the law.¹⁴ When someone feels that a system has treated them unfairly, they are more likely to be angry and are less likely to respect the law in the future.¹⁵ As such, ensuring that a youth feels that he or she has been treated fairly by the justice system contributes to both the success of the youth *and* public safety. DYRS values and respects the due process rights of youth within our care. As such, the Agency seeks to consistently implement its policies in a transparent way, ensuring that decisions restricting a youth's liberty are made in ways that respect his or her right to due process, while making sure to inform and include the youth's attorney, as appropriate, in meetings and hearings regarding the youth's case.

Bringing it Together: Supports and Services Rebuilding Lives

DYRS designs Success Plans to draw upon the strengths of youth to help them overcome their challenges and includes family and community input as important supports and resources. The Agency provides a number of strategies that are grounded in PYJ and create a holistic approach to serving youth. The PYJ framework is operationalized into the following types of supports, services and opportunities:

- **Community-based supports and services:** DYRS has created opportunities that draw on a youth's neighborhood strengths with the intention of helping them succeed, thereby making the community stronger and safer in the long term. Other opportunities are provided outside a youth's community, thereby creating new experiences that promote learning. DYRS-committed youth placed within the community are linked to service providers or organizations that offer comprehensive services including mental and behavioral health care, academic tutoring, mentoring, employment training, and community service, among other opportunities.

¹³ Carly B. Dierkhising, Susan J. Ko, Briana Woods-Jaeger, Robert Lee and Robert S. Pynoos, "Trauma Histories Among Court-Involved Youth: Findings from the National Child Traumatic Stress Network," *European Journal of Psychotraumatology* 4, (2013), <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3714673/>.

¹⁴ Kristina Murphy and Tom Tyler, "Procedural Justice and Compliance Behaviour: The Mediating Role of Emotions," *European Journal of Social Psychology* 38, (2008): 652.

¹⁵ *Ibid.*



- **Family connection:** Family is at the center of DYRS' approach to tailoring youth services. From involvement in youth treatment decisions to voluntary participation in family strengthening services or the Agency's support group, DYRS aims to prepare families to support youth and help them succeed both at home and in placements.
- **Educational support:** Education is a starting point for youth to be successful. Youth in secure placements attend school onsite, including the Maya Angelou Academy at New Beginnings New Beginnings Youth Development Center (NBYDC). Youth placed within the community are enrolled in school or a GED/Adult Basic Education (ABE) program. Tutoring and other academic supports are available. DYRS also assists youth in college applications and enrollment, and provides ongoing support, as needed.
- **Career development:** Youth must be prepared for a career that will last a lifetime and not just a short-term job. Those in DYRS secure facilities as well as those placed in the community, are offered employment readiness and vocational training. Youth placed within the community can participate in workforce training, job coaching and assistance with placement in internships, long-term employment, occupational training, and/or enrollment in the military.
- **Health and wellness:** Physical and behavioral health is key to ensuring that youth are able to engage in the other kinds of opportunities that promote success. Youth in secure placements receive onsite medical services and mental and behavioral health counseling. Youth in the community are linked to clinicians and behavioral health specialists that provide individual counseling, family therapy and substance abuse counseling. They are also involved in a variety of physical activities, ranging from individualized practices such as yoga to team sports, such as basketball.
- **Positive leisure time/creativity:** Engaging in positive activities is an important component of a youth's life and can serve as an outlet outside other responsibilities or specific programming. Activities that encourage creativity can be especially empowering. Youth in facilities engage in a variety of positive leisure activities ranging from board games to creative writing to performances. Youth in the community participate in music and video production, public speaking and dance, among other activities.
- **Community engagement and leadership development:** DYRS cultivates relationships with organizations, employers and other agencies to facilitate community service opportunities and exploration of potential career paths. The Agency has also created the Youth Council and monthly activities through the Achievement Center sites as specific means to connect youth to community through service learning opportunities. The Credible Messenger Initiative also elevates connection to the community, especially by way of Covenant of Peace events in the community.
- **Transformative relationships in the community:** Positive relationships with people outside a youth's family benefit the youth and the community. People who have shared experiences with DYRS youth are often the most compelling and understanding mentors



in the community.¹⁶ Through Credible Messengers, DYRS connects youth to the people in their neighborhoods and communities who are the most effective relationship builders and supporters of a youth's success.

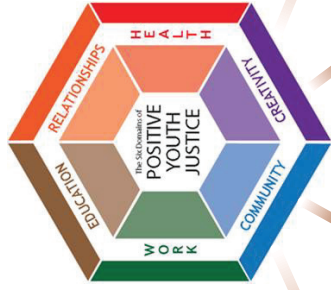
- **Trauma-informed approach:** Like other child- or youth-serving agencies in the District of Columbia, DYRS is incorporating a trauma-informed approach to working with youth, with a particular focus on promoting resilience. Strategies include appropriate screening, training for staff and adopting programs and practices specifically intended to leverage youth's internal resources to overcome traumatic experiences.

The overall DYRS approach and accompanying framework builds on PYJ as a set of foundational principles from which tenets, service types, and specific programs or services particular to DYRS then emerge. The graphic below illustrates the path from PYJ to programs that embody and operationalize DYRS' approach to helping youth succeed and keeping communities safe.

¹⁶ Community Connections for Youth, "South Bronx Community Connections: An Innovative Approach to Diverting Youth from Juvenile Justice Involvement Using a Positive Youth Development Framework Built on the Strengths of Grassroots Faith and Neighborhood Organizations," (2014), <https://cc-fy.org/wp-content/uploads/2014/10/CCFY-SBCC-Companion-Guide-Web.pdf>.



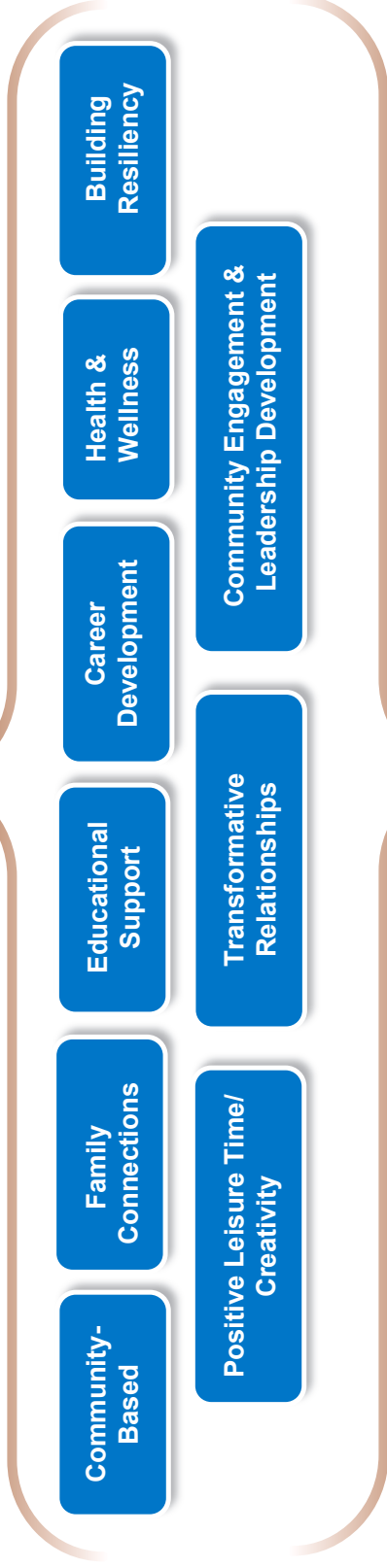
DYRS Framework and Approaches



Tenets

- Keep Youth at Home
- Focus on Family
- Restore Community
- Leverage Resiliency

Service Types



DYRS Programs





Planning and Supporting Youth Success

Rooted firmly in the Department of Youth Rehabilitation Services' (DYRS', also known as the Agency) theoretical foundation, is the belief that effective care planning and coordination relies on supportive professionals who believe that every youth will be successful in attaining positive outcomes that address the youth's challenges and build upon his or her strengths.

Effective Care Planning and Coordination Consistently:

- **Begins with the end in mind:** Helping youth to see beyond commitment to a future of real opportunities and their potential return to the community and society at large. Whether through education or career options, each youth will gain clarity about future paths they can pursue.
- **Engages active participation:** Facilitating planning that is youth and family-driven and inclusive of competent professionals and other supportive stakeholders, and targeting areas of need.
- **Draws on a range of DYRS and community resources:** Addressing needs, building youth and family skills, linking both to services and programming that will promote the youth's success.
- **Fosters the youth's self-reliance while building a network of support:** Increasing the youth's ability to manage his or her own life while learning to leverage positive relationships and resources within the community and beyond, depending less and less on DYRS support.
- **Promotes opportunities for the youth's learning, leadership and for giving back:** Targeting the youth's desire to make meaningful contributions by taking advantage of opportunities to engage the community proactively and by acting on the feedback of supportive circles designed to hold youth accountable while celebrating progress.
- **Affirms and corrects:** Reminding youth and their families that there are professionals whose job it is to provide structure and clear limits throughout the youth's commitment while encouraging and modeling love in the process.
- **Develops goal-focused Success Plans:** Building on youth and family aspirations, informed by assessments, planning meetings and a schedule of review. Plan refinement will continue as the youth moves forward.





The Role of the DYRS Care Coordinator

Care Coordinators should...

*Take time just to get to know us—what we like,
what we're trying to do, what we need.*

K.S.

*Show that they care, give advice, listen, provide words of wisdom,
something that I can take home with me.*

L.C.

Youth formerly committed to DYRS

The DYRS Care Coordinator plays a pivotal role in the success of the youth committed to the Agency. Throughout the youth's commitment, this professional has multiple responsibilities to ensure that the needs of the youth are met, including youth and family advocate; communicator of decisions regarding the youth; developer of success plans; monitor of youth progress; liaison between the youth, DYRS and service providers; and many more. A thorough knowledge of DYRS' complete care planning and coordination makes this individual effective.

The DYRS Care Coordinator is:

Caring

A Care Coordinator genuinely cares about youth and is committed to helping them develop into positive and productive adults. A Care Coordinator is passionate about helping youth succeed and assisting families in need. He or she is also able to socially and emotionally meet youth and their families where they are.

Affirming

A Care Coordinator believes anyone can succeed despite their challenges and is willing to identify each youth's competencies and strengths as well as target challenges in order to help guide youth to positive change. The Care Coordinator recognizes the roles that family and community play in supporting that change and will work to facilitate the strengths of each.

Relationship-Driven

A Care Coordinator enjoys seeing and being with youth and recognizes that the youth's family must be an integral part of any planning and/or decision making for lasting results. He or she understands that forming positive relationships with youth is one of the only paths to success as it relates to empowering youth to make positive change and engage in the opportunities being presented. Positive alliance with the youth will also build trust and promote accountability.



Culturally Respectful

A Care Coordinator is aware of his or her own cultural identity while simultaneously valuing the unique differences of gender, class, race, ethnicity, language, religion, and other diverse aspects of youth and their families. Care Coordinators also acknowledge the need to reserve their own personal beliefs to better serve the youth and families in a manner that is culturally sensitive and respectful of all distinctions. All Care Coordinators are expected to not only uphold the highest level of sensitivity, but to also respect the factors that define the youth and their families throughout the care planning and coordination process.

Collaborative

A Care Coordinator understands they are a part of a team of professionals serving the youth and the youth's family and to that end, must support the other team members including community service providers, colleagues within DYRS and other government agencies to develop the best plan of action and support for the youth that they serve.

Resourceful

A Care Coordinator is aware of the individual strengths and needs of the youth, and is willing to advocate for opportunities, services and/or resources that meet their unique needs. A Care Coordinator is also diligent about following up and connecting youth to appropriate services

Capable

A Care Coordinator understands, knows and monitors all assigned youth, both in and out of the community, consistently documents information about assessments of youth, including strengths, needs and goals in the DYRS electronic Database. A Care Coordinator is organized and efficient. He or she is a proficient writer and manages tasks effectively within a given timeframe.

Professional

A Care Coordinator pledges to be professional as well as courteous with youth, families, service providers and colleagues at all times. All Care Coordinators are expected to conduct themselves ethically and with integrity, always being mindful of youth and family confidentiality. Whether in court, providing input at case conferences to strengthen the team's care planning and coordination, or in community-building relationships to further enhance the reach of their work, the Care Coordinator will uphold the highest standards of professionalism.

Committed to Continuous Learning

A Care Coordinator is someone who is knowledgeable about human behavior and the social environment, Positive Youth Development, Positive Youth Justice, trauma-informed care, behavioral health, family engagement and empowerment and many other relevant topics as related to the needs of committed youth. He or she seeks out trainings to remain current and to further enhance knowledge. The Care Coordinator also takes advantage of DYRS-sponsored training opportunities by attending and engaging in these sessions.





It's easier to build strong children than repair broken men.

Frederick Douglass
African-American Social Reformer, Abolitionist, Orator, Writer, Statesman

***Ask questions from your heart and
you will be answered from the heart***

Native American Proverb, Omaha Tribe

***Every young person should be able to develop his or her
potential in freedom and dignity.***

Rachel Robinson
Activist, Widow of Baseball Great, Jackie Robinson





Pre-Commitment

We can't plan life. All we can do is be available for it.

Lauryn Hill

American Singer, Songwriter, Record Producer, Actress

- The Pre-Commitment Process (Flow Chart)
- Pre-Commitment Referral
- Pre-Commitment Court Representation and Court Coverage
- Transferring Pre-Commitment Cases

Section Overview:

A youth's first connection with the Department of Youth Rehabilitation Services (DYRS, also known as the Agency) care planning and coordination process is during the pre-commitment phase. The purpose of pre-commitment is to thoroughly assess and determine the most appropriate rehabilitation plan for the youth, if committed to DYRS.

Pre-commitment occurs when Court Social Services (CSS) files a Notice of Intent to Recommend Commitment (NOITRC) with the Superior Courts of the District of Columbia (DCSC). This notice may be filed for a number of reasons including, but not limited to, the youth's re-arrest, noncompliance with supervision or probation under CSS, abscondence or due to a judge's order of the filing. A NOITRC does not have to be submitted for a youth to be committed.

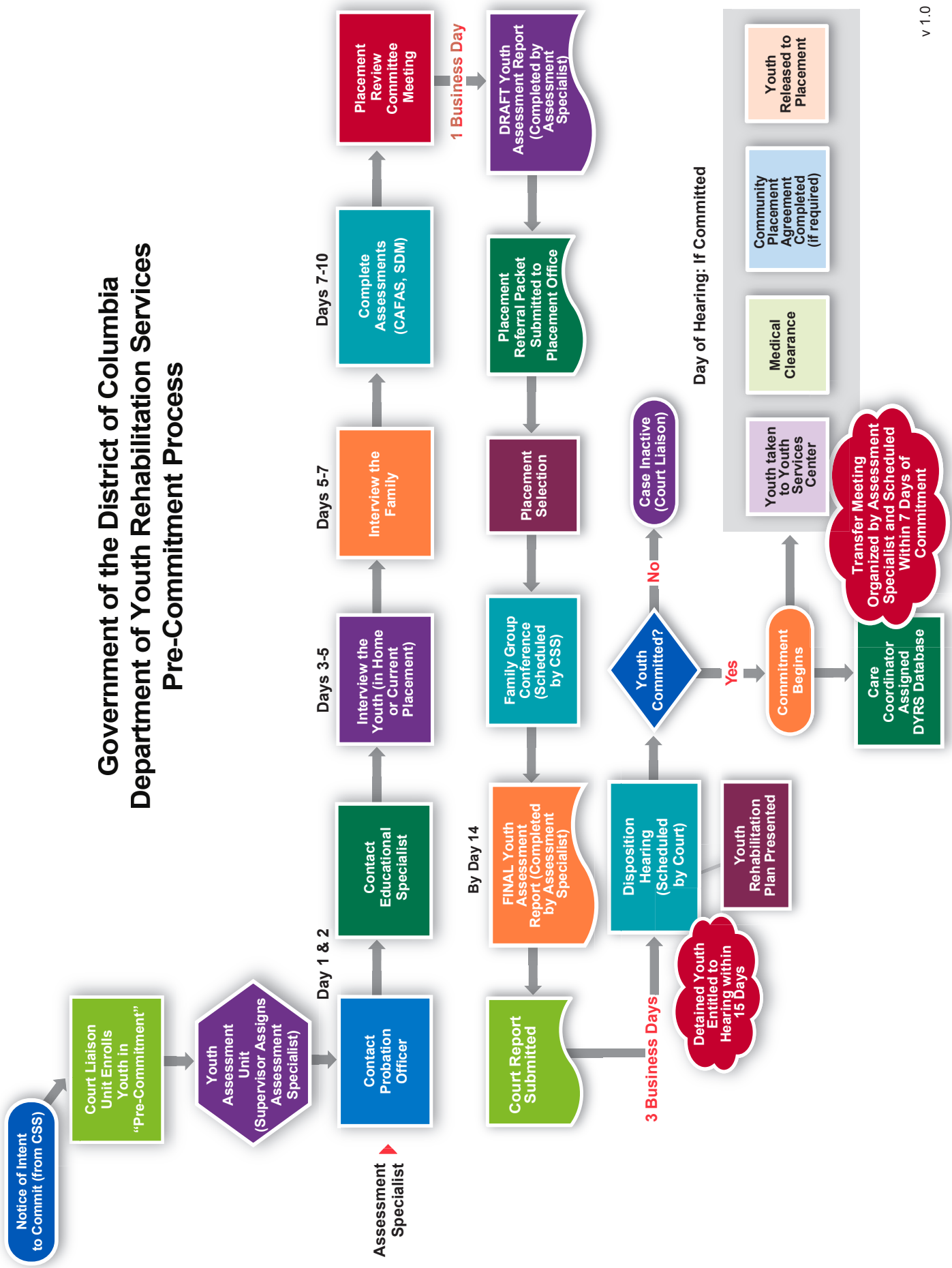
Once the NOITRC is filed and submitted to the DYRS Court Liaison, the case is assigned to an Assessment Specialist from the Youth Assessment Unit (YAU). The Assessment Specialist will complete a comprehensive assessment of the youth that includes an interview with the family and/or relevant stakeholders to introduce them to DYRS, and to gain an understanding of family dynamics, strengths and challenges. Additionally, the Assessment Specialist will seek input from the family regarding their recommendations to promote the youth's success.

Pre-commitment is a vital component of the youth's experience at DYRS as the initial placement and service recommendations for the youth, which affect his or her trajectory throughout commitment. During pre-commitment, the Assessment Specialist will also advocate for services or treatment that may not have been tried in order to prevent commitment. The Assessment Specialist will present the DYRS rehabilitation plan for the youth and if the youth is committed, implement the plan to ensure that he or she begins commitment with a clear direction.

The chart that follows shows the process from the time of the NOITRC through the date of the hearing to determine if the youth will be committed.



Government of the District of Columbia Department of Youth Rehabilitation Services Pre-Commitment Process



Pre-Commitment Referral

A NOITRC is submitted by CSS or a DCSC Juvenile Judge when commitment is being considered for a youth.

Procedures:

1. The DYRS Court Liaison will enroll the youth in “Pre-Commitment” in the DYRS Database and notify the YAU Supervisor.
2. On the day the YAU Supervisor is notified, he or she will assign an Assessment Specialist to the case. Pre-commitment cases are assigned to Assessment Specialists on a rotating basis or in consideration of caseload size.
3. Upon receipt of the case, the Assessment Specialist will make contact with the CSS Probation Officer within one (1) business day to obtain a case status update. At that time, the CSS Probation Officer will begin coordination of the Family Group Conference (FGC).
4. The YAU is responsible for care planning and coordination during the pre-commitment process. The Assessment Specialist will review all documentation and evaluations received from the court, and conduct the following:
 - a. A thorough clinical interview with the parent(s)/guardian(s) and youth;
 - b. The Global Appraisal of Individual Needs Short Screener (GAIN-SS);
 - c. The Child Stress Disorders Checklist—District of Columbia (CSDC-DC) (*for an electronic copy, refer to the Resource Location Lists in Appendix B*);
 - d. The Child and Adolescent Functional Assessment Scale (CAFAS) for the youth;
 - e. A call to the Interactive Voice Response (IVR) System to determine the youth’s current insurance status, if this information is not received within one (1) business day from the Medicaid and Resource Utilization Program Manager
 - f. A request to obtain the educational records by the DYRS Office of Education and Workforce Development (OEWD); and
 - g. Update the demographics section (including, but not limited to, the youth’s address, phone number, contacts and their relationship to the youth and school enrollment information) in the youth’s file of the DYRS Database.
5. Additionally, the Assessment Specialist and a Program Analyst from the Office of Research and Evaluation (ORE) will collaborate to complete the Structured Decision Making (SDM) assessment in the DYRS Database, used to assist in the determination of a youth’s level of placement.
 - a. The Program Analyst from ORE completes questions one (1) through four (4) of the SDM assessment. These questions are related to the youth’s current offense and legal history
 - b. The Assessment Specialist completes questions five (5) through 11 of the SDM assessment. These questions relate to the youth’s social history and risk factors.
6. Once the Assessment Specialist completes the initial assessment process, a Placement Review Committee Meeting will be held prior to the Disposition Hearing to develop the recommendations for the youth, if committed. The Assessment Specialist will present the case, in detail, at the meeting (*for an electronic copy of a blank Case Presentation Template, refer to the Resource Location Lists in Appendix B*).



During the presentation, the Assessment Specialist will make recommendations based on his or her findings in the case and the meeting participants will collectively determine the initial plan for the youth.

- a. If it is determined that the most appropriate placement for a youth is a Psychiatric Residential Treatment Facility (PRTF) and CSS has not already initiated a Level of Care (LOC) request and does not plan to do so, the Assessment Specialist should seek a LOC through either the Department of Behavioral Health (DBH), if the youth is eligible for DC Medicaid Fee-for-Service, or the youth's current insurance company for approval. The Assessment Specialist should also immediately notify the Medicaid and Resource Utilization Program Manager at DYRS of the need for LOC.
- b. If it is determined that a youth should be placed outside of the recommended placement restriction level of the SDM, the Assessment Specialist will complete a SDM Override Request Form and present the case to the SDM Override Committee for override approval.

*For more information about completing a **SDM Override Request**, refer to **Assessments and Screens** in the **Care Planning and Supervision** section of the handbook.*

7. Once the determination is made, the Assessment Specialist will complete the comprehensive Youth Assessment Report, which will also serve as the Transfer Summary for the Committed Care Coordinator (*for an electronic copy of the report template, refer to the Resource Location Lists in Appendix B*). This report will be completed within 14 business days of receiving the case, or prior to the disposition hearing, whichever comes first.
8. This Youth Assessment Report must be uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database no later than the same business day of the case transfer. The case transfer meeting notification should include the Unit Supervisor and the YAU Supervisor.
9. Within one (1) business day of the Placement Review Committee Meeting, the Assessment Specialist will submit a Placement Referral Packet to the Placement Office.
10. The Placement Office will notify the Assessment Specialist of where referrals were made and when placement acceptances or denials are received. A final placement selection is made by Assessment Specialist and YAU Supervisor, based on the determination and recommendations of the Placement Review Committee.
11. The Assessment Specialist will present the DYRS plan to the youth, family, attorney, CSS and other stakeholders at the FGC. The FGC occurs after DYRS has been assigned the pre-commitment case and prior to the court hearing. The meeting is then scheduled by the CSS Probation Officer, based on the youth, family and team's availability.

For more information about:

*The **SDM assessment**, refer to **Assessments and Screens** in the **Care Planning and Supervision** section of the handbook.*

***Accessing a youth's insurance**, refer to the **Medical Necessity and Accessing Medicaid** procedures in the **Placement Determinations and Support for Committed Youth** section of the handbook.*



Pre-Commitment Court Representation and Court Coverage

The role of DYRS in court for pre-commitment cases is to articulate the Agency's plan for the youth, if committed. The YAU Assessment Specialist represents DYRS at all court hearings related to the pre-commitment case. He or she will articulate the DYRS rehabilitation plan and placement recommendations for the youth if committed. The Assessment Specialist, when appropriate, can also recommend to the court that the youth receive the services without commitment.

Procedures:

Court is an essential duty of the YAU. Proper court representation and conduct is required at all times.

1. If the specific placement has not been identified by the time of the FGC or court date, the Assessment Specialist should notify the FGC team and the court of the type of placement (e.g., residential treatment center, group home) being sought and the specific services identified.
2. Pre-Commitment Court Reports should include the youth's charges, SDM score, recommendations from the evaluations and YAU assessments as well as the proposed placement, if the youth is to be committed (*for an electronic copy of a blank Pre-Commitment Court Report, refer to the Resource Location Lists in Appendix B*).
3. The Assessment Specialist should submit the Pre-Commitment Court Report to the assigned Unit Supervisor for review and approval/signature no less than three (3) business days prior to the court hearing.
4. Once they have received it back from the Unit Supervisor the Assessment Specialist should submit the court report to the judge's chambers no less than two (2) business days prior to the court hearing.
5. All court reports should be uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of the hearing.
6. If the youth is committed at the disposition hearing, the Assessment Specialist should send an email within the same business day to the following DYRS employees to notify them of the commitment and the pending placement:
 - a. YAU Supervisor;
 - b. Unit Supervisor who will receive the case;
 - c. Assigned Care Coordinator (if identified);
 - d. Care Planning and Coordination Program Manager;
 - e. Education Specialist;
 - f. Workforce Development Specialist;
 - g. Placement Manager;
 - h. Medicaid and Resource Utilization Program Manager;
 - i. Medical Director



- j. Assistant Medical Director;
 - k. Behavioral Health Program Manager(s);
 - l. Utilization Specialist;
 - m. Court Liaison;
 - n. Court Liaison Supervisor; and
 - o. Facility Juvenile Justice Institutional Counselors (JJICs).
7. If a youth is not committed, the Assessment Specialist must notify the Court Liaison and YAU Supervisor the same business day.
 8. The Court Liaison will close the “Pre-Commitment Enrollment” in the youth’s file in the DYRS Database within one (1) business day of notification.
 9. If a youth is on abscondence or detained in another jurisdiction for more than 90 days while on pre-commitment status, the Assessment Specialist will send a memorandum through the YAU Supervisor to CSS and the court advising them that DYRS will close the pre-commitment case and the DYRS Court Liaison should be notified when the youth returns if CSS plans to move forward with re-filing the NOITRC with updated information.
 10. The YAU Supervisor will close the “Pre-Commitment Enrollment” in the youth’s file in the DYRS Database within one (1) business day of the memorandum being sent.

Please Note: If a youth remains on probation, the Court Liaison will close the “Pre-Commitment Enrollment” and the Assessment Specialist will enter a note indicating such in the “Case Notes” section of the youth’s file in the DYRS Database within one (1) business day.

*For more information about **court expectations**, refer to the **Court Representation and Court Coverage** procedures in the **Administrative Requirements** section of the handbook.*



Transferring Pre-Commitment Cases

If the youth is committed to DYRS, the Assessment Specialist will continue to manage the case until the youth is placed and the Transfer Meeting occurs.

Procedures:

A. Prior to Commitment

1. When a NOITRC is received, the YAU Supervisor will reach out/ notify the Unit Supervisor of the pending commitment, the assigned Unit Supervisor will identify a Care Coordinator who will receive the case, if committed. That Unit Supervisor will then notify the Care Coordinator of the pending commitment.
2. The assigned Care Coordinator will be communicated to the assigned YAU Supervisor within one (1) business day. The YAU Supervisor will notify the Assessment Specialist of the assigned Care Coordinator the same business day of receiving notification.

*For more information about the **transfer of cases**, refer to the **Transferring and Receiving Cases** procedures in the **Administrative Requirements** section of the handbook.*

B. When a Youth is Committed

1. Once the youth is committed, the Assessment Specialist should notify the YAU Supervisor, assigned Care Coordinator, Unit Supervisor, the Court Liaison Unit, and Utilization Specialist on the same business day.
2. The Unit Supervisor will open the “Committed Case Management Enrollment” and assign the Care Coordinator in the youth’s file in the DYRS Database within one (1) business day of commitment.
 - a. The Court Liaison will also close the “Pre-Commitment Enrollment” in the youth’s file in the DYRS Database on the day the youth is committed to DYRS or on the day the DCSC determines not to commit the youth.

Please Note: The start and end dates for the committed youth’s DYRS Database enrollment **must match the dates on all of the Commitment Orders**.

3. The assigned Care Coordinator and Assessment Specialist will coordinate a Transfer Meeting with the youth, and at a minimum, will make joint telephone contact with the parent(s)/guardian(s) prior to the case being transferred.

Please Note: If a youth has been assigned a Credible Messenger, the Messenger should be invited to attend or participate in the Transfer Meeting.

4. The Assessment Specialist will utilize the Youth Assessment Report as the transfer summary for the Care Coordinator and provide all necessary documents to ensure that the youth is placed. The Youth Assessment Report will be uploaded into the “Scanned Documents” section of the youth’s file in the DYRS Database by the day of the Transfer Meeting.



5. Once the Youth Assessment Report is received by the Care Coordinator, the Transfer Meeting has occurred and the youth is placed, the Assessment Specialist can request a case transfer by way of the YAU Supervisor.
 - a. If the initial placement for the youth is in the community, the Transfer Meeting is coordinated by the Assessment Specialist. The Transfer Meeting is also utilized to review expectations of Commitment to the youth and family, identify goals and connect the youth to services in the community to inform the initial Success Plan (completed by the assigned Care Coordinator).
 - b. If the initial placement is out of state, the Transfer Meeting will occur before the youth is placed either at the Awaiting Placement Facility or in the community (depending on where youth is located). The Care Coordinator is then responsible for the first Care Planning Meeting and Success Plan, which typically occurs about 30 days after a youth has been in placement.
6. The Transfer Meeting will be documented by the Assessment Specialist in the “Case Notes” section of the youth’s file in the DYRS Database within one (1) business day of transfer.
7. The YAU Supervisor will notify the assigned Unit Supervisor and the case will be transferred within one (1) business day.
8. The YAU Supervisor will close the Assessment Specialist assignment in the DYRS Database, which will end on that date.

C. After a Youth’s Commitment

1. The Assessment Specialist will collaborate with the CSS Probation Officer and/or youth’s parent(s)/guardian(s) to ensure DYRS obtains copies of the youth’s birth certificate, Social Security Card, insurance card, and education records as well as have the youth’s parent(s)/guardian(s) sign the DYRS Consent for Treatment Form (*for an electronic copy of a blank form, refer to the Resource Location Lists in Appendix B*).
2. The Assessment Specialist will update the youth’s demographic information in the DYRS Database to ensure accurate information. Entries should include but are not limited to, the youth’s most current address, Social Security number, Medicaid number, and contacts and relationships.
3. If the youth is without current insurance, the assigned Care Coordinator will work with the Medicaid and Resource Utilization Program Manager and the parent(s)/guardian(s) to get the youth re-enrolled in insurance immediately.
4. If the youth’s initial placement will be at home, the Assessment Specialist will complete the initial home assessment prior to the youth’s final disposition court hearing.
5. If the youth’s initial placement will be at a local group home or foster home, the assigned Care Coordinator will complete the home assessment within five (5) business days of commitment to DYRS.



6. The Assessment Specialist will upload all information into the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of completion.
7. Prior to placing the youth in the community, the Assessment Specialist will complete the initial Community Placement Agreement (CPA) and Electronic Monitoring (also known as Global Positioning System or GPS) Referral, if needed, for the youth. The Assessment Specialist may request that the Program Assistant assist with completion of this task.
8. The assigned Care Coordinator will contact the youth, the youth’s family and the youth’s attorney within one (1) business day of commitment and provide their name and contact information.
9. The Program Assistant will mail the Letter of Introduction to the family (and attorney of record, only if review of commitment is scheduled) introducing the Care Coordinator and Supervisor, providing vital contact information and outlining the expectations for next steps within two (2) business days of commitment (*for an electronic copy of a sample Letter of Introduction, refer to the Resource Location Lists in Appendix B*).

For more information about:

Completing a Home Assessment, refer to the **Home Assessment** procedures in the **Placement Determinations and Support for Committed Youth** section of the handbook.

Electronic Monitoring (GPS), refer to the **Youth and Public Safety Team** procedures in the **Community-Based Services and Youth Supervision** section of the handbook.





Placement Determinations and Support for Committed Youth

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou
American Poet and Civil Rights Activist

- Levels of Placement Restriction
- Placement Determination
- Arranging Youth Transportation to a Secure Placement
- Out-of-Home Placement Reviews
- The Community Placement Agreement
- Emergency Removal of Youth from Placement
- Family Contact
- Youth Contact
- Home Visits
- Home Assessments
- Supervised Independent Living Programs
- Releasing Youth from Secure and Out-of-State Placements
- Coordinating Travel for Youth Returning from Secure and Out-of-State Placements
- Medical Necessity and Accessing Medicaid
- Acute and Long-Term Psychiatric Residential Treatment
- Obtaining Consent for Psychotropic Medication
- Youth Detained in the District of Columbia or Other Jurisdictions
- Interstate Compacts: Interstate Compact on Juveniles and Interstate Compact on the Placement of Children
- Extradition of Youth

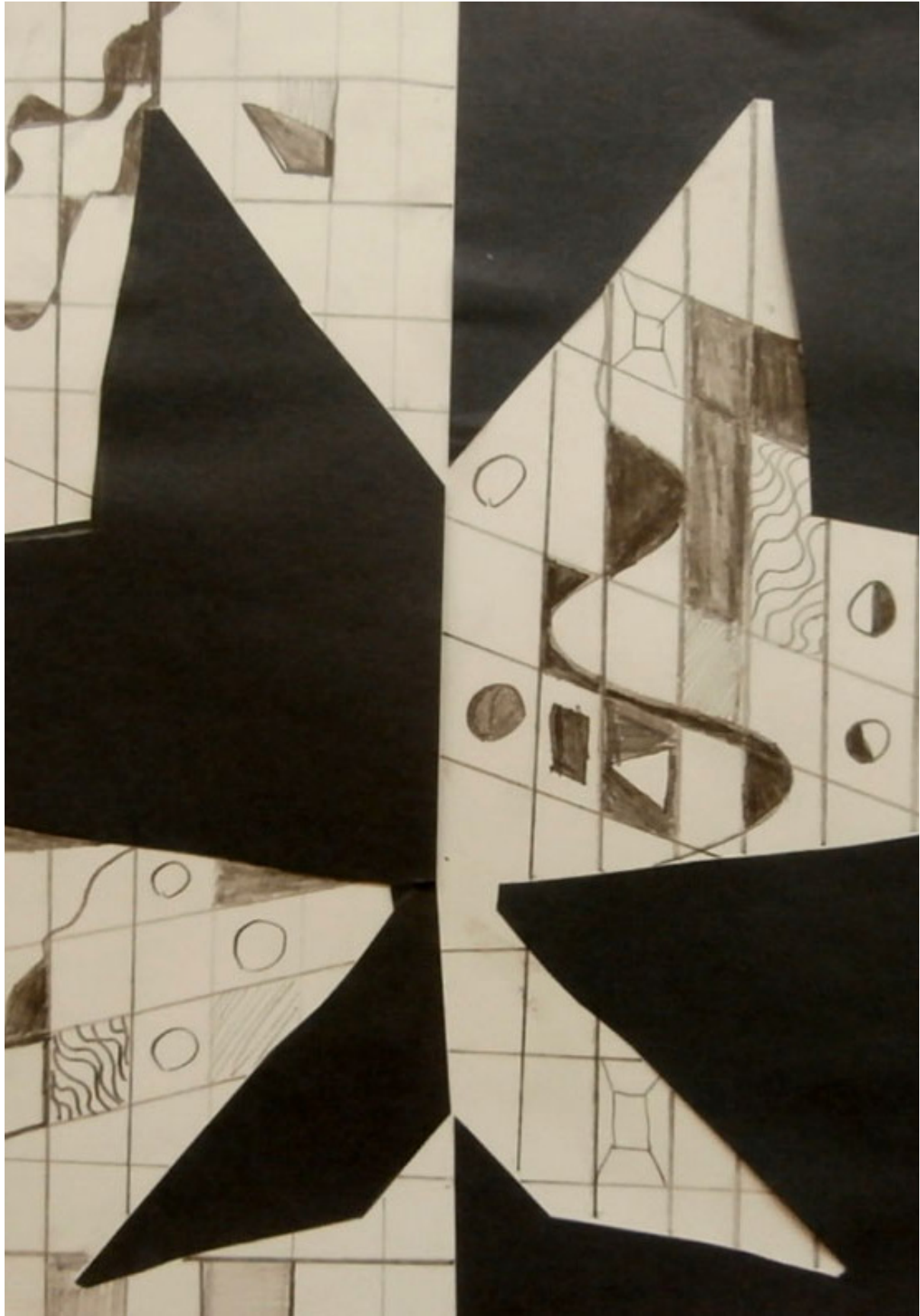
Section Overview:

The Department of Youth Rehabilitation Services (DYRS, also known as the Agency) aims to place youth in the least restrictive, most home-like environment possible. Placements range from secure locked facilities and staff-secure facilities, to group homes in the community, foster and family homes. Ultimately, the goal is for all youth to live with his or her parent(s)/guardian(s), relatives, supportive caregivers or to live independently.

Out-of-home placements are to be utilized as a last resort to address community and youth safety. Also, out-of-home placements are a resource for treatment or transitional placement to facilitate a youth's return to the community. All committed youth in a DYRS-funded placement outside of the home must be placed in a licensed facility with a Human Care Agreement (HCA). The only exception to this rule is if a youth is going to a Psychiatric Residential Treatment Facility (PRTF) and the youth's insurance is funding the placement. In these instances, a HCA is not required. The Department of Behavioral Health (DBH) will monitor the placement. The DYRS Placement Unit can provide an updated list of available placements for youth upon request.

Each placement type has a targeted length of stay, which requires discharge planning to begin at the time of placement. The youth's progress and length of stay should be reviewed in Care Planning Meetings.





Levels of Placement Restriction

DYRS has three levels of placement restriction: “Low,” “Medium” and “High.”

- **Low Level:** Options include placements at home with the youth’s parent(s)/ guardian(s), or other identified caregiver in the community deemed appropriate, as well as foster home placements supervised by the Child and Family Services Agency (CFSA) and any transitional housing program not contracted by DYRS. It is expected that youth in “Low-level” placements can obtain the structure and support they need from family, friends, community members, and/or other natural supports with assistance from their Care Coordinator by way of appropriate service referrals and regular contact.
- **Medium Level:** Options include placements at local group homes, DYRS-contracted foster homes, out-of-state group homes, short-term (i.e., 30-45 days) inpatient substance abuse treatment and Supervised Independent Living Programs (SILP).

Local group homes provide youth with more structure and supervision than a “Low-level” placement and are located at various sites throughout the District of Columbia. DYRS-contracted foster homes particularly benefit youth who may need a more family-like environment or a setting where there are few other youth. Local group homes and foster homes can be used as a step-down option to assist youth with transitioning to the community after a residential placement, or can be used for community youth when they require additional support before they can be successful in a “Low-level” placement.

Out-of-state group homes allow youth the structure and support beyond what local group homes provide. Typically they offer more comprehensive therapeutic services and at times, specialized treatment. School may be onsite or in the community, depending on the structure of the program. Out-of-state group homes may be necessary for a youth who has been unsuccessful in local placements, but may not require the restriction of a Residential Treatment Center, for a youth who cannot currently reside in the District of Columbia due to safety concerns but also requires the support of a “Medium-level” setting.

Youth are referred to short-term, inpatient substance abuse treatment when they have been unsuccessful in outpatient treatment and/or their Global Appraisal of Individual Needs–Initial (GAIN-I) evaluation recommends inpatient treatment as the appropriate Level of Care (LOC). Short-term, inpatient substance abuse treatment is designed to be 30 days, and no longer than 45 days in certain circumstances where a youth may benefit from additional time in treatment. Inpatient treatment allows the youth to detox, identify triggers to substance use and learn healthy coping skills and outlets to prevent future use.



SILPs are designed to help older, more mature and self-sufficient youth develop the skills to live independently and ultimately obtain their own housing with their own means. Eligible youth will live in single or roommate-style apartments and learn skills such as financial literacy, budgeting, grocery shopping, cooking, and self-care, including care of their living space; and will gain employment skills, all under the supervision of contracted staff.

- **High Level:** Options include secure settings such, New Beginnings Youth Development Center (NBYDC) and DYRS Awaiting Placement Facilities located locally as well as Residential Treatment Centers (RTCs) and PRTFs located outside of the District of Columbia. These placements are the most restrictive settings for DYRS youth, and are only designed for those who cannot remain in the community due to the intensity of the youth’s clinical or behavioral needs, and/or public safety concerns.

NBYDC is the six-level behavior modification program operated by DYRS, located in Laurel, MD. The residential program serves up to 60 youth—male and female—and focuses on Positive Youth Development (PYD) throughout each of the six (6) phases of treatment. It also offers group therapy daily, individual therapy weekly, 24-hour medical care, onsite school through the Maya Angelou Academy, substance-use education and trauma-informed care.

DYRS also contracts with a variety of RTCs outside of the District of Columbia, each of which has unique treatment models to serve the various needs of the youth. RTCs can address some of the clinical needs of DYRS youth, however, the primary focus of treatment is on behavior modification.

Alternatively, DYRS refers youth to PRTFs when the youth’s mental health needs are the presenting problem and require treatment under a psychiatrist, in addition to therapeutic and behavior modification supports. DYRS primarily sends youth to PRTFs when youth have met the “Medical Necessity” requirement for this level of treatment through their insurance company and subsequently, the insurance company funds the placement.

Please Note: DYRS does have contracts with PRTFs and may send a youth to a PRTF, even if the youth does not meet “Medical Necessity” through their insurance, if the Care Coordinator and Unit Supervisor, along with the Placement Review Committee, deem it the most appropriate placement.

*For more information about “**Medical Necessity**,” refer to the **Medical Necessity and Accessing Medicaid** procedures also in this section of the handbook.*



General Guidance

Placement Level	Type of Placement	Targeted Length of Stay	Funding Source
High	<ul style="list-style-type: none"> ▪ NBYDC ▪ RTC ▪ PRTF 	6-9 months	<ul style="list-style-type: none"> ▪ DYRS Procurement ▪ DYRS Procurement ▪ LOC authorization through insurance company (DYRS procurement if insurance denied and treatment still needed)
Medium	<ul style="list-style-type: none"> ▪ Inpatient Substance Abuse Program 	30-45 days	<ul style="list-style-type: none"> ▪ Addiction Prevention and Recovery Administration (APRA) ▪ (DYRS procurement if APRA denies and treatment still needed)
Medium	<ul style="list-style-type: none"> ▪ DYRS Therapeutic/ Out-of-State Group Homes ▪ DYRS Foster Homes 	4-6 months	<ul style="list-style-type: none"> ▪ DYRS Procurement
Medium	<ul style="list-style-type: none"> ▪ Local Group Home 	3 months	<ul style="list-style-type: none"> ▪ DYRS Procurement
Medium	<ul style="list-style-type: none"> ▪ DYRS SILP 	Up to 12 months	<ul style="list-style-type: none"> ▪ DYRS Procurement
Low	<ul style="list-style-type: none"> ▪ Home (with services) ▪ Foster Home through CFSA 	1 year +	<ul style="list-style-type: none"> ▪ No funding needed ▪ CFSA Procurement



Placement Determination

The DYRS Youth and Family Programs Division uses a variety of strategies to make informed placement decisions for committed youth, taking into account the youth's assessments, youth goals and family input. **DYRS prioritizes placing youth at home with their parent(s)/guardian(s), relatives or supportive caregivers.**

Procedures:

I. Placement Decisions

A. Making Recommendations

1. The Care Coordinator is responsible for making an appropriate placement recommendation for committed youth consistent with the youth's level of restriction.
 - a. The Care Coordinator and Unit Supervisor will review all placement options and the services and treatment offered along with the youth's assessments, Individualized Education Program (IEP), Team Decision Making (TDM) Meeting notes and the Success Plan to make a recommendation.
2. Any youth committed or re-committed needing placement at a higher level of restriction, must have due process via a court hearing (where they are re-committed for a new offense), Community Status Review Hearing (CSRH) or signed Waiver of Community Status Review. Any youth going to an out-of-home or RTC placement must be approved by the Placement Review Committee.

*For more information about the **committee**, refer to the **Placement Review Committee** procedures in section III-C. below.*

II. Placement Process During Pre-Commitment

A. The Assessment Process

1. Upon receiving a Notice of Intent to Recommend Commitment (NOITRC) from Court Social Services (CSS), the Assessment Specialist will complete a clinical interview with the youth and parent(s)/guardian(s) as well as a comprehensive assessment of the youth's strengths and needs [this includes the Structured Decision Making (SDM) assessment and the Child and Adolescent Functional Assessment Scale (CAFAS)]. He or she will also review all current evaluations and reports from the Probation Officer at CSS, the school and any current or past providers. The adequacy of the reports and past services provided to the youth will be considered. This comprehensive review will guide the initial placement decision.
2. After the Assessment Specialist completes the review, a team of DYRS staff called the Placement Review Committee, will convene, the results will be presented and all data on the youth reviewed. This team will make the determination for the most appropriate placement for the youth, if committed. The determination will be presented in court.

*For more information about the **assessments completed**, refer to the **Assessments and Screens** descriptions in **the Care Planning and Supervision** section of the handbook.*



III. Placement Process Throughout Commitment

A. Care Planning Meetings

Throughout the youth's commitment, Care Planning Meetings will occur to monitor his or her progress and to refine the Success Plan as needed.

1. The CAFAS guides the conversation during care planning meetings, which occur every 90 days (or scheduled as needed, in the case of an emergency). A discussion should occur during the Care Planning Meeting to determine whether the youth's current placement is appropriate if the results of the CAFAS indicate one or more of the following:
 - a. The youth is struggling to maintain safe behavior in his or her current "home" placement;
 - b. The youth's behavior in the community or towards others indicates that a higher level of restriction or care may be needed;
 - c. The youth's substance abuse or mental health needs are so severe that it interferes with day-to-day functioning at the current placement; and/or
 - d. The youth exhibits self-harming behavior that requires a higher level of restriction or care (but does not require immediate intervention and/or hospitalization).
2. If any of the above is indicated and all other services and interventions have been exhausted, the case must be reviewed by the Placement Review Committee and a CSRH must be completed before a higher-level placement can be recommended.

*For a description of all meeting types and intended results, refer to **Care Planning Meetings** in the **Care Planning and Supervision** section of the handbook.*

B. Community Status Review Hearing (CSRH)

1. A Care Coordinator may request a CSRH when the youth has:
 - a. More than one violation of his or her Community Placement Agreement (CPA);
 - b. Been unable to improve behavior and compliance in the community despite intervention;
 - c. Exhausted all Graduated Response options; and/or
 - d. Been charged with a mandatory offense.

*For more information about the **process for requesting a hearing**, refer to the **Community Status Review Hearings** procedures in the **Community-Based Services and Youth Supervision** section of the handbook.*

C. Placement Review Committee

1. A Care Coordinator will present a case to the Placement Review Committee for one of the following reasons:
 - a. When requesting a CSRH to raise the youth's level of restriction;
 - b. To request that a youth be sent to a "High-level," out-of-home placement because the youth has been re-committed to DYRS on a new offense; or
 - c. To request that the youth be sent to a "Medium-level," out-of-home placement.



For more information about the **process for presenting to the Committee**, refer to the **Out-of-Home Placement Review** procedures also in this section of the handbook.

D. Placement Referral Process

1. The Care Coordinator will submit the Placement Referral Packet one (1) business day after the weekly Placement Review Committee meeting for any approved youth. The Packet should include the following:
 - a. Signed Placement Checklist (*for an electronic copy of the checklist, refer to the Resource Location Lists in Appendix B*);
 - b. Most recent CAFAS, TDM Meeting notes and Success Plan;
 - c. Educational records within a year (including IEP if applicable);
 - d. Clinical assessment (within one year) and/or evaluations. If unavailable, then the Care Coordinator will facilitate receipt of:
 - i. Clinical assessments: Should be done by a Core Service Agency (CSA) or a DYRS secure facility behavioral health staff member qualified to conduct such assessments
 - ii. Clinical evaluations: May be completed by specialized behavioral health evaluators paid for by either the youth's insurance [e.g., Health Services for Children with Special Needs (HSCSN), other Managed Care Organization (MCO)] or DYRS
 - iii. Updated Social Study: Completed within the past year
 - e. Discharge summaries from previous placements;
 - f. Copy of the youth's birth certificate, Social Security Card and insurance card;
 - g. Progress reports from service providers;
 - h. Medical records [can be obtained from Youth Services Center (YSC) or NBYDC];
 - i. Commitment Court Order; and
 - j. Memorandum of recent events/updates/efforts provided to support youth within the last 90 days.
2. The Placement Unit will send the Placement Referral Packet to the provider(s) whose services are being sought, based on the youth's needs.
3. The provider(s) may interview the youth and determine the youth's acceptance or denial into the provider's program/services.
4. If the youth is accepted, the provider should send the Acceptance Notification to the DYRS Placement Manager and Care Coordinator.
5. After reviewing the acceptances, within two (2) business days, the Care Coordinator will obtain input from the youth and parent(s)/guardian(s) to inform a final decision about the placement. Once decided, the Care Coordinator will immediately notify the Placement Manager.
6. If a PRTF placement is being requested, simultaneously, the Care Coordinator must submit a LOC Request to the youth's insurance company.



E. DYRS-Funded Placements

1. The Procurement Manager will receive a procurement authorization request and send approval or denial to the Placement Manager.
2. The Placement Manager will forward the procurement authorization or denial to the Care Coordinator as well as scan and upload the authorization into the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of receipt.

F. Insurance-Funded Placements

1. The Care Coordinator (or Assessment Specialist if a Pre-Commitment Case) will submit the insurance LOC funding approval document to the Placement Unit within one (1) business day.
2. The Care Coordinator/Assessment Specialist is responsible for uploading the LOC into the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of receipt.

G. Placements Outside of the District of Columbia

The Care Coordinator will:

1. Collect the acceptance letter, Court Order, updated clinical assessments (within one year)/evaluations (e.g., psychiatric, psychological) and updated Social Study (within one year).
2. Before taking additional steps, confer with parent(s)/guardian(s) regarding placement options and update them on the process and next steps for placing their youth outside of the District of Columbia.

Please Note: Communication between the Care Coordinator and parent(s)/guardian(s) should be consistent and ongoing throughout the youth’s commitment

3. Submit the Article VI Motion and questionnaire to the youth’s judge’s chambers and to the youth’s attorney, and obtain the judge’s signature (*for an electronic copy of Article VI Motion Template and Questionnaire, refer to the Resource Location Lists in Appendix B*).

Please Note: An Article VI Hearing attended by the Care Coordinator may be required to obtain judge’s signature.

4. Acquire authorization from the DYRS Procurement Division as well as the educational and medical records.
5. Submit all Interstate Compact on the Placement of Children (ICPC) documents to the Placement Manager.

Please Note: The Placement Manager obtains the ICPC approval from the Interstate Compact Office and will notify the Care Coordinator when received.

6. Complete Form 100B as well as the District of Columbia Public School (DCPS) School Enrollment Form once the youth is placed (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*). Forms can also be obtained electronically from the Placement Unit.



Arranging Youth Transportation to a Secure Placement

Once a committed youth's placement is determined, travel arrangements will be required to support his or her transition to the placement.

Procedures:

I. Preparing for Travel

A. General Requirements

The Care Coordinator will:

1. Set up the date and time with the placement provider for the youth's admission.
2. Confirm if travel is being arranged by the placement provider or by DYRS.
3. If the youth is going to an out-of-state group home, send the CPA to the Facility Juvenile Justice Institutional Counselors (JJICs) for the youth to sign prior to release.
4. Obtain a packing list from the placement provider for youth traveling to a RTC, PRTF or out-of-state placement and confirm that the youth has all needed items (i.e., clothing, toiletries, luggage) for the stay.
5. Ensure that the youth's clothing has been brought to YSC or the Awaiting Placement Facility in appropriate travel luggage for transport with the youth.
6. Once confirmed, notify the DYRS Transportation Department dys.transportationunit@dc.gov, Facility JJICs and the Placement Manager for the youth to be placed on the Transportation List.
7. Ensure the youth has a government-issued photo identification (ID) card, if the youth is 18 or over and traveling via airplane.

II. Air Travel to a Secure Placement

A. Placement-Arranged Secure Travel

1. Coordinate the youth's travel with placement provider. This may require DYRS to transport the youth to the airport to meet the provider's staff, and if such, the Care Coordinator must complete a Transportation Request Form (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*).

B. DYRS-Arranged Secure Travel

1. If DYRS is arranging the youth's travel and the Care Coordinator is unable to travel with him or her, contact the Transportation Dispatcher at dys.transportationunit@dc.gov to determine the DYRS-approved staff person who will be traveling with the youth.



2. Obtain the name and birthdate for all DYRS-approved staff members providing transportation.
3. Submit the Office of the City Administrator (OCA) Training, Travel and Reimbursement Form and supporting documents [e.g. flight information with proof of cost, memorandum to the Director and Deputy Director requesting travel, hotel with proof of cost for overnight stay(s)], for the youth and each staff member traveling to the Procurement Division's Travel Coordinator at least three (3) weeks in advance of travel.
4. Once the travel itinerary has been booked and confirmed by Procurement, notify the DYRS Transportation Department dys.transportationunit@dc.gov, Facility JJICs and the Placement Manager at least three (3) business days in advance of the youth's pending travel and submit the Transportation Request Form with the youth's Commitment Order, Article VI and Face Sheet so the youth and DYRS-approved staff members can be transported to the airport.

III. Secure Travel by DYRS Transportation

A. Out-of-State Placement

1. If the placement is out-of-state, but within reasonable driving distance, submit a Transportation Request Form with the youth's Commitment Order, Article VI and Face Sheet to dys.transportationunit@dc.gov **at least three (3) business days in advance** for the youth to be driven by DYRS to the placement.

B. Placement at NBYDC

1. A formal Transportation Request is not necessary if the youth is going from YSC to NBYDC. However, the Care Coordinator must ensure that the youth is placed on the DYRS Transportation List for that day.
2. If the youth is coming from another facility to NBYDC, a formal Transportation Request Form is required.



Out-of-Home Placement Reviews

The purpose of the Placement Review Committee is to ensure that youth are: 1) being served in the appropriate and least restrictive environment; 2) served as close to home as possible given his or her treatment needs; and 3) in a manner consistent with public safety.

The Placement Review Committee reviews cases when a Care Coordinator believes a youth's needs can only be served in an out-of-home placement. The Committee members represent several perspectives that include but are not limited to, the Care Planning and Coordination Team, Placement, Community Programming Initiative, TDM Team, Compliance and Administrative Services. The Committee thoroughly reviews the youth's behavior related to public safety, strengths, needs, history of services, and placements as well as available supports before making a recommendation.

A Care Coordinator may request to present a case to the Placement Review Committee for one of the following reasons:

- To request a CSRH to raise the youth's level of restriction;
- To request a "High-level," out-of-state placement, because the youth has been re-committed to DYRS on a new offense; or
- To request to send the youth to any "Medium-level," out-of-home placement, including an out-of-state group home.

Procedures:

1. When a Care Coordinator determines that a youth is in need of an out-of-home placement (including, but not limited to, "High-level" placement, out-of-state group home, inpatient substance abuse treatment program, local group home, or foster home) he or she should first review the case with the Unit Supervisor.
2. If the Unit Supervisor agrees with the Care Coordinator's assessment, the Unit Supervisor should request for the case to be heard by the Placement Review Committee. The Committee meets at a standing day and time weekly.
3. At least one (1) business day prior to the Committee meeting, the Care Coordinator or Unit Supervisor should send an email request to the Care Coordination Program Assistant(s) and include the youth's Placement Referral Packet. The Program Assistant(s) will then notify the Committee of the referral.
4. The Care Coordinator should be prepared to articulate the following to support the request for an out-of-home placement (*for an electronic copy of a Case Presentation Template with further guidance, refer to the Resource Location Lists in Appendix B*):
 - a. The youth's behavior related to public safety;
 - b. The youth's strengths and challenges;
 - c. The youth's behavioral, mental health and educational needs;
 - d. The services, supports and other interventions that have been attempted to assist the youth with remaining in the community; and
 - e. The reasons the Care Coordinator recommends that the youth cannot be served at home.

5. If the Care Coordinator is able, given the timelines, he or she should present the case at the Placement Review Committee **before** pursuing a CSRH. All out-of-home placements must be heard and approved by the Placement Review Committee and signed off on by the Deputy Director of Youth and Family Programs (or designee).
6. The Committee will most likely make a determination the same day (in some instances, the Care Coordinator may be asked to follow up on outstanding questions from the Committee) as to whether the youth is approved for the higher level or out-of-home placement and may make specific placement recommendations as well. The Committee cannot supersede the decision made at the CSRH.
7. During the case presentation to the Committee, a Care Coordination Program Assistant will take notes on the key facts of the case and the Committee's decision. The Program Assistant will add these notes to the Placement Review Committee Database on the DYRS Common (i.e., "Y") Drive after the meeting. Additionally, the Program Assistant will make a note of the Committee's decision in the "Case Notes" section of the youth's file in the DYRS Database.



The Community Placement Agreement

The Community Placement Agreement (CPA) is an agreement between the youth and Care Coordinator for the youth's continued placement in the community (*for an electronic copy of a blank Agreement, refer to the Resource Location Lists in Appendix B*).

CPAs must clearly outline expectations of the youth while in the community including all curfew, drug testing, school attendance, service participation, restrictions (e.g., "Stay Away Orders, "Exclusion Zones"), and "No Re-Arrest" requirements as well as any short and long-term goals, and other expectations for the youth's success as outlined by the Care Coordinator and informed by the youth's Success Plan.

Procedures:

1. Every youth with a "Medium-level" or "Low-level" placement, must have a CPA signed by the youth, parent(s)/guardian(s), staff at the placement facility (if applicable), Care Coordinator and Unit Supervisor. The signed CPA must be scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of receipt.
2. CPAs should be clearly written and individualized for each youth, and must be explained to the youth and parent(s)/guardian(s) by the Care Coordinator before the youth and parent(s)/guardian(s) sign the document. A progress note indicating that this explanation occurred must be documented in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days of the conversation.
 - a. For newly committed youth going to the community, the initial CPA is drafted by the Assessment Specialist.
 - b. Once a newly committed case has been officially transferred to a Care Coordinator, he or she is responsible for updating the CPA with more detailed specifications based on the youth's goals and needs, as identified in the initial case transfer/care planning meeting.
 - c. Care Coordinators and the Assessment Specialist can request support from the Unit Program Assistants in drafting CPAs as long as clear instructions are given regarding the specifics of the CPA.
3. If the youth is transitioning to the community from a residential or out-of-state placement, it is the responsibility of the Care Coordinator to draft and review the CPA with the youth no later than the date of community placement and to transport the youth to his or her placement location. The Unit Supervisor may request help from a Program Assistant to draft the CPA.
4. CPAs must be updated anytime there is a change in placement or release from secure detention. If a youth is released from secure detention, the youth may sign the CPA after review with a designated facility staff member. The Care Coordinator must then meet with the youth at the placement within two (2) business days to discuss the CPA in depth.



Please Note:

- If the youth is at an out-of-state group home, the CPA discussion can occur over the phone. A progress note indicating that this explanation occurred must be documented in the “Case Notes” section of the youth’s file in the DYRS Database within two (2) business days of the change.
 - CPAs also can be updated anytime the Care Coordinator changes expectations or requirements of a youth. Each time the CPA is updated, the Care Coordinator must follow the procedures outlined under steps 1, 2 and 5 of this section.
5. Parent(s)/guardian(s) and placement providers will receive copies of the youth’s CPA as well and be made aware of the expectations outlined therein.



Emergency Removal of Youth from Placement

When a youth in a community placement presents a clear and present danger to himself, herself or others and requires immediate removal from a non-secure placement, a Care Coordinator may remove the youth from the placement and move the youth to a secure DYRS facility, emergency shelter, inpatient drug treatment center, or appropriate medical or mental health facility.

Procedures:

A. Emergency Removal Without the Youth's Consent

1. The Care Coordinator will request a Custody Order from the court for the youth so that the Metropolitan Police Department (MPD) will have the authority to take the youth into custody, if the youth is unwilling to be removed by the Care Coordinator.
2. The Care Coordinator will provide the Unit Supervisor and Care Planning and Coordination Program Manager with a written summary of the basis for the youth's removal. With approval, the written summary will be sent to the Deputy Director of Youth and Family Programs (or designee), who will make an independent "Probable Cause" determination based on the Care Coordinator's documentation within one (1) business day of the youth being removed.
3. The CSRH will convene within five (5) calendar days of a youth's emergency removal if the Deputy Director of Youth and Family Programs (or designee) determines that there is probable cause to believe that the youth violated the terms of his or her CPA and that he or she is a clear and present danger, requiring immediate removal from a non-secure placement. If the fifth (5th) calendar day is a Sunday or legal holiday, the hearing will convene the next business day.
4. The youth will be returned to his or her community placement if the Deputy Director of Youth and Family Programs (or designee) determines that there is no probable cause to securely confine the youth.
5. The Care Coordinator may request a CSRH in cases where there is a "No Probable Cause" determination. Youth will await the hearing while in the community.
6. The Care Coordinator will provide notice of the CSRH to the youth and counsel of record, or if counsel of record is unavailable, then alternate counsel, in any manner reasonably calculated to put the receiving party on notice.
7. The Care Coordinator will make all reasonable efforts to provide notice to the parent(s)/guardian(s). Notice may be given by, but is not limited to, the following means:
 - a. Face-to-face;
 - b. Telephone;
 - c. Voice message on an answering machine;
 - d. Electronic mail;



- e. Facsimile; or
 - f. Hand-delivery to the office of the counsel of record or alternate counsel and to the parent(s)/guardian(s) home.
8. The Care Coordinator will document efforts to provide notice in the “Case Notes” section of the youth’s file in the DYRS Database. Proof of notice must be scanned and uploaded to the “Scanned Documents” section of the youth’s file in the DYRS Database.
 9. The Care Coordinator will send an email to the DYRS Liaison at the Office of the Attorney General (OAG) Juvenile Division when they receive notice of the hearing.
 10. The Agency may continue the hearing for up to an additional five (5) business days if the counsel of record and alternate counsel are unavailable at the date and time for which the hearing is scheduled.

B. Emergency Removal with the Youth’s Consent

1. If a youth in a community placement presents a clear and present danger and requires immediate removal from a non-secure placement, or pending a transfer to a new placement, the Care Coordinator may remove the youth to another placement upon the youth’s written consent after having the opportunity to consult with counsel of record, or alternate counsel, if counsel is unavailable.
2. If a youth is removed from his or her community placement and is admitted to an inpatient drug, medical, mental health facility, or similar inpatient facility for treatment, the Care Coordinator, the youth, and parent(s)/guardian(s) or counsel of record, or if the youth’s counsel is unavailable, alternate counsel, will sign a Waiver of Community Status Review Form agreeing to waive a CSRH (*for a copy of a blank Waiver, refer to the Resource Location Lists in Appendix B*).
3. The Care Coordinator will scan and upload the signed Consent Form in the “Scanned Documents” section of the youth’s file in the DYRS Database.
4. Upon the youth’s discharge from the facility, the youth will return to the placement immediately prior to the treatment or return to a placement with the same or lower level of restriction. A youth’s community placement will not be revoked.

*For more information about **Emergency Removal** procedures, refer to the *Emergency and Proposed Rulemaking published at 28 DCR 1349 (March 27, 1981)[EXPIRED]*; as amended by *Final Rulemaking published at 56 DCR 5035 (June 26, 2009)*.*



Family Contact

The coordination, collaboration and engagement of families with youth in DYRS' custody are essential to the youth's success. The goal of regular family contact is to empower the youth and their families to create an environment that stimulates healthy partnerships between the youth and his or her family and between the youth, family and DYRS. DYRS also aims to introduce the family to any needed resources through sibling government agencies and/or community groups to ensure a strong network of support once youth are released.

Procedures:

1. Within two (2) business days of a youth being committed to DYRS, the Program Support Assistant of the youth's assigned Ward will draft and mail a Letter of Introduction to the youth's family introducing the Care Coordinator, providing vital contact information and outlining next steps (*for an electronic copy of a sample Letter of Introduction, refer to the Resource Location Lists in Appendix B*).
2. Within one (1) business day of sending the letter, a copy should be scanned and uploaded by the Program Assistant into the "Scanned Documents" section of the youth's file in the DYRS Database. A note also should be made in the "Case Notes" section of the file to acknowledge the activity.
3. Within three (3) business days of the date of the Commitment Order and youth assignment, the Care Coordinator will make face-to-face contact with the youth and he or she will also call the youth's family to schedule a Home Visit.
4. The Care Coordinator must meet in person with the youth's family within seven (7) business days of the youth's commitment and case assignment.
5. The Care Coordinator will make twice (2) monthly in-home, face-to-face visits with the youth and their primary caregiver(s) for youth placed at home. The Care Coordinator will make monthly face-to-face visits with the primary caregiver(s) for youth placed outside of the home.
6. The Care Coordinator will make bi-weekly phone contact with the primary caregiver(s).

For frequency of all visits, refer to the and case assignment. Reference Chart for Contact with Youth and Families located in the Youth Contact procedures that follow.



Youth Contact

Care Coordinators are required to have in-person visits with each youth and the youth's family.

Procedures:

A. Youth in the Community

1. The Care Coordinator must have weekly, in-person, face-to-face contact with each youth to whom they have been assigned and is residing at home, in a local group home, foster home, foster home, SILP or other community placement. or other community placement. At least two of those visits per month must be at the youth's local residence (i.e., within 50 miles). The other visits may be in the school, place of employment or neighborhood where the youth resides. **Text messages or social media, as well as web-based video conferencing and/or other technological contacts do not fulfill the weekly, face-to-face requirements.**
2. Documentation of each contact is required in the "Case Notes" section of each youth's file in the DYRS Database within two (2) business days of the contact.
3. In addition to the face-to-face contact, Care Coordinators will have weekly phone contact with youth. Care Coordinators can require their youth to call them, but the responsibility is on the Care Coordinator to actually talk with each youth or document multiple unsuccessful attempts (at least five) in the DYRS Database within two (2) business days of each attempt. After five unsuccessful attempts, the Care Coordinator must conduct a community visit to locate the youth.

B. Youth in Placements More than 50 Miles Outside of the District of Columbia

1. For youth in placements **more than 50 miles outside** of the District of Columbia, the youth must have a face-to-face visit every 90 days by the assigned Care Coordinator. At times, other staff on the Care Planning and Coordination Team may visit the youth at the facility. However, it is still the assigned Care Coordinator's responsibility to ensure a face-to-face visit by a member of the DYRS Care Planning and Coordination Team occurs every 90 days for their assigned youth.

C. Interstate Compact on Juveniles Supervision (ICJ)

1. ICJ supervision must be requested for youth residing in a home outside of the District of Columbia, attending an out-of-state college or a Job Corps location.
2. For youth residing with their family more than 50 miles outside of the District of Columbia, the Care Coordinator must request ICJ supervision in the jurisdiction where the youth is living. The Care Coordinator will make in-person, face-to-face contact with the youth every 90 days. Technology, such as Skype or Face Time, cannot be used as a substitute for the 90-day face-to-face contact.
3. For youth residing with their family within 50 miles of the District, but in another jurisdiction, the Care Coordinator must request ICJ supervision in the jurisdiction where the youth is living. Once the ICJ Transfer of Supervision has been approved, the Care Coordinator can reduce face-to-face contacts to once every month.



Please Note: For any youth receiving ICJ supervision, the Care Coordinator must notify the DYRS ICJ Office, who in turn will notify the other jurisdiction's ICJ office, to communicate with the Case Manager/Parole Officer and youth in the supervising jurisdiction.

*For more information about ICJ, refer to the **Interstate Compact** procedures also located in this section also located in this section of the handbook of the handbook.*

D. Youth Compliance Incentive

1. A youth in the community may have his or her face-to-face contacts **reduced to twice per month** if they have been placed in the community for at least six (6) months and meet the following criteria:
 - a. The CAFAS total score is no more than 100 and there are no "severe" scores in any section;
 - b. The youth has attended all scheduled TDM Meetings during the review period;
 - c. The youth is working towards progress on all Success Plan Goals; and
 - d. The youth has been in compliance with their CPA.
2. Before a youth receives the compliance incentive, the Care Coordinator must review the youth's case with the Unit Supervisor.

Please Note:

- Once this incentive is granted, it may be withdrawn at any time if the youth is not in compliance with the above criteria.
 - If the incentive is taken away, the youth will not be eligible for this specific incentive again until another six (6) months have passed and the Care Coordinator and Unit Supervisor review his or her file.
3. The Care Coordinator will document all compliance incentive notes in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days of the decision.
 4. The Unit Supervisor is required to document that he or she has reviewed the compliance incentive request and the **approval or denial** of the decision in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.



Reference Chart for Contact with Youth and Families*

Type of Contact	RTC (or other Out-of-State Placement)	NBYDC	YSC (Awaiting Placement or Secure Detention)	Community (Family Home)	Community (Foster Care or a Local Group Home)	College	DC Jail	ICJ
Face-to-Face with Youth	Every 90 days	Twice per month	Within two (2) business days of detention; thereafter, twice per month	Weekly (for any given month, Care Coordinator will meet with youth twice at home and twice in any other location) *Twice per month if eligible for compliance incentive	Weekly (for any given month, Care Coordinator will meet with youth twice in placement and twice in any other location) *Twice per month if eligible for compliance incentive	Every 90 days	Once per month (can be a video conference)	Every 90 days if placed over 50 miles from DC Monthly, if placed within 50 miles of DC
Phone Call with Youth	Every 2 weeks	Every 2 weeks	Weekly	Weekly	Weekly	Every 2 Weeks	None	Monthly (with ICJ worker and youth)
Face-to-Face Contact with Parent(s)/ Guardian(s)	At least once per month	At least once per month	At least once per month	Twice per month, when visiting youth at home, or once per month if youth is eligible for compliance incentive	At least once per month	At least once per month	At least once per month	Every 90 days if placed over 50 miles from DC Monthly if placed within 50 miles of DC
Face-to-Face with Placement Provider	N/A	N/A	N/A	N/A	Twice per month	N/A	N/A	N/A
Phone call with Parent(s)/ Guardian(s)/ Primary Caregiver(s)	Every 2 weeks	Every 2 weeks	Every 2 weeks	Every 2 weeks	Every 2 weeks	Every 2 weeks	Every 2 weeks	At least once per month

*All timeframes are based on calendar days unless otherwise noted.

Home Visits

Regularly scheduled Home Visits are a vital part of good care planning and pave the way towards proper community supervision and connection. Home Visits provide the Care Coordinator with an understanding of the youth's living arrangements and the kinds of family supports available and needed.

Home Visits are also an opportunity to build relationships with the youth and his or her caregiver(s) and to support the youth's success throughout commitment and transition back to the community. At least one (1) visit a month should include a Credible Messenger and/or Parent Coach (if applicable), to ensure consistent communication about the needs and successes of the family. **Care Coordinators are strongly encouraged to conduct Home Visits with a colleague to support youth and family needs as well as to alleviate any possible safety concerns.** The information gathered will allow the Care Coordinator to identify strengths and needs within the family home, and to bring information gathered during these visits to the next TDM Meeting to recommend services to support the youth's rehabilitation and family empowerment efforts.

For more information about

*The **frequency of Home Visits**, refer to the **Reference Chart for Contact with Youth and Families** on the prior pages.*

Procedures:

A. Information Gathering

1. The assigned Care Coordinator and the YAU Assessment Specialist will work together to coordinate the initial Home Visit.
2. During Home Visits, Care Coordinators should be observing the overall family dynamic and the relationship between the youth and caregiver as well as any additional supports that may be needed to enable or continue a successful home placement.
3. Discussion should include a reminder of resources that will be available to the family through DYRS and/or the other agencies that are supporting the youth.
4. Information should be gathered from the parent(s)/guardian(s) and the youth to support a comprehensive understanding of the youth's life at home as well as the youth's and family's desires for the youth (*for an electronic copy of the Home Visit questions below, refer to the Resource Location Lists in Appendix B*).

Please Note: Remember to thank family members or caregivers for welcoming you into their home, for their time and candor.



The conversation, at a minimum, should include topics and related questions such as:

Supervision

- a. How does the family spend time together?
- b. What are the rules of the home?
- c. How are limits set in the home?
- d. What responsibilities/chores does your child have at home?
- e. How is your child rewarded for his or her behavior?
- f. How does your child experience consequences for his or her behavior?
- g. What resources are needed, if any, to support the family?
- h. How does your child spend his or her free time?
- i. Tell me about your child's friends.
- j. How does your child spend time with his or her friends?
- k. If the youth is a parent:
 - i. How much time does the youth spend with his or her child?
 - ii. Does the child live at or visit the home frequently?
 - iii. What types of activities do the youth and his or her child do together?

Areas of Strength and In Need of Support

- a. What do you see as your son's/daughter's strengths that you would like DYRS to support?
- b. What are your family's strengths?
- c. What do you enjoy about each other?
- d. What are some of the challenges where your son/daughter and you could use assistance?
- e. Based on the resource information that we have provided, would you allow us to join you in supporting your son/daughter toward positive outcomes? If so, how?

Directed to the Youth

- a. What is a typical day like for you at home?
 - b. Who is most supportive of you in the home?
 - c. How do you spend time with your family?
 - d. What supports do you need to be successful in your home?
 - e. How can DYRS support a healthy relationship between you and your parent(s)/guardian(s)?
 - f. What rules are you expected to follow?
 - g. What would be fair consequences if you don't follow the rules?
 - h. Do you bring your friends to your home? If so, what do you typically do with your friends when home?
 - i. Do you like hanging out at home? Why or why not?
5. All Home Visits and any information acquired should be documented in the "Case Notes" section of the youth's file of the DYRS Database within two (2) business days of the visit.



6. If a youth and his or her family are moving, the Care Coordinator must visit the youth in the new location within three (3) business days of the move. If the move has already occurred, the visit must occur within three (3) business days of the Care Coordinator being made aware of the change. The new address and telephone number must be updated in the "Intake/Demographics" section of the youth's file in the DYRS Database within one (1) business day.

B. In the Event of an Abuse or Neglect Concern

1. As a **mandated reporter**, if the Care Coordinator suspects or learns that there is any abuse or neglect of any youth under the age of 18 (or any past abuse or neglect is reported by the youth or family member at any time for the youth who was under the age of 18 when the alleged abuse/neglect occurred), the Care Coordinator must immediately (**i.e., the same business day**) report the concerns to the Child and Family Services Hotline or the hotline in the youth's jurisdiction of residence. In the District of Columbia, the Hotline number is: 202-671-SAFE (7233).
2. The report of the suspected abuse or neglect must be documented in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.

C. In the Event of Other Safety Concerns

1. If there are any safety or supervision concerns after a Home Visit, the results should be discussed with Unit Supervisor and mitigated by the parent(s)/guardian(s) before a youth returns to the home.
2. Once the parent(s)/guardian(s) has mitigated the safety concerns they must notify the Care Coordinator. The Care Coordinator will then conduct another Home Visit within five (5) business days.
3. The Unit Supervisor will attend the follow-up visit and discuss the results with the Care Coordinator before approval.
 - a. If the concerns have been addressed, the youth's placement will continue and the Care Coordinator will continue to monitor the case during the regular Home Visits.
 - b. If the concerns remain and/or the youth will be in clear danger, the Care Coordinator/ Unit Supervisor should bring the documentation directly to the Care Planning and Coordination Program Manager.
 - c. If concerns still exist after the visit, the Care Planning and Coordination Program Manager will seek DYRS executive leadership approval, if necessary.
4. All steps above must be documented by the Care Coordinator in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.



Home Assessments

The purposes of the Home Assessment are to ensure: 1) the youth is placed in a safe home where his or her needs can be met, and 2) the youth can be adequately supervised. **Care Coordinators are strongly encouraged to conduct Home Assessments with a colleague to support youth and family needs as well as to alleviate any possible safety concerns.**

Please Note: Home placements should never be denied based on gender, race, culture or class biases.

Procedures:

A. When a Home Assessment is Required

1. All sections of the DYRS Home Assessment Form must be thoroughly completed (*for an electronic copy of a blank Assessment, refer to the Resource Location Lists in Appendix B*). The form will guide the Care Coordinator on what to look for in the home.
2. The Home Assessment must be completed:
 - a. **Prior to a youth earning a day or weekend pass while in placement.** The youth must have successfully (e.g., No unusual incidents, maintaining curfew, attending school) completed seven (7) calendar days at the placement before being eligible for a day pass and 14 calendar days at the placement before being eligible for a weekend pass.
 - i. A day pass is defined as a youth being allowed to leave placement to visit approved family members or other supportive adults but youth must depart and return to placement within the daily curfew hours delineated on the youth's CPA (e.g., depart group home no earlier than 8:00 am and return to group home no later than 8:00 pm on the same day).
 - ii. A weekend pass is defined as a youth being allowed to leave placement to spend the weekend with **approved** family members or other supportive adults. The youth must depart placement at a time approved by the Care Coordinator on either Friday evening or Saturday morning, and return to the placement by curfew on Sunday evening (e.g., depart group home no earlier than 4:00 pm Friday evening and return to the group home no later than 8:00 pm Sunday evening).
 - b. **Prior to a youth transitioning from placement back to the home setting with parent(s)/guardian(s).** The Home Assessment must be completed 14 calendar days prior to the youth returning home.
 - c. **If the family moves or the youth's home placement changes and the Care Coordinator is aware of the move.** The Home Assessment must be conducted 14 calendar days prior to the youth being placed, if possible. If the Home Assessment cannot be completed prior to the move (i.e., the family doesn't have access to the new home until the day of the move), it must be completed within two (2) business days of the move.



- d. **If an emergency change in the youth’s home status is required** (e.g., the youth disrupts home placement, there is an imminent safety concern in the current home). A Home Assessment at the new home must occur within one (1) business day.
3. For newly committed youth being placed at home, the assigned YAU Assessment Specialist will complete the initial home assessment prior to the disposition hearing for youth being placed at home. For newly committed youth going to a local group home or foster home, the Care Coordinator will complete the initial home assessment within five (5) business days of case transfer.
4. For all other Home Assessments, the Care Coordinator must schedule an appointment to complete the Assessment with the parent(s)/ guardian(s) in the home.
5. If the Care Coordinator is unable to schedule an appointment with the parent(s)/ guardian(s), the Care Coordinator should attempt an unscheduled Home Assessment. The Assessment must occur prior to the youth being placed in the home or going on a pass to the home.
6. A copy of the Home Assessment must be scanned and uploaded into the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of completion. Additionally, a copy should be emailed to the youth’s group home or foster home placement before approving a day or weekend pass.
 - a. If the Care Coordinator is made aware of changes in the youth’s phone number, address or any other demographic information, the changes must be updated in the “Demographics” section of the youth’s file in the DYRS Database the same day as the Home Assessment.
 - b. If the youth’s address has changed, the CPA also must be updated within one (1) business day of the Home Assessment.

B. In the Event of an Abuse or Neglect Concern

1. As a **mandated reporter**, if the Care Coordinator suspects or learns that there is any abuse or neglect of any youth under the age of 18 (or any past abuse or neglect is reported by the youth or family member at any time for the youth who was under the age of 18 when the alleged abuse/neglect occurred), the Care Coordinator must immediately (**i.e., the same business day**) report the concerns to the Child and Family Services Hotline or the hotline in the youth’s jurisdiction of residence. In the District of Columbia, the Hotline number is: 202-671-SAFE (7233).
2. The report of the suspected abuse or neglect must be documented in the “Case Notes” section of the youth’s file in the DYRS Database within two (2) business days.

C. In the Event of Other Safety Concerns

1. If there are any safety or supervision concerns after a Home Assessment, the results should be discussed with the Unit Supervisor and mitigated before a youth returns to the home.
2. Once the parent(s)/guardian(s) has mitigated the safety concerns they must notify the Care Coordinator, the Care Coordinator will then conduct another Home Assessment within five (5) business days.



3. The Unit Supervisor will attend the follow-up Assessment and discuss the results with the Care Coordinator before approval.
 - a. If the concerns have been addressed, scan and upload a copy of the Home Assessment into the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of completion. Additionally, a copy should be emailed to the youth’s group home or foster home placement before approving a day or weekend pass.
 - b. If the concerns remain and/or the youth will be in clear danger, the Care Coordinator/ Unit Supervisor should bring the documentation directly to the Care Planning and Coordination Program Manager.
 - c. If concerns still exist after the Assessment, the Program Manager will seek the approval of DYRS executive leadership, if necessary.
4. Documentation of each Home Assessment must be completed in the “Home Assessment” section of the youth’s file in the DYRS Database within one (1) business day of completion.
5. All steps above must be documented by the Care Coordinator in the “Case Notes” section of the youth’s file in the DYRS Database within two (2) business days.



Supervised Independent Living Programs

A Supervised Independent Living Program (SILP) is a placement option reserved only for qualified youth. The goals of an SILP are for a youth to obtain his or her own apartment and prepare to live independently with no assistance. The program will assist the youth in:

- Developing self-sufficiency skills;
- Learning personal responsibility, financial literacy and life skills such as cooking, cleaning and maintaining his or her living space;
- Learning soft skills for employment, such as being on time, dressing appropriately and working with others; and
- Obtaining and maintaining employment.

Procedures:

A. Eligibility

1. In order to be eligible for a SILP, the youth must:
 - a. Be at least 16 years of age or (preferably) older;
 - b. Have completed (or be near completion of) his or her high school diploma, General Education Development (GED) or Certificate of Completion;
 - c. Be employed;
 - d. Be compliant with their CPA;
 - e. Attend DYRS services regularly;
 - f. Attend school/work consistently;
 - g. Demonstrate a willingness to save money and learn independence skills; and
 - h. Demonstrate maturity and sound decision making skills.

Please Note: If the youth does not have a viable home to return to in the community, the SILP program may become the only available option to support his or her success.

B. To Refer a Youth to a SILP

1. The Care Coordinator must ensure the youth meets all of the criteria listed above. If the criteria are met, a SILP Placement Referral is sent to the Unit Supervisor for initial review.
2. Approvals must be received from the Unit Supervisor, Care Planning and Coordination Program Manager and Deputy Director of Youth and Family Programs (or designee).
3. If approved by all parties, the Placement Manager will send the Referral to the SILP providers and await acceptance or denial.
4. If accepted, the youth will be placed; if denied, the Care Coordinator and Unit Supervisor will consult on a new placement plan for the youth.



Releasing Youth from Secure and Out-of-State Placements

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.

Care Coordinators 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. With proper planning and support, youth will have higher rates of success when they return.

Procedures:

A. General Guidance

1. Any youth who is being released from a RTC, PRTF or an out-of-state facility, other than an out-of-state foster home, must first have a Re-entry/Discharge Meeting to determine the appropriate level of supervision, supports, opportunities and services the youth will receive in the community.
2. The Care Coordinator should help the youth prepare for discharge and transition back to the community from the time the youth begins treatment. All identified services and appointments, as well as school placement, should be identified and scheduled **prior** to youth's discharge.
3. Additionally, a Home Assessment must be completed within 14 calendar days prior to the youth's discharge back to the community.

*For more information about **conducting an assessment**, refer to the **Home Assessments** procedures also found in this section of the handbook.*

B. Discharging Youth from NBYDC

1. For youth discharging from NBYDC, the re-entry TDM Meeting is to take place approximately two to four (2-4) months prior to release. After this meeting, the youth's Success Plan should be updated to reflect goals related to the successful transition back to the community. At this time, a referral for a Credible Messenger should be done in order to allow for intake to occur prior to the discharge TDM Meeting.
2. A discharge TDM Meeting will occur at Level VI. After the discharge TDM Meeting, the Care Coordinator will make any necessary changes to the youth's Success Plan based on services and goals identified. The youth's Treatment Manager at NBYDC will complete the Discharge Summary within 14 business days of the Level VI meeting and send it to the Care Coordinator.
3. Once received, the Care Coordinator will draft a Release Memorandum (Memo) within five (5) business days of receiving the Discharge Summary outlining intended next placement, all services, supports and requirements for the youth upon release from



NBYDC (for an electronic copy of the Release Memo template, refer to the Resource Location Lists in Appendix B).

4. The Release Memo must be reviewed and signed by the Care Coordinator, Unit Supervisor, Care Planning and Coordination Program Manager and the Deputy Director of Youth and Family Programs (or designee). The Care Coordinator should allow at least five (5) business days to obtain all required signatures and make any required changes to the Release Memo.
5. After obtaining the Release Memo signatures, the Care Coordinator will contact the youth's Unit Treatment Manager at NBYDC to collaborate on a date of discharge, and a discharge date will be agreed upon. **There are no releases from NBYDC on Fridays or holidays unless the youth's commitment expires on one of these days.**
6. The signed Release Memo, along with the youth's CPA and Electronic Monitoring Referral and Transportation Request Form, if applicable, will be sent to the Care Planning and Coordination Program Manager, Deputy Superintendent of Treatment, Unit Treatment Manager, and Juvenile Justice Institutional Counselor (JJIC) at NBYDC. The team at NBYDC will then proceed with the youth's discharge on the specified date.
7. The Care Coordinator will schedule a Service Care Meeting for the day after the youth is discharged **to the community** from NBYDC to ensure the youth connects with the service providers and services begin immediately. This meeting will also allow the Care Coordinator to review expectations of the CPA with the youth and family and ensure that they are aware of all available supports.
8. After the Service Care Meeting, the Care Coordinator will email the DYRS Referral Specialist with youth's name, address, best contact information, and all services requested.
9. The approved and signed Release Memo must be uploaded to the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day.

C. Discharging Youth from RTC, PRTF or Out-of-State Group Homes

1. For the youth being released from a RTC, out-of-state group home or PRTF, the Re-entry Discharge Meeting is to occur no later than 30 days prior to discharge, but discharge planning should occur throughout the youth's treatment.
2. The Care Coordinator will notify the TDM Team of the youth's need for a discharge meeting so a TDM Team member can facilitate this meeting.
3. The District of Columbia Public Schools (DCPS) representative should be invited to the youth's Discharge Meeting, along with parent(s)/guardian(s), DBH representative (if youth is at a PRTF) and any other key stakeholders. In the Discharge Meeting, service, supports and expectations for the youth will be discussed.
4. After the Discharge Meeting, the Care Coordinator will document the meeting notes within the "Case Notes" section of the youth's file in the DYRS Database and update the Success Plan based on services and goals identified in the Discharge Meeting.



5. The Care Coordinator and treatment team at the facility will determine a discharge date, and the facility will draft a Discharge Summary. If the Discharge Summary is not available prior to completing the Release Memo, the Discharge Meeting notes, most recent Treatment Plan and Progress Summary from the facility should inform the Release Memo, and should be attached when the Release Memo is sent for signatures.
6. The Care Coordinator will then draft a Release Memo outlining placement, all services, supports and requirements for the youth upon release from the facility at least seven (7) business days prior to release.
7. The Release Memo will be reviewed and signed by the Care Coordinator, Unit Supervisor, Care Planning and Coordination Program Manager, and the Deputy Director of Youth and Family Programs (or designee).
8. The Care Coordinator must schedule a Service Care Meeting for the day after the youth is discharged from the RTC/PRTF/out-of-state group home **to the community** to ensure the youth connects with his or her service providers and services begin immediately. This meeting will also allow the Care Coordinator to review expectations of the CPA with the youth and family and ensure they are aware of all available supports.
9. After the Service Care Meeting (youth must be released and in the community), the Care Coordinator should email the DYRS Referral Specialist with the youth's name, address, best contact information and all services requested.
10. The Care Coordinator must organize this discharge effort and ensure all discharge documents are scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day.

*For information on arranging travel from a secure or out-of-state placement, refer to **Coordinating Travel for Youth Returning from Secure or Out-of-State Placements** also located in this section of the handbook.*



Process for Releasing Youth from NBYDC

Attend Discharge Meetings - TDM at Level VI



Conduct Home Assessment



Upon receipt of Discharge Summary, draft Release Memo and submit to the Unit Supervisor within five (5) business days; Ensure home and school placement, services identified and dates of appointments are on the Release Memo



Supervisor to submit Release Memo and receive approval for release from Care Planning and Coordination Program Manager and Deputy Director of Youth and Family Programs (or designee)



At least three (3) business days before release, schedule a Service Care Meeting for the day after the youth's release



Release the youth and meet with him or her on the next business day at the Service Care Meeting



After the Service Care Meeting, email the DYRS Referral Specialist with all identified and needed services



D. Discharging Youth from YSC or any Awaiting Placement Facility

1. All youth at Youth Services Center (YSC) or any Awaiting Placement Facility must be visited by their Care Coordinator within two (2) business days of being detained. This should occur **before** any youth is released. A youth should not be further detained solely because the visit did not occur.
2. For youth discharging from YSC to the community, send the CPA and Release Packet (i.e., Commitment Order, Face Sheet, Release Form) to the JJIC.
3. The Care Coordinator is expected to pick up the youth and transport to his or her community placement. Notify the YSC and JJIC of the pick-up time.
4. If there are circumstances that impede the Care Coordinator's availability to transport the youth (e.g., placement is not available until after business hours, parent(s)/guardian(s) are unavailable until after business hours, approved leave, mandatory training, court), then the Care Coordinator must submit a Transportation Request Form to dyrs.transportationunit@dc.gov.
 - a. **If the youth requires GPS:** Send the GPS Referral Form to the YPST prior to 3:00 pm for same-day release.
 - b. **For the youth being released to a RTC, PRTF or an out-of-state placement:** Ensure that travel has been arranged. If DYRS is responsible for the road travel, submit a Transportation Request to dyrs.transportationunit@dc.gov along with the CPA and Release Packet.

*For more information on arranging travel from a secure or out-of-state placement, refer to **Coordinating Travel for Youth Returning from Secure and Out-of-State Placements** also located in this section of the handbook.*

5. The Care Coordinator must follow up with the JJIC to receive a copy of the signed CPA if the document was not scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database after it was signed by the youth.
6. The Care Coordinator will review the CPA with the youth within one (1) business day of release from YSC.
7. All relevant scanned documents should be uploaded to the "Scanned Documents" and notes should be entered into the "Case Notes" section of the youth's file in the DYRS Database within one (1) business day.

E. Discharging from a DYRS Foster Home or Local Group Home

1. Review the youth's progress in the group/foster home with the youth, his or her family and group home staff in a monthly progress meeting. Discharge planning should be discussed at each monthly progress meeting.
2. At the monthly progress meeting or at the quarterly TDM Meeting, if it is determined that the youth has met goals and is ready to transition home, set a date for discharge to home.
3. At least 14 calendar days prior to discharge to home, the Care Coordinator will complete a Home Assessment, to determine the appropriateness of the home placement and to address any outstanding needs before placement.



4. Ensure the youth has had at least four (4) successful home passes (e.g., abided by the expectations of the CPA) before discharging home.
5. On an agreed upon discharge date, update the CPA to reflect the home address and any new conditions. Transport the youth from the group/foster home to his or her home placement.
6. Review the updated CPA with the youth and parent(s)/guardian(s). Obtain all signatures on the new document.
7. All relevant scanned documents should be uploaded to the “Scanned Documents” and notes should be entered into the “Case Notes” sections of the youth’s file in the DYRS Database within one (1) business day.

*For more information on arranging travel from a secure or out-of-state placement, refer to **Coordinating Travel for Youth Returning from Secure and Out-of-State Placements** also located in this section of the handbook.*



Coordinating Travel for Youth Returning from Secure and Out-of-State Placements

Once all other procedures have been addressed and the date and time for the youth returning from a secure placement is determined, Care Coordinators will ensure that travel arrangements are made.

Procedures:

I. Discharging Youth from a Secure Placement

The Care Coordinator will set up the date and time with the placement for the youth's discharge and confirm if the placement or DYRS must arrange travel.

A. Placement-Arranged Travel

1. Care Coordinators must pick up the youth at the airport. If there are circumstances that impede the Care Coordinator's availability (e.g., approved leave, mandatory training, court) then the Care Coordinator must submit a Transportation Request Form for the youth to be transported to the Care Coordinator's office.
2. The Care Coordinator will review the CPA and have the youth linked to Electronic Monitoring (GPS), if necessary.
3. If GPS is required, coordinate with the Youth and Public Safety Team (YPST) to ensure a staff member can be available to link the youth to GPS upon the youth's arrival to the office.
4. The Care Coordinator will then transport the youth to his or her community placement and inform the YPST of the youth's address.

B. DYRS-Arranged Travel

1. If DYRS is arranging the youth's travel and the Care Coordinator is unable to travel with him or her, contact the Transportation Dispatcher at dys.transportationunit@dc.gov to determine the DYRS-approved staff person who will be traveling with the youth.
2. Obtain the name and birthdate for all DYRS-approved staff members traveling with the youth.
3. Submit the OCA Training, Travel and Reimbursement Form and supporting documents (e.g., flight information with proof of cost, memorandum to the Director requesting travel, hotel with proof of cost for overnight stays) for the youth and each staff member traveling to the Procurement Division's Travel Coordinator **at least three (3) weeks in advance of travel**.
4. Once travel has been confirmed by Procurement, notify the placement of the youth's pending travel and confirmed discharge date and submit a Transportation Request Form to dys.transportationunit@dc.gov so the youth and DYRS-approved staff member can be picked up from the airport.



5. Request for the Transportation Department to transport the youth to the Care Coordinator's office for review of the CPA and GPS linkage, if necessary.
6. If GPS is required, coordinate with the Youth and Public Safety Team (YPST) to ensure a staff member can be available to link the youth to GPS upon youth's arrival to the office.
7. The Care Coordinator will then transport the youth to his or her community placement and inform the YPST of the youth's address.

C. Discharging Youth from an Out-of-State Placement within Reasonable Driving Distance

1. Submit a Transportation Request Form **at least three (3) business days in advance** for youth to be driven back to the District of Columbia to the Care Coordinator's office for review of CPA and GPS linkage, if necessary.
2. If GPS is required, coordinate with the Youth and Public Safety Team (YPST) to ensure a staff member can be available to link the youth to GPS upon arrival to the office.
3. The Care Coordinator will then transport the youth to the community placement and inform the YPST of the youth's address.

D. Discharging Youth from NBYDC

1. The Care Coordinator will coordinate the departure time with the NBYDC Treatment Manager, JJIC, Deputy Superintendent, and/or Superintendent. The youth's CPA, Transportation Request (if applicable), signed Release Memo and GPS Referral (if necessary) must all be submitted to the staff above prior to youth's scheduled release. Youth may be linked to GPS at NBYDC upon discharge.
2. The Care Coordinator will notify the youth's community placement of the youth's estimated time of arrival. The Care Coordinator will transport the youth to his or her community placement.
3. If there are circumstances that impede the Care Coordinator's availability to transport the youth (e.g., placement is not available until after business hours, parent(s)/guardian(s) are unavailable until after business hours, approved leave, mandatory training, court), then the Care Coordinator must submit a Transportation Request Form for the youth to be transported to the community placement.

E. Discharging Youth from YSC or any Awaiting Placement Facility

1. For youth discharging from YSC to the community, send the CPA and Release Packet (i.e., Commitment Order, Face Sheet, Release Form) to the JJIC.
2. The Care Coordinator is expected to pick up the youth and transport him or her to the community placement. Notify the YSC and JJIC of the pick-up time.



3. If there are circumstances that impede the Care Coordinator's availability to transport the youth (e.g., placement is not available until after business hours, parent(s)/ guardian(s) are unavailable until after business hours, approved leave, mandatory training, court), then the Care Coordinator must submit a Transportation Request Form.
4. Care Coordinators should use the Fleet Share Program when driving to field activities. However, if emergencies arise, and Fleet Share vehicles are not available, personal vehicles can be used after Supervisor notification (*for a copy of the DC Fleet Share Policy, refer to the Resource Location Lists in Appendix B*).

Please Note: Youth and families **should never be transported** in any employee's personal vehicle [(*for the policy on vehicle use, refer to the Official Use of Government Vehicle Policy on the Agency's Common Drive (i.e., Y Drive)*)].



Medical Necessity and Accessing Medicaid

Medicaid is a health insurance program administered collaboratively between the federal and state governments. State Medicaid programs can deny coverage for a particular treatment if the treatment is not medically necessary.

The term “Medical Necessity” is used to describe care that is reasonable, necessary and/ or appropriate based on clinical standards of care. Care Coordinators partner with insurance companies to ensure that there is a continuum of both medical and behavioral health care and services available for the youth served. It is important for youth to have access to healthcare for regular medical, dental and vision check-ups and any needed follow up as well as behavioral health assessment and treatment.

Extra Legal Protection for Children Under 21¹⁷

Medicaid has a program called Early Periodic Screening, Diagnosis, and Treatment (EPSDT) for children under the age of 21. States must offer all of the Medicaid mandatory and optional services and treatments to children, even though the state may decide to exclude some optional services for adults as a cost-saving measure.

In addition to requiring states to cover a comprehensive list of possible treatments for children, Medicaid requires state Medicaid programs to cover any treatment that is medically necessary (i.e., according to the particular state’s definition of “Medical Necessity”), regardless of whether the treatment would be available for an adult in the state. For example, a state may limit Medicaid coverage of inpatient hospital stays to 45 days for adults, but the state’s Medicaid program must pay for a longer hospital stay for a child if the hospital stay meets the state’s definition of Medical Necessity. In short, EPSDT gives children extra legal protection and may be the basis for requiring a state’s Medicaid agency to fund a particular treatment.

When a youth is enrolled with Health Services for Children with Special Needs (HSCSN) or another Managed Care Organization (MCO) as their insurance company, it is critical to maximize his or her insurance to pay for medical and behavioral health services.

If a youth is not currently enrolled with a health insurance company, the Care Coordinator will assist the parent(s)/guardian(s) with immediately enrolling or re-enrolling the youth. For those with private insurance, the Care Coordinator will work with the parent(s)/guardian(s) to determine what services the insurance company will fund. For youth with both private insurance and Medicaid, Medicaid is always the secondary insurance.

¹⁷ For more information about EPSDT, visit the Centers for Medicaid and Medicare Services website, www.cms.gov, and search EPSDT.



Procedures:

I. Accessing Services through the Youth's Insurance

A. District of Columbia (DC) Medicaid

1. To access these services through the youth's insurance, the Care Coordinator must first confirm the youth's insurance coverage through the Internal Voice Response (IVR) process (*for an electronic copy of "How to Determine Medicaid Status," refer to the Reference Guides listed in Appendix C*). To complete the IVR process, Care Coordinators can find the youth's Medicaid number in the "Demographics" section in the "Identifying Numbers" tab or a copy of the Medicaid card in the "Scanned Documents" section of the youth's file in the DYRS Database.
2. If the DC Medicaid number is not available in the DYRS Database, the Care Coordinator should provide the Social Security number of the youth to the Utilization Specialist. The Utilization Specialist will confirm if the youth has DC Medicaid by using the Economic Security Administration Automated Client Eligibility Determination System Database (ESA ACEDS).
3. Once the youth's insurance coverage is confirmed, the Care Coordinator can refer the youth to services via a CSA, and/or the Adolescent Substance Treatment Expansion Program (ASTEP) Providers and can petition insurance companies to fund a higher LOC in a PRTF, if the youth's mental health needs or his or her functioning in the community continue to deteriorate and outpatient services have been exhausted [*for electronic copies of "How to Petition for a Level of Care through the District of Columbia Department of Behavioral Health" and "How to Petition Medicaid Managed Care Organizations (MCO) for Pre-Authorization," refer to the Reference Guides listed in Appendix C*].

*For more information about **obtaining a LOC determination**, refer to the **Acute and Long-Term Psychiatric Residential** procedures in this section of the handbook.*

B. Out-of-State Medicaid

1. If the youth is a resident of Maryland, Virginia or another state, the Care Coordinator will seek direction from the DYRS Medicaid Resource Team to assess the status of the youth's insurance.
2. Once the youth is connected, the Care Coordinator will work with the youth's insurance company to ensure that there is a continuum of medical and behavioral health care and services available for the youth.

- C. Health Services for Children with Special Needs (HSCSN):** Covers all clinic-based services; inpatient hospitalizations including detox, inpatient substance abuse treatment; PRTF; and some home and community-based services (e.g., respite, behavioral coaching and after-school programming). The network has additional services that other insurance companies do not, including individual and family therapists and respite care. HSCSN will also fund inpatient substance abuse treatment if the youth meets "Medical Necessity" for this level of treatment.



1. If a youth has HSCSN, the Care Coordinator should immediately establish a relationship with the youth's Care Manager through HSCSN.
2. The Care Coordinator and Care Manager will work together to ensure the youth has the continuum of medical and behavioral health care and services available for the youth.

D. Managed Care Organization (MCO): Covers all clinic-based services, inpatient hospitalization including detox and PRTF for the first billing cycle (the youth is then moved into DC Medicaid Fee-for-Service). Home and community-based care services are not covered.

1. Youth with MCOs may also have a Care Manager available to them from their insurance company. The Care Coordinator should contact the MCO to obtain the name and contact information of the Care Manager to establish a relationship and collaborate on the youth's care.
2. Generally, when youth with an MCO are placed in a residential facility out of the community (i.e., other than NBYDC or YSC), their insurance will change to Fee-for-Service Medicaid after the first billing cycle. When youth in residential facilities require medical care and the facility requests permission from the Care Coordinator to authorize this medical care, it is imperative that the Care Coordinator inform the facility to submit a Request for Medical Necessity to DYRS' Medical Department for approval and have the parent(s)/guardian(s) sign consent for the medical treatment.
3. When a youth is placed at a PRTF on a MCO pre-authorization and a facility requires medical care during the first billing cycle, the facility must obtain authorization from the MCO and have the parent(s)/guardian(s) consent for medical treatment.
4. Care Coordinators **should never authorize funding** for any medical services **while the youth is in any type of residential facility** without first discussing the need with the Unit Supervisor, notifying the parent(s)/guardian(s) and referring the facility to complete the process above to obtain approval.
5. When a youth completes a residential program and returns to the community, his or her insurance often will return to the MCO. The DYRS Utilization Specialist will notify the insurance company when youth are placed at any out-of-state placement or are detained as well as when they return to the community.



II. Reinstating, Recertifying, or Applying for Medicaid

DBH (aka Fee-for-Service) provides and coordinates all home and community-based mental health services for HSCSN and the MCOs. In the District of Columbia, these mental health services are funded by Medicaid via the Mental Health Rehabilitation Services [(e.g., Community-Based Intervention (CBI), Multi-Systemic Therapy (MST), Transition to Independence Program (TIP) and Functional Family Therapy (FFT)].

A. Detained Youth

1. When youth are detained at NBYDC or YSC, under the federal Medicaid law (i.e., “Inmate of a Public Institution”), the youth is considered incarcerated and therefore his or her Medicaid is suspended during the period of incarceration. During this time, DYRS is responsible for paying the youth’s medical costs (e.g., eyeglasses, x-rays, dental). However, if the youth is in a hospital for more than 24 hours, Medicaid will cover all hospital-related expenses (*for an electronic copy of DYRS’ “Internal Process for Fee-For-Service Medicaid,” refer to the Reference Guides listed in Appendix C*).
2. If a youth’s Medicaid is inactive, the youth’s parent(s)/guardian(s) will need to go to their local Economic Security Administration (ESA) office to recertify for Medicaid. Care Coordinators are expected to assist families with the recertification process to ensure it occurs. Care Coordinators should advise parent(s)/guardian(s) to request retroactive coverage when recertifying [i.e., typically up to three (3) months].
3. If a youth is 18 years of age, he or she may be independently eligible for Medicaid and the Care Coordinator is expected to assist in helping the youth to apply. If the youth is a resident of DC and not included in his or her parent’s/guardian’s plan, the Care Coordinator will assist the youth in the DC Medicaid application process. The application can be completed online at www.dchealthlink.com or at the closest ESA Service Center. Care Coordinators should advise youth to request retroactive coverage when recertifying [i.e., typically up to three (3) months].
4. If the youth is a resident of another state, the Care Coordinator will assist with that jurisdiction’s application process.



Acute and Long-Term Psychiatric Residential Treatment

A youth who demonstrates behavior that is likely to cause immediate harm to himself or herself or others (e.g., homicidal, suicidal, ideations) should be assessed for acute hospitalization.

Procedures:

A. Acute Psychiatric Residential Treatment

1. If the youth is currently in secure detention or prison, an RTC or PRTF, the facility should have a staff member authorized to make this evaluation and determine if the youth needs to be involuntarily hospitalized (in DC, this is referred to as an FD-12).
2. Care Coordinators will notify treatment staff at the facility **immediately** for further assessment if they have contact with a youth at a facility and the youth demonstrates or verbalizes suicidal or homicidal ideations. Notification will be in the form of face-to-face conversation or phone call, followed up with an email (copied to the Unit Supervisor), to confirm that the facility staff has received the information.
3. If a youth in the community demonstrates homicidal or suicidal ideations, the Care Coordinator should notify the Youth Mobile Crisis Unit, called CHAMPS, at 202-481-1440, or the Adult Mobile Crisis Unit, at 1-888-793-4357, for youth over the age of 18. **The Care Coordinator should remain with the youth until the Crisis Unit arrives** to make their assessment and wait to find out the determination of the Crisis Unit.

Please Note: The Mobile Crisis Unit will determine if the youth meets the criteria for involuntary hospitalization and will facilitate hospitalization, if needed. If the youth does not meet the criteria, the crisis team will complete a safety plan with the youth and follow up with him or her within 48 hours.

4. If the youth is currently linked to CBI or Assertive Community Treatment (ACT), or for youth age 17 or older, Transitional Assertive Community Treatment (TACT), notify the ACT, TACT, or CBI worker in addition to the Mobile Crisis Unit.
5. **If the youth is unwilling to remain with the Care Coordinator**, parent(s)/guardian(s) or group home staff for the Mobile Crisis Unit to complete the assessment, or the youth's behavior is not safe enough to wait for the Mobile Crisis Unit and **it is believed the youth or someone else is in imminent danger, call 9-1-1 immediately**. Notify the emergency dispatcher of the mental health crisis so a police officer specially trained in this area can be dispatched.
6. In the event that the youth is hospitalized, the Care Coordinator should immediately notify the youth's parent(s)/guardian(s) of the hospitalization.
7. Document all efforts in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days of each attempt.



B. Long-Term Psychiatric Residential: Obtaining a LOC

1. If a Care Coordinator and/or Unit Supervisor believe the youth requires mental health treatment in a PRTF, the Care Coordinator should complete a request for a LOC. LOC requests are submitted to either DBH, if the youth has DC Medicaid Fee-for-Service, or to the youth's current insurance company for approval (*for an electronic copy of the LOC Request template, refer to the Resource Location Lists in Appendix B*).
2. In order to obtain approval for a PRTF placement funded by the youth's insurance, the youth must meet "Medical Necessity" for the placement.

*For more information about a youth's insurance coverage, refer to the **Medical Necessity and Accessing Medicaid** procedures in this section of the handbook.*

For an electronic copy of "How to Petition for a Level of Care through the District of Columbia Department of Behavioral Health" refer to the Reference Guides listed in Appendix C.

3. LOC requests must include current clinical evaluations articulating the youth's need for long-term psychiatric treatment as well as any other relevant clinical documentation, such as reports from community-based mental health service providers. Generally, outpatient treatment must be exhausted before a LOC request will be approved.
4. If the Care Coordinator and Unit Supervisor believe the youth needs a PRTF and intend to seek placement, the DYRS Procurement Division will require that the Care Coordinator attempt to obtain a LOC for funding of placement.
5. If the LOC request is denied by the youth's insurance, DYRS Procurement will require a copy of the denial letter before granting DYRS funding. The PRTF must have a HCA with DYRS to be approved for funding.

Please Note: Anytime a Care Coordinator is requesting a LOC, the Procurement Resource Manager should be notified immediately and **before** the request is submitted.

6. Youth committed to DYRS and in need of PRTF or RTC placement must be at a "High" placement level. If the PRTF or RTC is the initial placement for the youth, the YAU will handle the placement determination and LOC during pre-commitment.

*For more information about **placement decision making during pre-commitment**, refer to the **Pre-Commitment Referral** procedures in the **Pre-Commitment** section of the handbook.*

7. If the youth is currently committed and the placement level is not "High," the Care Coordinator must request a CSRH to raise the youth's level to "High," or seek a waiver from the youth. The youth may consult his or her attorney or waive the right to counsel. If the youth does so, he or she should write that they waive the assistance of counsel on the waiver, sign and date the statement.



*For more information about the **CSRH**, see the **Placement Determination** procedures in this section and the **Community Status Review Hearings** procedures in the **Community-Based Services and Youth Supervision** section of the handbook.*

8. If the youth's level is not raised to "High" but the youth's insurance company approves the LOC, DYRS cannot place the youth at the PRTF. However, the youth's parent(s)/guardian(s) still has the right to place the youth at the PRTF and DYRS will support the parent(s)/guardian(s) in facilitating this placement.
9. The Care Coordinator must obtain an Article VI and an Interstate Compact on the Placement of Children (ICPC) clearance must be granted by the receiving state.

*For more information about **ICPC**, see the **Interstate Compacts** procedures also in this section of the handbook.*



Obtaining Consent for Psychotropic Medication

For youth in facilities or in the community, psychotropic medication may be recommended and prescribed by a psychiatrist. Psychotropic medications include those that affect mental activity, behavior or perception and/or that treat depression, anxiety, schizophrenia or other similar mental health diagnoses.

Care Coordinators **are not authorized to consent to psychotropic medication prescriptions at any time** for any youth that they supervise. It is the Care Coordinator's responsibility to seek consent from the parent(s)/guardian(s) of the youth under the age of 18 (or from the youth directly who is 18 or above) for the use of psychotropic medications.

Please Note: Care Coordinators can consent to non-psychotropic prescriptions or over-the-counter medication for youth (e.g., antibiotics, birth control, allergy medications).

Care Coordinators are expected to advise youth, where applicable (i.e., youth 18 or over), and their parent(s)/guardian(s) on the processes for having the medication prescribed and to assist the youth and/or family with scheduling timely medication refills. Additionally, Care Coordinators will work with the youth and/or family to monitor consistent medication use and management by the youth as needed.

Procedures

1. If a psychiatrist or placement recommends psychotropic medication for a youth, the Care Coordinator must seek the youth's parent(s)/guardian(s) consent, if the youth is under the age of 18. If the youth is over the age of 18, the youth can consent on his or her own.
2. In the event that a medical professional has deemed psychotropic medication medically necessary for a committed youth under the age of 18, and a parent cannot be reached, or a youth over the age of 18 refuses to consent, Care Coordinators should consult with the youth's attorney of record regarding how to best proceed on the administration of the medication to assist the youth.
3. Once prescribed, the Care Coordinator will support the youth and/or parent(s)/guardian(s) to review active prescriptions every 30 days, ensure that medical appointments are scheduled to monitor dosage and use and facilitate timely refills.
4. All consent efforts, 30-day reviews and refill support must be documented in the "Case Notes" section, and written consent documents scanned and uploaded in the "Scanned Documents" section, of the youth's file of the DYRS Database.



Youth Detained in the District of Columbia or Other Jurisdictions

At times, committed youth may be arrested and charged as adults in both the District of Columbia and other jurisdictions. When this occurs and youth are detained pending trial or adjudicated and given a sentence short enough to prevent transfer to the state or federal prison system, Care Coordinators are responsible for maintaining visitation and monitoring of the youth's case. These youth may be detained at the District of Columbia (DC) Jail or Correctional Treatment Facility (CTF) (i.e., an annex to DC Jail, which holds female offenders and juveniles being charged as adults), or in adult detention facilities within 50 miles of DC.

Procedures:

1. When youth are detained at DC Jail or jurisdictions within 50 miles, Care Coordinators must request a Detainer for use as a Custody Order to ensure youth are returned to DYRS custody when released.
2. Care Coordinators must visit youth in DC Jail or jails within 50 miles on a monthly basis.
3. Care Coordinators must check the Justice Information System (JUSTIS) monthly to verify that the youth has not been moved to a different detention facility or released, and to check the status of the youth's case, including court dates and sentencing orders.
4. Care Coordinators must maintain contact with youth's Pretrial Services Officer, when applicable, to collaborate on the case and maintain the most up-to-date information.
5. If a youth is found involved in an adult case and sentenced to a jail/prison term longer than his or her DYRS commitment, the Care Coordinator will draft a memo to the OAG requesting early termination of the youth's DYRS commitment and attach the youth's sentencing orders in the adult matter. The memo will be submitted to the Care Planning and Coordination Program Manager for review and submission to OAG.
6. If a youth is found involved in the adult case and sentenced to a jail/prison term shorter than his or her DYRS commitment, the Care Coordinator will continue to monitor the case and communicate with the youth's Case Manager at the jail where the youth is placed, at least once a month via phone and email. The Care Coordinator will fax or email a copy of the Detainer to the youth's Case Manager at the jail to ensure the youth is released back to DYRS.
7. Care Coordinators will maintain monthly contact with the youth's family to provide them with any updates on the youth's status and explore if any additional supports are needed to assist the youth with a successful transition home after detention.
8. Care Coordinators will document all updates, visits and collaboration efforts in the "Case Notes" section of the youth's file in the DYRS Database within one (1) business day.
9. All documents regarding the youth's adult case including Detainers, sentencing orders, etc. will be uploaded in the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day.

Please Note: For youth detained over 50 miles outside of the DC, Care Coordinators are expected to follow all of the above procedures with the exception of step number two (2).

*For more information about **early commitment termination**, refer to **Request for Case Closure** procedures in the **Commitment Expiration** section of the handbook.*



Interstate Compacts: Interstate Compact on Juveniles and Interstate Compact on the Placement of Children

There are two compacts that govern the movement of children and youth across state lines: The Interstate Compact on Juveniles (ICJ) and the Interstate Compact on the Placement of Children (ICPC).

These compacts are federal law and supersede any state law. The purpose of the ICJ and the ICPC are as follows:

- **ICJ:** Provides for the welfare and protection of juveniles and the public. This is accomplished through cooperative supervision of delinquent juveniles on probation or parole (i.e., aftercare), return of runaways, absconders and escapees, return of juveniles charged as delinquent, and additional measures, which any two or more party states may find desirable. Maximum age of service delivery is determined by the home or requesting state.
- **ICPC:** Provides a safe and nurturing environment for youth placed in residential facilities, therapeutic foster homes and therapeutic group homes. In addition, it provides for the affixing of financial, medical and legal responsibilities for the youth being placed in its facilities/ programs.

Procedures:

I. When Do You Use ICJ vs. ICPC?

- A. ICJ:** When committed youth are placed in the home of a parent(s)/guardian(s) outside DC or attending college out of state. ICJ is also utilized when an adjudicated youth is traveling to another state for visitation purposes for more than 24 hours.

ICPC: Youth placed in residential facilities outside the District of Columbia. If **DYRS places** the youth with an out-of-state family member, ICPC must be submitted in addition to the ICJ request.

1. If the **family member places** the youth with family in another jurisdiction, ICPC is not needed (ICJ is still required), but the Care Coordinator must receive a copy of the notarized letter from the parent granting guardianship to the family member. This letter must be uploaded in the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day.
2. **When a youth, under the age of majority** (i.e., 18 years of age), is placed by DYRS outside of the District of Columbia placement or with a family member with ICPC-approval and the youth **has a child that will be residing with them**, the Care Coordinator must **submit ICPC documentation for the child**.
 - a. **If the youth under the age of majority is pregnant** at the time of placement by DYRS, **ICPC approval must be requested for the child** once he or she is born. **Youth that are placed with family members by their parent(s)/guardian(s)**



are exempt. The Care Coordinator must receive a copy of the notarized letter from the parent(s)/guardian(s) granting guardianship to the family member. This letter must be uploaded in the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day.

II. Related Documentation

A. The following documentation must accompany either request:

Document	ICJ*	ICPC**
Social Study	X	X
Court Order	X	X
Article VI		X
Article 1A/IV	X	
Form IV	X	
Form V	X	
Form 100A (Placement Unit Generates)		X
Form 100B (Placement Unit Generates)		X
Travel Permit	X	
Procurement Approval (Placement Unit Generates)		X
Aftercare Agreement (aka Community Placement Agreement)	X	
Acceptance Letter		X
Mental Health Reports	X	X
Medical Reports	X	X
Educational Report/IEP	X	X

**ICJ documentation required in triplicate with original signatures for interstate approval, and is submitted in the Juvenile Interstate Data System.*

***ICPC Documentation is submitted to the Agency’s ICPC Unit*

1. All Care Coordinators and Unit Supervisors must obtain access to the Juvenile Interstate Data System (JIDS), the electronic database used to monitor ICJ cases. **Completion of the online training courses is required prior to obtaining JIDS access.**



2. For access to the JIDS website, online trainings and for JIDS related questions, please utilize the website www.juvenilecompact.org. DYRS also has an ICJ Deputy Administrator who can be utilized for questions or concerns after the Care Coordinator or Unit Supervisor has completed the training and gained access to JIDS.
3. When a committed youth has been approved for Transfer of Supervision **by the receiving state**, the Deputy Compact Administrator (or designee) will enroll the youth as an “ICJ Sending Youth” in the “Enrollments” section of the youth’s file in the DYRS Database.
4. When a committed youth **has been accepted** by the DC ICJ **from another state**, the Deputy Compact Administrator (or designee) will enroll the youth as an “ICJ Receiving Youth” in the “Enrollments” section of the youth’s file in the DYRS Database.
5. When an ICJ sending or receiving **case has ended**, the Deputy Compact Administrator (or designee) will disenroll the youth as an “ICJ Receiving Youth” or “ICJ Sending Youth” in the “Enrollments” section of the youth’s file in the DYRS Database.



Extradition of Youth

From time to time, youth that have been involved in criminal activities in other jurisdictions may need to be transferred from the District of Columbia, or vice versa, to the applicable jurisdictions to address his or her outstanding matters. This process is done via the ICJ.

If a Care Coordinator becomes aware of charges or a warrant in another jurisdiction, they should contact the DYRS Court Liaison and/or ICJ staff for assistance in obtaining a copy of the warrant.

I. Extradition of Youth with Outstanding Juvenile Warrants from an Outside Jurisdiction to the District of Columbia

The following procedures are required when a youth is being held in another jurisdiction, and DYRS is requesting to have the youth extradited back to custody. It is not necessary for all youth placed in other jurisdictions to have a Detainer issued (i.e., to ensure that the youth is returned to DYRS custody and not released to the community). Depending on the case, some youth can be extradited through the ICJ process.

A. Request for Custody Order as a Detainer

1. The Care Coordinator will contact the ICJ Office to determine whether a Custody Order is to be used as a Detainer or submission of ICJ Requisition Forms should be issued depending on the reason for detainment in the holding state.
 - a. Communication and submission of documents to the ICJ Office are required for appropriate processing of cases (*for blank copies of the forms, go to www.juvenilecompact.org*).

B. Extradition

1. An Extradition Hearing is held in the holding state to determine the validity of the warrant, Writ of Attachment or ICJ Requisition.
2. **If the youth voluntarily consents to return:** the youth and the presiding judge will sign the ICJ Form III (i.e., “Consent for Voluntary Return by a Runaway Escapee or Absconder,” a document signed by the youth consenting to voluntarily return to the requesting state), and it will be forwarded to the holding state’s ICJ Office for Release Authorization to the requesting state.
3. The holding state will then forward the Release Form and ICJ Form III to the requesting state’s ICJ Office with notification that the youth is to be picked up by DYRS within five (5) business days.
4. **If the youth does not sign the ICJ Form III:** the following procedures are necessary to have the youth return to DYRS custody:
 - a. The Care Coordinator will complete three (3) copies of the ICJ Requisition Form II obtained from JIDS Database.
 - b. The Care Coordinator will provide the three (3) copies of the completed ICJ Requisition Form II, three (3) copies of the youth’s Commitment Order(s) and three (3) copies of the Custody Order to the DYRS Court Liaison Office. A staff



member from the DYRS Court Liaison Office will present the three (3) copies of the documents provided to Superior Courts of the District of Columbia (DCSC) to be “Sealed as True Copies” within one (1) business day.

- c. The Care Coordinator will have each copy of the ICJ Requisition Form II notarized.
- d. The Care Coordinator will provide the ICJ Office (ICJ Commissioner or Deputy Compact Administrator) with all three (3) Sealed/True Copies (i.e., notarized) of the ICJ Requisition Form II, Commitment Order(s) and Custody Order for processing.
- e. The District of Columbia ICJ Office will review the Requisition Packet and then submit it to the requesting state’s ICJ Office through their electronic data system.
- f. The ICJ Office in the requesting state will review and process the ICJ Requisition Form II with the supporting documents and request that a court hearing be held within 30 calendar days of receipt.
Please Note: Days can be extended if both ICJ Offices agree.
- g. If the Requisition is found to be in order (i.e., appropriately completed), the judge will order the youth’s return to the requesting state. If the Requisition is denied, the judge will issue written findings detailing the reason for denial.
- h. Once approved, the ICJ Office will notify the Care Coordinator and arrange transportation of the youth back to the District of Columbia within five (5) business days. Overall the process can take up to 90 days.

C. Return to District of Columbia

Youth in custody in out-of-state facilities for juvenile matters and runaways can only be returned to the District of Columbia through the ICJ process.

1. If the youth returns to the District of Columbia through the ICJ process, he or she will be picked up by duly sworn or delegated officers (i.e., police officers, U.S. Marshals) and brought into custody within five (5) days of receipt of approved requisition.

II. Extradition of Youth from District of Columbia to Outside Jurisdictions

The following procedures are required when a youth is in the custody of DYRS and an outside jurisdiction has an outstanding warrant. The Court Liaison Office will verify that the youth has an active outstanding warrant in another jurisdiction.

A. Processing Warrant

When a youth is in the custody of DYRS and has an outstanding warrant in another jurisdiction, the Care Coordinator will do the following:

1. Obtain a copy of the warrant.
2. Complete a Transportation Request Form to have the youth transported to Juvenile Processing at the District of Columbia Metropolitan Police Department for booking [depending on the youth’s current Court Order(s) and placement status, the Care Coordinator can transport]. Once the youth is booked, a court hearing is scheduled to address extradition.

B. Extradition

1. An Extradition Hearing is held in the holding state in attempt to have the youth sign the ICJ Form III.
2. **If the youth signs the ICJ Form III:** it is sent and processed through the ICJ Office. The youth is required to be picked up by the requesting state within five (5) business days.
3. **If the youth does not sign the ICJ Requisition Form III:** the requesting state will complete the necessary procedures through the ICJ Process to have the youth return to their custody.
4. **If a youth is securely detained in a pending District of Columbia matter or has an outstanding active warrant, adult or juvenile:** the youth cannot be transported to another jurisdiction until the court resolves the matter.

C. Returning to DYRS

1. After the youth is transported to the requesting state to address an outstanding warrant and DYRS determines that the youth should return to the Agency's custody, a Request for Custody Order should be submitted by the Care Coordinator.
2. The Custody Order will be used as a Detainer immediately when the youth arrives to facilities outside the District of Columbia. This process ensures that after addressing the outstanding warrant in an outside jurisdiction, the youth will return to the custody of DYRS.

III. Extradition of Youth Being Charged as an Adult by Outside Jurisdictions

The following procedures are required when a youth committed to DYRS has an outstanding warrant in a jurisdiction outside of the District of Columbia in an adult matter. The ICJ process is not used for youth committed to DYRS that have been charged in adult matters. The Court Liaison Office will verify that the youth has an active outstanding adult warrant in another jurisdiction.

A. Processing Warrant

When a youth committed to DYRS has an outstanding adult warrant in another jurisdiction, the following procedures occur:

1. **For youth at YSC, NBYDC or Awaiting Placement:** the Care Coordinator will obtain a copy of the warrant.
2. The Care Coordinator will submit a Transportation Request Form to transport the youth to the Fifth District Precinct for booking on the outstanding adult warrant. Once the youth is booked, a court hearing will be scheduled to address extradition.
 - a. For youth in the community, the Care Coordinator may escort the youth to any Precinct for booking on the outstanding adult warrant.



B. Extradition

1. After being booked on the outstanding adult warrant, the youth will await his extradition hearing at the DCSC.
2. Thereafter, the requesting state has three (3) business days to pick up the youth from DC Jail.

C. Returning to DYRS

1. After the youth is placed in the outside jurisdiction to address the outstanding warrant, the Care Coordinator will “immediately” [**i.e., within the same business day**] complete and submit a Request for Custody Order to be used as a Detainer to the DCSC. This process ensures that after addressing the outstanding warrant in the outside jurisdiction, the youth will return to the custody of DYRS.
2. All applicable documentation must be scanned and uploaded within two (2) business days to the “Scanned Documents” section of the youth’s file in the DYRS Database.

*For more information about the **requirements of ICJ**, refer to the **Interstate Compacts** procedures also in this section of the handbook.*





Care Planning and Supervision

Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.

Dale Carnegie
American Writer, Lecturer

Today, let us become aware of the healing power within and dedicate ourselves to uplifting those we touch.

Iyanla Vanzant,
Inspirational Writer and Speaker, Life Coach

- The Care Planning Flow Chart
- Assessments and Screens
- Care Planning Meetings
- Developing the Success Plan
- Dual-Jacketed Youth
- Care Planning and Coordination Reviews
- Supervision

Section Overview:

Comprehensive care planning practices at the Department of Youth Rehabilitation Services (DYRS, also known as the Agency) begin at pre-commitment with the Youth Assessment Unit (YAU). The YAU takes into account an array of factors, including, but not limited to, the results of assessments, family and youth input and recommendations from court-ordered evaluations. All of this information is used to make a treatment plan for the youth, which may or may not include a recommendation for commitment, and also includes an initial placement recommendation and early service referrals.

Once a youth is committed, he or she undergoes a strategic care planning process that is informed by interviews and a series of assessments, including completion of the Child and Adolescent Functional Assessment Scale (CAFAS); a Team Decision Making (TDM) Meeting; and a Success Plan that guides service enrollments and goal completion activities every 90 days until the youth's commitment ends.

Integral to the care planning process is engagement of the youth and his or her family in the identification and support of goals that will build on and strengthen the youth's core competencies and address areas of need. Additionally, DYRS collaborates with external stakeholders, including other youth-serving agencies [e.g., Child and Family Services Agency (CFSA), Court Social Services (CSS), Pretrial Services Agency (PSA)] to ensure a holistic approach to care planning and coordination. Right from the start of the youth's commitment, planning and support will focus on what is needed throughout commitment to ensure successful re-entry and contribution to the youth's community.

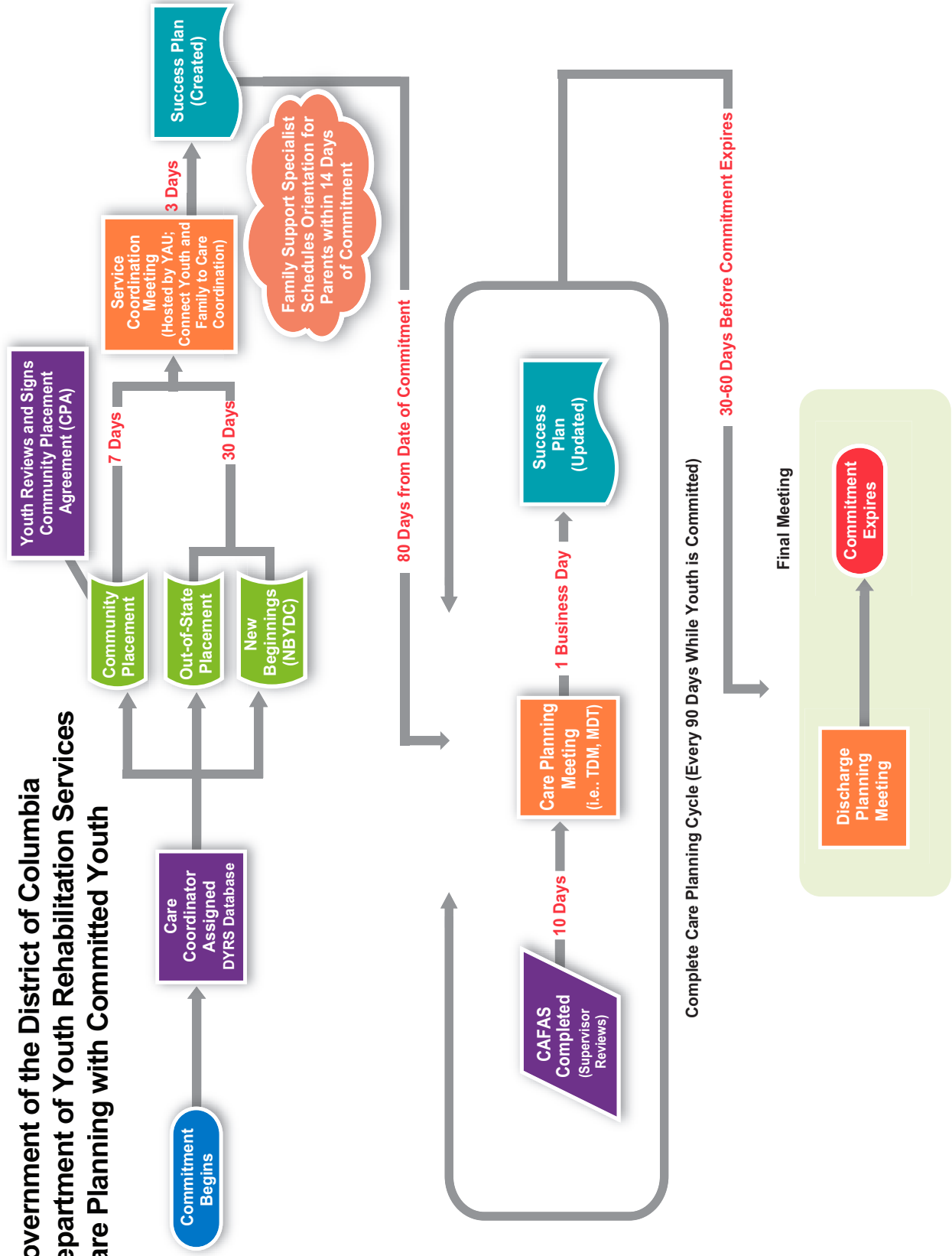


Unit Supervisors will conduct ongoing supervision with Care Coordinators to foster open communication about the needs of the youth and families; problem solve issues, where necessary; and support the efforts of Care Coordinators, as needed. When necessary, a youth's case may be examined by an internal team to assist with addressing issues and barriers to success.

Every fiscal year, all DYRS employees receive a year-end evaluation. There is an opportunity to submit a self-evaluation prior to the completion of the Supervisory Evaluation. All Supervisors and Managers will discuss and review the evaluation with their team members. Adherence to procedures in this handbook will be integral to employee performance reviews.



Government of the District of Columbia Department of Youth Rehabilitation Services Care Planning with Committed Youth



Assessments and Screens

DYRS uses a number of assessments and screens to inform decision making at different points in a youth's involvement with the Agency. Each of the assessments or screens listed below are used at different stages of the commitment process and provide information related to mental health, substance use, risk level, educational achievement, work readiness, and youth behavior.

I. The Child and Adolescent Functional Assessment Scale (CAFAS)

The CAFAS allows the Care Coordinator to rate the day-to-day functioning of a youth across important life domains: school, home, community, behavior towards others, moods/emotions, substance use, self-harm, and thinking. DYRS uses this tool as part of the District of Columbia's citywide System of Care Initiative monitored by the Department of Behavioral Health (DBH). A new CAFAS is completed every 90 days prior to the TDM Meeting.

The tool shows a score for each subscale that identifies areas of strengths and impairments in day-to-day functioning. When presenting the findings of the CAFAS, it is important that the strengths of the youth are highlighted along with the areas in need of support. This tool is used during TDM and other care planning meetings to facilitate the conversation and direct goal planning towards areas that are needed most. During the TDM Meeting, service referrals are made based on the CAFAS scores and Success Plan Goals.

Procedures:

A. Prior to Completing the Youth's CAFAS

1. The Care Coordinator must do the following:
 - a. Review all relevant data and youth records for the rating period (i.e., the last 90 days) including school records and progress reports from placements and service providers; and
 - b. Speak to the youth, parent(s)/guardian(s) and any treatment providers, including those that work with the youth at an out-of-state placement, on a monthly basis and within one (1) week of completing the assessment.
2. If a youth has been in jail or on abscondence for the entire preceding 90-day period, a CAFAS will not be completed until the youth returns to custody. Once a youth returns to custody, a CAFAS must be completed within five (5) business days.
3. The CAFAS is completed in the Functional Assessment System (FAS) Database: www.fasoutcomes.com. All Care Coordinators must complete a two (2)-day CAFAS Reliable Rater training and pass the training exam prior to being authorized to utilize the CAFAS Database and complete the assessment.
4. Before a youth is committed to DYRS, the Assessment Specialist must complete a CAFAS within 14 days of receiving the youth's case.
5. Once committed, the assigned Care Coordinator must complete the CAFAS within 90 days of the previous CAFAS. A CAFAS should be updated immediately after a youth is committed, if the CAFAS done during pre-commitment is over 90 days old.



- a. The Care Coordinator will change the youth's status from "Pre-commitment" to "Committed" in the FAS Database.
 - b. When a youth is on abscondence or in jail for the entire 90-day rating period, the Care Coordinator must change the youth's status in the FAS Database to "Abscondence" or "Jail" until the youth returns.
6. A CAFAS is considered "up-to-date" if it is completed within 30 days of any TDM Meeting or other meeting type.
- a. If a pre-committed youth is not committed until more than 90 days after the last CAFAS has been completed, then the Care Coordinator will update the CAFAS within 30 days of receiving the case.

II. Structured Decision Making (SDM)

A. SDM: What is It?

DYRS uses a validated risk assessment known as the SDM. Risk assessments estimate the likelihood of a youth committing a new offense. Risk assessments inform placement decisions and help guard against unnecessarily placing youth out of their home or in a secure facility. Placing youth out of their homes removes youth from their families and the supports in the community that can have a positive influence on a youth's development. Secure placement specifically, can increase the chances that a youth will commit another offense¹⁸ and has a negative effect on educational and work outcomes.¹⁹ Risk assessments are designed to increase public safety, focus resources appropriately and ensure that youth with the same risk levels are treated similarly.

The SDM was developed by the Annie E. Casey Foundation and the National Council on Crime and Delinquency (NCCD). It is a tool designed to help determine the appropriate placement for a youth upon commitment. It is an evidence-based process that weighs scientifically validated aspects of a youth's social history to estimate the likelihood of re-arrest. For example, research has found that a youth who has a history of substance use is more likely to be rearrested.²⁰

The SDM is intended to:

- a. Identify youth who are most at risk for committing a new offense;
- b. Identify youth who would be potentially harmed by a more secure placement;
- c. Help distribute resources to the most vulnerable youth;
- d. Ensure that youth with the same risk levels are treated similarly;
- e. Promote transparency in placement decision making; and
- f. Serve as one tool of many in the placement decision-making process.

¹⁸ National Research Council, "Reforming Juvenile Justice: A Developmental Approach," (2013), <http://www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach>.

¹⁹ Anna Aizer and Joseph J. Doyle, "Juvenile Confinement, Human Capital, and Future Crime: Evidence from Randomly Assigned Judges," *National Bureau of Economic Research Working Paper No. 19102* (2013).

²⁰ Mike Stoolmiller and Elaine A. Blechman, "Substance Use is a Robust Predictor of Adolescent Recidivism," *Criminal Justice and Behavior* 32, no. 3 (2005), <http://cjb.sagepub.com/content/32/3/302.short>.



The SDM does NOT:

- a. Predict future behavior;
- b. Serve as a needs assessment;
- c. Make the decision about placement; or
- d. Serve as a replacement for youth and family involvement or professional judgment.

While other juvenile justice agencies use a version of the SDM, DYRS' SDM has been tailored to the specific youth that the Agency serves. In 2012, five (5) years after SDM was implemented by DYRS, the Annie E. Casey Foundation and the NCCD assessed and validated SDM for DYRS. Their findings indicated that the Agency's use of SDM has been successful in classifying youth: Fewer low-risk youth recidivated than medium-risk youth and fewer medium-risk youth recidivated than high-risk youth.²¹

B. SDM and Positive Youth Justice

The SDM is meant to be completed once at the start of commitment. It is valid for only a short period of time. Following the initial SDM, a new SDM is only triggered by a new commitment or a re-commitment. Because the SDM relies on the offense as an indicator, redoing the SDM is unlikely to yield a different risk level even if the youth's behavior or accomplishments have changed.

Perhaps more importantly, because the SDM determines risk related to public safety, it is highly focused on a youth's deficits, which is inconsistent with DYRS' strength-based, Positive Youth Justice (PYJ) approach. The SDM is only one tool in a spectrum of assessments and youth and family engagement opportunities that guide placement decisions, all of which, rely heavily on determining the strengths of a youth, their challenges and their goals. Finally, the SDM does not replace professional judgment or experience.

C. Determining Level of Restriction Using the SDM Matrix

The SDM automatically generates two scores: The first score is related to Offense Severity. The total risk assessment score represents the numerical total of all the items on the SDM instrument but does not include the current offense in the calculation. As a result, the SDM generates two scores that need to be used in combination to determine a recommended placement/level of restriction using the matrix in Figure 1.

The Offense Severity is located along the left-hand side of the matrix, while the Risk Level is located across the top portion of the SDM matrix. Risk Level may NOT be determined without the matrix in Figure 1. **Do NOT use** only the "Offense Severity" or "Total Risk Score" to determine the "Risk Level."

²¹ For more information about the study and/or results, contact the DYRS Office of Research and Evaluation.



Figure 1: Risk Level Matrix

	High Risk Level	Medium Risk Level	Low Risk Level
High Offense Severily	HIGH	HIGH	HIGH OR MEDIUM
High Offense Severily	HIGH	MEDIUM	MEDIUM or LOW
Low Offense Severily	MEDIUM	LOW	LOW

This figure shows all possible levels of restriction for committed youth. The SDM assessment in the DYRS Database will show the Offense Severity, Total Risk Score and corresponding Risk Level. Using those levels and Figure 1 will help to determine where the youth should be placed.

Procedures:

A. Completing the SDM

1. When a youth is committed (or during pre-commitment), the YAU Assessment Specialist and staff in the Office of Research and Evaluation (ORE) will complete the SDM. The Court Liaison will update the arrest information with dispositions in the DYRS Database. The Assessment Specialist or the Care Coordinator will complete questions five through 11 (5-11), which refer to social history.
2. If the youth’s name is included on the Care Coordinator’s “Caseload Dashboard” on the main page of the DYRS Database, then click the youth’s name. A dropdown menu will appear near the youth’s name. Select “Assessments.”
3. In the second dropdown menu that appears, select “Structured Decision Making.”
4. Click “Add” and scroll down to the assessment.
5. Complete questions five (5) through 11 by selecting the appropriate answers.
6. Email the ORE to complete questions one through four (1-4) regarding “Offense History.” ORE will complete the questions related to the offense. “Offense Severity” is based on the most serious offense from the most recent conviction.
7. The rest of the questions about “Offense History” take into account age at first conviction, number of violent/assaultive offense convictions and number of convictions overall. If a youth has multiple charges in one jacket and was convicted of all of them, it counts as one prior offense. All fields must be complete to get an accurate SDM.
8. If a final SDM seems too “High” or “Low” for a youth, the Assessment Specialist may suggest an override option. If a consensus is not reached, an override must be reviewed and approved by the Override Review Committee (*see details about this process in the pages that follow*).



B. SDM Override Committee

When it is determined during the Placement Review Committee meeting in the Pre-Commitment phase that it is in the best interest of the youth to be placed outside of the Level of Restriction suggested by the Structured Decision Making (SDM) Meeting, the SDM Override Committee will make the final determination around the youth's Level of Restriction. The Committee includes but is not limited to, the Deputy Director of Youth and Family Programs (or designee), Care Planning and Coordination Program Manager, Placement Manager, Resource Manager, and the assigned Unit Supervisor(s).

Procedures:

1. Based on receipt of the recommendation, the Assessment Specialist will submit a written request within two (2) business days to the Care Planning and Coordination Program Manager to convene the SDM Override Committee. The Committee will convene within five (5) business days of the request.
2. The Assessment Specialist will present the youth's case to the Committee by making recommendations for placement and providing explanation as to why placement outside the SDM decision is being recommended.
3. The Assessment Specialist will complete the SDM Override Request Form (*for an electronic blank copy of the form, refer to the Resource Location Lists in Appendix B*) and obtain signatures from the Committee. The completed and signed SDM Override Request Form will be submitted to Care Planning and Coordination Program Manager.
4. The Committee will either approve or deny the SDM Override Request and document the decision on the SDM Override Request Form.
5. The Assessment Specialist will scan and upload documentation of the SDM Override Committee request and Committee decision into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of receiving the Committee's decision.



Other Assessments and Screens

In addition to the CAFAS and the SDM, each of the assessments or screens listed below is also used at different stages of the commitment process. And while all of these assessments and screens will not necessarily impact care planning, it is valuable to know that the youth take them and that they play a role in decision making at other points in the youth's involvement with DYRS.

A. Massachusetts Youth Screening Instrument 2 (MAYSI)

The MAYSI is a computerized self-report inventory of 52 questions designed to assist juvenile justice facilities in identifying the mental health needs of youth 12 to 17 years of age. Youth answer “yes” or “no” as to whether each item has been true for them “within the past few months.” The items are written at a 5th grade reading level. It takes about 10 to 15 minutes for a youth to complete the MAYSI, and scoring requires approximately three (3) minutes.²²

The MAYSI is self-administered by computer in either the intake area or exam room at the Youth Services Center (YSC) and New Beginnings Youth Development Center (NBYDC) within four (4) hours of admission and is meant to help intake staff identify youth who might require an immediate mental health response (e.g., suicide precautions, need for further evaluation and/or immediate referral for clinical consultation). It is not meant to provide “long-term treatment recommendations.”²³ The results of the MAYSI should be uploaded to a youth's file in the DYRS Database, but can always be found in a youth's medical file, available through DYRS medical staff.

B. Global Appraisal of Individual Needs–Short Screener (GAIN–SS)

The GAIN-SS takes five (5) minutes and has 23 items covering substance use, engagement in crime and violence and mental health disorders. The GAIN-SS is a screener for three things: 1) it identifies youth who might have one or more behavioral health disorders so they may be referred to behavioral health services; 2) it can be used as a quality assurance tool to ensure consistency of service delivery; and 3) it serves as a measure of change over time in behavioral health.²⁴

The GAIN-SS is administered in person, but it can be self-administered. The tool is designed for use in a variety of settings and requires minimal training or direction to administer.²⁵ The GAIN-SS results in a score that falls in a range that informs behavioral health referrals. Assessment Specialists administer the GAIN-SS during the pre-commitment process.

²² For more information about any of the screens or assessments described above, refer to the following links: National Youth Screening and Assessment Partners, <http://nysap.us/MAYSI2.html>.

²³ Thomas Grisso, Samantha Fusco, Melissa Paiva-Salisbury, Rachael Perrault, Valerie Williams and Richard Barnum, “The Massachusetts Youth Screening Review – Version 2 (MAYSI-2): Comprehensive Research Review,” University of Massachusetts Medical School, <http://nysap.us/MAYSI-2%20Review.pdf>, p. 3.

²⁴ Global Appraisal of Individual Needs (GAIN) Coordinating Center, GAIN Instruments, <http://gaincc.org/GAINSS>.

²⁵ Ibid.



C. Woodcock Johnson—Tests of Achievement

The Woodcock Johnson measures many aspects of academic achievement with a wide variety of relatively brief tests. It is used in a variety of educational settings, and is not specific for a juvenile justice population. All youth at NBYDC take the Woodcock Johnson through the Maya Angelou Academy.

D. Comprehensive Adult Student Assessment Systems (CASAS)

DYRS uses the Comprehensive Adult Student Assessment Systems (CASAS). This is a reading and math appraisal for pre-employment and workforce development programs, which contains 25 test items for both reading and math with an estimated completion time of less than one (1) hour. The questions are similar to educational assessments such as the Woodcock Johnson in terms of the skills involved, but they are presented in an “applied” format. For example, instead of a reading comprehension question related to a story, CASAS will ask comprehension questions about an employment advertisement or a cover letter. The appraisal developers indicate it is accurate through an “adult secondary” level.²⁶

DYRS staff members in the Office of Education and Workforce Development (OEWD) administer the CASAS during registration. They will use the results to help them work with youth to improve their skills related to gaining employment and pursuing careers and to place them in appropriate jobs and internships. In addition, OEWD staff sometimes use the CASAS for youth who have close to the number of credits to graduate with a high school diploma to help decide whether the youth should finish high school through DCPS or work toward a General Education Development (GED) certificate. CASAS scores can be found in the youth’s file in the DYRS Database.

E. New Futures Career Navigator

OEWD uses the New Futures Career Navigator to help youth explore careers and educational opportunities in the District of Columbia Metropolitan Area (DC Metro Area). It is specifically designed to support career development and education in DC Metro Area, including careers ranging from construction to arts, finance and law, among others. The assessment takes approximately 15 minutes. The organization that supports the assessment focuses on the career development and education of low-income youth in the District of Columbia and collaborates with local partners to provide scholarships and mentoring to help youth in post-secondary educational pursuits.

OEWD uses the results of the assessment to help youth choose educational and vocational training options that fit with their desired career path. Ideally, youth will be trained to have a long-term career, rather than shorter-term jobs.

²⁶ CASAS, Appraisals for Accurate Placement, <https://www.casas.org/product-overviews/assessments/appraisals>.



Care Planning Meetings

In order to meet committed youth where they are and to facilitate positive progression toward successful participation in the community, frequent review of the youth's progress and refinement of goals will occur throughout commitment. Care Coordinators should be prepared to work collaboratively with the youth, the youth's family (or guardians), other professionals, and key stakeholders to gather and review current information about the youth and to inform the youth's plans for moving forward.

The majority of youth will have a care planning meeting every 90 days throughout their commitment. A care planning meeting is held with each youth, his or her Care Coordinator and other key stakeholders, to review goals, milestones and achievements during the last 90 days. Progress is discussed and the team is available to address any barriers to success. The Agency's standard for this meeting is the TDM process. However, other meeting types may be convened (refer to the chart below) in order to review the youth's progress.

I. Team Decision Making (TDM) Meetings

TDM Meetings are a collaborative process between youth, families, Care Coordinators, service providers, and other key stakeholders. Effective inclusion of the youth and family in service planning requires dedication by everyone in the Agency and the community involved. It is essential to reach an agreement with the youth about his or her needs and to include the family in the process.

Prior to any care planning meeting, it is important for the Care Coordinator to prepare the youth and family to voice their thoughts and actively engage in the meeting discussions. The meetings will draw upon the youth's and family's strengths, experiences, knowledge, and resources to create a plan for the youth while committed to DYRS. TDM Meetings are one element of strength-based practice and work best when the youth's talents and needs with regard to daily living are recognized.

Once agreement is reached on the youth's strengths and needs, the TDM Team will design a Success Plan that will be a combination of services and supports that will build on those strengths and meet each need. The Success Plan will also ensure that the family, relevant agencies and service providers understand their roles in supporting the completion of these goals.

Procedures:

A. For Youth In the Community

1. The initial TDM Meeting will be scheduled for 90 days after the initial date of commitment. All subsequent TDM Meetings will be scheduled every 90 days thereafter for youth in the community.
2. It is the responsibility of the Care Coordinator to provide the TDM Team with any information requested to assist with the coordination process within two (2) business days of receiving the notification that the TDM Meeting is due to occur.



Care Coordinators provide this information using the TDM Snapshot Demographic Summary (*also known as the TDM Referral Form. For an electronic copy, refer to the Resource Location Lists in Appendix B*). The Summary should include the following:

- a. Updated contact information for the youth and his or her family;
- b. The list of dates and times the Care Coordinator is available;
- c. Any relevant information about the youth that will impact the dialogue in the meeting; and
- d. The names of other service providers/key stakeholders who should be included in the meeting.

B. For Youth at New Beginnings Youth Development Center (NBYDC)

1. For youth at NBYDC, a TDM Meeting will be held every 90 days.
2. One month after admission to NBYDC, a “30-Day Meeting” will be held to develop the Success Plan.
3. When the youth reaches Level VI, a Discharge TDM Meeting will be held to determine their community re-entry and discharge Success Plan.

C. For Youth Awaiting Placement

1. For youth that will remain in a DYRS Awaiting Placement for 30 calendar days or more, a TDM Meeting is required. By the 20th calendar day, the Care Coordinator must make a referral to the TDM Team. The TDM Team will schedule the TDM Meeting to occur no later than the 30th day.

Please Note: If the youth is placed prior to the 30th calendar day, the Care Coordinator will cancel the scheduled TDM Meeting.

2. This TDM Meeting will discuss goals and services/treatment needed during the youth’s commitment. Behavioral Health Specialists from these facilities will attend this TDM Meeting to make specific recommendations regarding the behavioral health services needed. A Success Plan is developed during this meeting.
3. The Care Coordinator will also receive a Behavioral Health Discharge Memo, which must be uploaded into the “Scanned Documents” section of the youth’s file in the DYRS Database.

D. For Youth in Out-of State Placements

1. For youth in out-of-state placements, Care Coordinators are required to participate in each youth’s monthly Treatment Team Meeting and Success Plans are to be updated based on outcomes of the meeting. Care Coordinators must participate by phone if they cannot be there in person.

Please Note: Regular TDM Meetings are not held for youth who are currently in out-of-state placements. Instead, the monthly Treatment Team Meetings are utilized for care planning and documented as a “Multidisciplinary Team Meeting (MDT)/ Treatment Team Meeting.”



2. When a youth is nearing the completion of his or her out-of-state program, a Discharge TDM Meeting is held to determine his or her community re-entry and discharge Success Plan. Care Coordinators must ensure that parent(s)/guardian(s) are always aware of and are encouraged to participate in these meetings.

E. For Youth in Jail or Abscondence

1. Youth who are in jail, in prison or on abscondence for the entire preceding 90-day period will not receive a TDM Meeting. However, when the youth returns to DYRS custody, a TDM or Service Care Meeting should be scheduled within five (5) business days of his or her return.
2. The Care Coordinator should inform the TDM Team of the youth's release from jail/prison for coordination of a TDM Meeting within one (1) business day of release.
3. Although parent(s)/guardian(s) participation is not mandatory, they are strongly encouraged and invited to attend TDM Meetings to provide input about their youth.

Please Note:

- If a youth has been assigned a Credible Messenger, the Care Coordinator will invite them to each scheduled care planning meeting.
- Every youth has the right to request that their attorney be invited to a TDM Meeting. If this occurs, the Care Coordinator will make reasonable efforts to include the attorney in the Meeting, if it advances the goals of the TDM.

II. Additional Care Planning Meetings

A. Care Coordinators are required to attend all care planning meetings. When applicable, Credible Messengers are also required to attend all care planning meetings. The charts on the following pages provide a description of the meeting type, frequency, purpose, and list of participants.

Procedures:

1. With the exception of the TDM, all of these meetings should be documented in the youth's file as the "Multi-Disciplinary/Treatment Team Meeting" procedure code in the "Case Notes" section of the DYRS Database within two (2) business days of the meeting.
2. TDM Coordinators are responsible for completing the Decision Making Meeting Form in the "Case Management" section of the youth's file in the DYRS Database at the completion of a TDM Meeting to facilitate Service Referrals (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*).
3. At the completion of all other care planning meetings the Care Coordinator is to send the meeting notes, identified services and the youth's availability to the DYRS Referral Specialist, who will then complete the DYRS Service Referral Form to initiate services.
4. The TDM Facilitator will complete the Decision Making Meeting Form within one (1) business day of the TDM Meeting.
5. Any care planning meeting notes will be completed by the Care Coordinator and sent to the DYRS Referral Specialist within one (1) business day.



Care Planning Meetings

Meeting Type	Frequency	Purpose	Participants (to invite)
30-Day Meeting (Placement at NBYDC)	Once, at time of commitment if placed at NBYDC	To review program goals and develop initial Success Plan. NBYDC team members can also initiate community-based services	<p>Required:</p> <ul style="list-style-type: none"> ▪ Youth ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ NBYDC Treatment Team Staff ▪ YAU Assessment Specialist ▪ Credible Messenger (if applicable) <p>Suggested:</p> <ul style="list-style-type: none"> ▪ Service Providers ▪ Youth Attorney ▪ Any Other Key Stakeholders
Service Care Meeting (SCM)	As needed	<p>To initiate or modify community-based services and problem-solve barriers to services participation</p> <p>A SCM is a type of MDT meeting. The Success Plan can be updated after a SCM, if goals change</p>	<p>Required:</p> <ul style="list-style-type: none"> ▪ Youth ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ Credible Messenger (if applicable) <p>Suggested:</p> <ul style="list-style-type: none"> ▪ Service Providers ▪ Youth Attorney ▪ Any Other Key Stakeholders
Multidisciplinary Team Meeting (MDT)	As needed	<p>Any meeting held with multiple stakeholders, in order to review progress and develop care plan</p> <p>The Success Plan can be updated after a MDT meeting if goals change</p>	<p>Required:</p> <ul style="list-style-type: none"> ▪ Youth* ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ Credible Messenger (if applicable) <p>Suggested:</p> <ul style="list-style-type: none"> ▪ Care Coordinator ▪ Service Providers ▪ Youth Attorney ▪ Any Other Key Stakeholders



Care Planning Meetings

Meeting Type	Frequency	Purpose	Participants (to invite)
Treatment Team Meeting	Monthly (or as requested by the Care Coordinator or Placement Staff)	30-day review of the youth's progress and goals while in any placement/facility The Success Plan can be updated after this meeting, if goals change	Required: <ul style="list-style-type: none"> ▪ Treatment Facility Staff ▪ Youth ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ Credible Messenger (if applicable) Suggested: <ul style="list-style-type: none"> ▪ Youth Attorney ▪ Any Other Key Stakeholders
TDM and Level VI Discharge Meetings at NBYDC	Every 90 days and at Level VI	Discharge planning meeting focused on community placement and reintegration services Success Plan can be updated after this meeting, if goals change	Required: <ul style="list-style-type: none"> ▪ Treatment Manager ▪ Behavioral Health ▪ Youth ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ JJIC ▪ School Staff ▪ Credible Messenger (if applicable) Suggested: <ul style="list-style-type: none"> ▪ Youth Attorney ▪ Any Other Key Stakeholders
Team Decision Making (TDM) Meeting	Every 90 days (or after 30 days in an Awaiting Placement Facility)	90-day meetings to review the youth's CAFAS, strengths, needs, progress, and goals The Success Plan MUST be updated after this meeting	Required: <ul style="list-style-type: none"> ▪ Youth* ▪ Parent(s)/Guardian(s)* ▪ Care Coordinator ▪ TDM Facilitator ▪ TDM Coordinator ▪ Credible Messenger (if applicable) ▪ Behavioral Health (if the youth is at YSC, NBYDC, or any Awaiting Placement Facility) Suggested: <ul style="list-style-type: none"> ▪ Service Providers ▪ Youth Attorney ▪ Any Other Stakeholders

*There may be times where a TDM/MDT Meeting moves forward without the presence of the youth and/or parent(s)/guardian(s). This will only occur when it is necessary for staff and stakeholders to problem solve issues around the youth and/or parent(s)/guardian(s) engagement with DYRS and to plan how best to move forward.



Developing the Success Plan

Success Plans are the plan of care developed for each youth based on his or her strengths, needs and goals as discussed in TDM and/or other care planning meetings. Success Plans include specific goals for the youth as well as measurable outcomes to achieve these goals. The entire planning team should have input in the youth's Success Plan, with the youth and family being the drivers of the plan.

Procedures:

A. Developing the Plan

1. Prior to the meeting, the Care Coordinator should help the youth and family think through the goals they would like to work toward for which the youth will take ownership.
2. Success Plans are created during the TDM Meetings with the entire team present. For other care planning meetings, the Care Coordinator is expected to update the Success Plan within one (1) business day of the meeting, including Success Plans for youth at Awaiting Placement Facilities.
3. Success Plans must be updated when there are changes to a youth's goals after a care planning meeting has occurred. Additionally, the Care Coordinator must update the youth's progress towards each Success Plan goal at least one (1) business day prior to the next scheduled care planning meeting.
4. Service referrals should be made based on recommendations that come from the TDM or other care planning meetings and goals that are articulated in the Success Plan. Services should be in place to help a youth reach his or her unique Success Plan goals.
5. Care Coordinators must ensure that service enrollments are accurately reflected in the "Enrollments" section of the youth's file in the DYRS Database. Contact the Utilization Specialist for updates on additions and modifications of enrollments in the DYRS Database.
6. The youth and parent(s)/guardian(s) must receive a copy of the youth's Success Plan after it has been completed and each time it is updated. The Care Coordinator is responsible for ensuring that the youth has a copy of the Success Plan. The Success Plan will be sent electronically or by regular mail to the family and all TDM Meeting participants within two (2) business days of the meeting. The Care Coordinator will request that the Program Assistant mail copies, as directed.

B. Goal Setting

During TDM Meetings, the TDM Coordinator will input all goals into the Success Plan section of the youth's file in the DYRS Database using the following SMART Goals format:

Specific: Clearly described

Measurable: Results and behaviors must be quantifiable

Attainable: Challenging, but realistic

Relevant: Identified based on youth's strengths/needs and DYRS' vision for youth

Timely: Have a specific timeframe and end date



The Success Plan is highly personalized and designed to help each youth experience long-term success consistent with the six domains within the PYJ framework and elevate their sense of self-worth and self-efficacy. SMART Goals are the framework that guides the development of the Success Plan.

Using the planning tools—the CAFAS, the TDM Meeting and the Success Plan—DYRS provides a comprehensive method for effective service delivery, care planning and coordination. This approach is consistent with the Agency’s PYJ approach as it leverages youth strengths to move past challenges and incorporates multiple strategies that help youth succeed.



Dual-Jacketed Youth

Youth who are involved in both the juvenile justice and another supervising agency are often referred to as “dual-jacketed.” Assessment Specialists and/or the Coordinators must notify the Unit Supervisor and Care Planning and Coordination Program Manager whenever one of their assigned youth is dual-jacketed with DYRS and any of the following agencies: Child and Family Services Agency (CFSA), Community Services and Offender Supervision Agency (CSOSA), Pretrial Service Agency (PSA), and/or Court Social Services (CSS).

Once committed to DYRS, Care Coordinators and the assigned staff from collaborating agencies will work together to meet the youth’s range of needs and requirements per each agency, and in support of his or her successful re-entry into the community post commitment.

Procedures:

Assessment Specialists and/or Care Coordinators are responsible for the following:

1. Keeping the collaborating agencies informed of care plan updates and any changes in placement or critical acts of non-compliance (e.g., abscondence, electronic monitor tampering, re-arrest) and immediately reporting those changes within one (1) business day of the event.
2. Inviting all collaborating agency professionals responsible for the youth to all care meetings.
3. Documenting all efforts of care collaboration under the “Case Notes” section of the youth’s file in the DYRS Database within one (1) business day of each meeting.
4. Including the Care Planning and Coordination Program Manager and Unit Supervisor on all email communication regarding dual-jacketed youth, and notifying the Unit Supervisor immediately if there are issues or concerns with the collaboration.
5. Notifying the DYRS Utilization Specialist by email of the start date of supervision by the other agency to create this enrollment in the youth’s file in the DYRS Database within one (1) business day of becoming aware of the dual-jacketed status.
6. Maintaining monthly contact with all professionals responsible for the youth’s case to ensure the role expectations are met.

Please Note: DYRS is always the primary agency responsible for conducting the CAFAS for DYRS youth who are also connected to other agencies.



Care Planning and Coordination Reviews

Care Planning and Coordination Reviews allow Care Coordinators to receive peer feedback on their care planning and coordination efforts. Care planning and coordination reviews allow the Agency's executive leadership to become aware of more challenging issues and to develop strategies for supporting youth. Care Coordinators are often the most aware of issues, changes and crises that serve to potentially destabilize youth and trigger problematic behavior, including violence.

Procedures:

A. Monthly Unit Care Planning and Coordination Conferences

1. Each Unit Supervisor will conduct a monthly care planning and coordination conference group discussion with his or her team to enhance care coordination, collaboration and team building. The meeting should be scheduled for at least two (2) hours.
2. This monthly conference should be formal, thoroughly planned and structured. The main purpose is to provide an avenue for all Care Coordinators and Unit Supervisor(s) to:
 - a. Clarify issues regarding specific youth problems and goals, review activities such as progress and barriers and strategize solutions;
 - b. Give Care Coordinators who might be struggling with a case the extra tools to address the primary issues;
 - c. Talk about and share thematic ideas or issues related to case planning and coordination;
 - d. Dialogue about various topics to develop a holistic approach on how to address care planning and coordination challenges; and
 - e. Enhance team building among professionals.
3. A follow-up conversation for the cases discussed in the previous meeting(s) should be revisited at the beginning of each meeting for a status report on care planning and coordination.
4. **The meeting is mandatory for all the Care Coordinators in each Ward.** The Unit Supervisors will select the youth to be presented and will notify workers one (1) week in advance to prepare for the presentation. Care Coordinators can request to present a case to the Unit Supervisor when they feel additional support is needed.
5. During the conference the Unit Supervisor will facilitate discussion of the identified youth with his or her team of Care Coordinators with a focus on understanding the causes for concern. Based on Care Coordinator peer feedback, the Supervisor and group will develop a plan to provide services and monitoring based on the type and intensity needed.
6. After the group discussion, if the Care Coordinators and the Unit Supervisor determine that a triage meeting is needed to examine thoroughly all areas of concern and plan further interventions, the Unit Supervisor will send the name of the youth to the Care Planning and Coordination Program Manager for a Youth Intervention Strategy meeting to be convened within five (5) business days.



7. Within one (1) business day of the meeting, the outcome of each case dialogue should be documented by the Care Coordinator in the “Case Notes” section of the youth’s file using the procedure code “Case Conference” in the DYRS Database.

B. Youth Intervention Strategy Meetings

A Youth Intervention Strategy Meeting serves to inform upper level management of high-profile or significantly challenging cases, which will require additional resources, support or problem solving. The Agency’s executive leadership may select these cases, or the Unit Supervisor or Care Planning and Coordination Program Manager can request them. These meetings do not include the youth or their families, but are intended for internal problem solving.

1. Care Coordinators will be responsible for presenting the case to DYRS leadership for these meetings. The Care Coordinator should be able to articulate the strengths, needs, concerns, services, family dynamics, education, behavioral health, and placement history for the youth and answer any questions as they are asked.
2. A plan of action to move the case forward will be developed during these meetings.
3. Given the sensitive nature of these cases, Youth Intervention Strategy Meetings can be scheduled at any time and Care Coordinators must be prepared to present with minimal notice.
4. Within two (2) business days of the meeting, the outcome of each case dialogue should be documented by the Care Coordinator in the “Case Notes” section of the youth’s file using the procedure code “Case Conference” in the DYRS Database.



Supervision

Continual and meaningful supervision is an important part of the Care Coordinator's work on behalf of youth and families as well as his or her professional development. It is a means to ensuring there are checks, balances and quality assurance in the work being performed with youth and families. Supervision should be a mechanism to review the clinical and procedural elements of care planning and coordination as well as the administrative requirements and general expectations of day-to-day work.

As a form of professional development, even the most experienced and skilled professional benefits from regular supervision as it enables him or her to think differently about cases, overcome obstacles and celebrate successes.

Supervision provides the space to discuss work performance, conduct and growth with one's supervisor. Care Coordinators should expect and attend regular supervision with their Unit Supervisors to receive support and coaching.

Both the Unit Supervisor and Care Coordinator are expected to be willing participants who provide and receive constructive feedback in an open, respectful environment. Collaborative problem solving, where applicable, should be a key goal of supervision and reflected in the decisions made. At times, Unit Supervisors will use directive approaches to ensure that Care Coordinators achieve stated professional performance goals based on Agency expectations and standards for complete care planning and coordination.

Procedures:

1. The Unit Supervisor, in collaboration with the Care Coordinator, will identify a standing one (1)-hour block of time to hold individual supervision with the Care Coordinator that will occur, at a minimum, bi-weekly.
2. The Unit Supervisor will send a calendar invitation to the Care Coordinator for the scheduled supervision time.
3. The Care Coordinator is required to attend supervision sessions as scheduled by his or her Unit Supervisor.
4. If the Care Coordinator is unable to attend supervision on the day and time scheduled, he or she will notify his or her Unit Supervisor at least one (1) business day in advance, except in cases of an emergency, to request an alternate meeting date and time.
5. Supervision does not replace daily check-ins or case-related discussions with the Unit Supervisor.
6. The Care Coordinator can request an increase in supervision duration or frequency at any time if additional support or coaching is needed.
7. Unit Supervisors can require an increase in supervision duration or frequency at any time if there are concerns about a Care Coordinator's performance or conduct, or if the Unit Supervisor believes the Care Coordinator may need additional support.



8. Unit Supervisors will keep running notes of supervision meetings and, when necessary, follow up the supervision session with an email to the Care Coordinator summarizing the discussion and any follow-up action items.
9. Care Coordinators will be evaluated annually. There will be an opportunity to submit a self-evaluation prior to the completion of the Supervisory Evaluation. Unit Supervisors will discuss and review the evaluation with their Unit Team Members. Adherence to procedures in this handbook will be integral to employee performance reviews.





Family Engagement and Empowerment

If I am in harmony with my family, that is success.

Native American Proverb, Ute Tribe

***They held each other up.
They patted each other's back
as if each had fallen and scraped a knee
and had no one else to turn to for comfort.
It seemed as if they hugged each other
for the past and for the future.***

Terry McMillan, Writer
Excerpt from *Mama*

Family is not an important thing. It's everything.

Michael J. Fox
Actor, Author, Producer, Activist

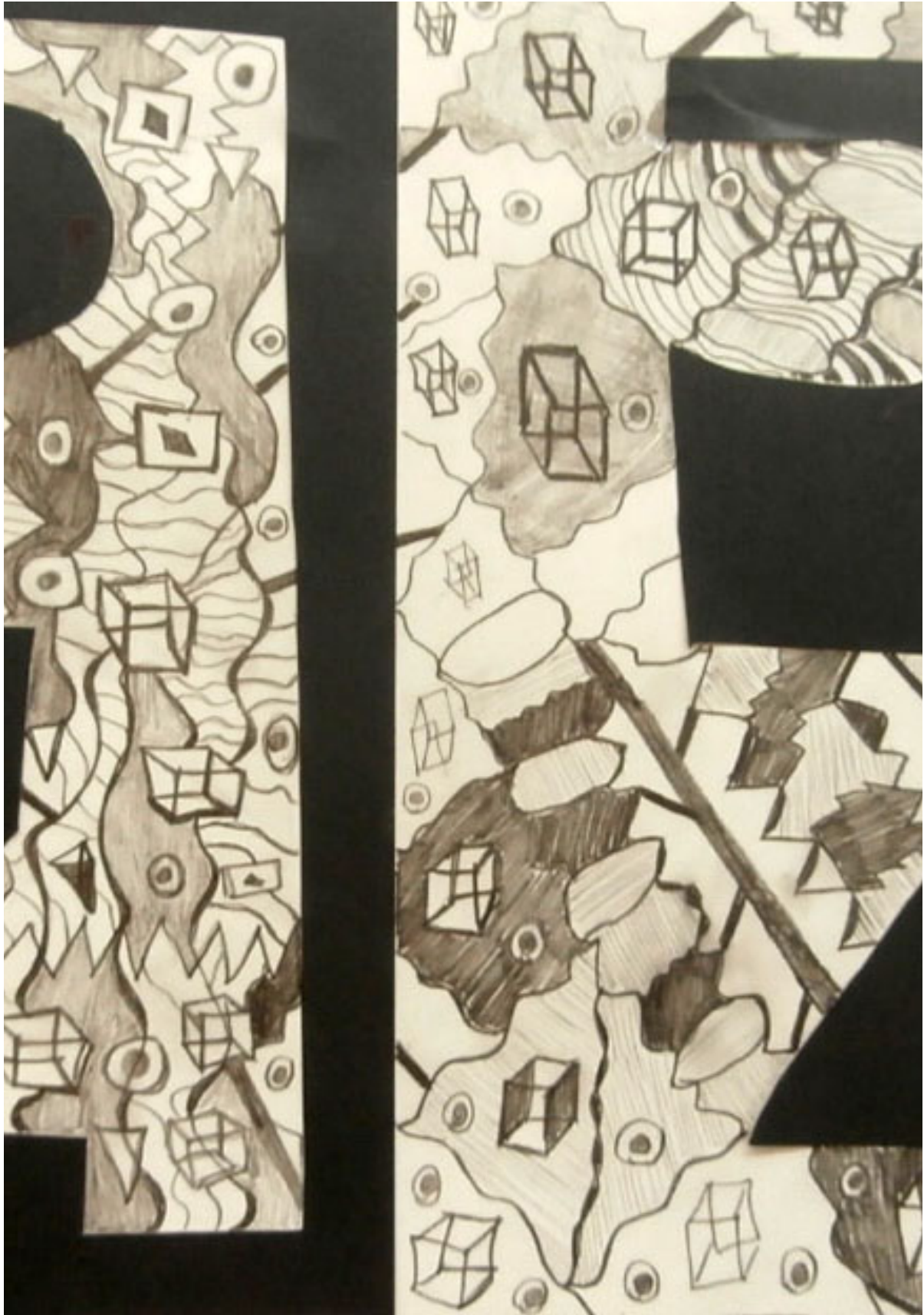
- Referrals to *Anchored in Strength* Family Support Group
- Facility Visitation
- Direct Services

Section Overview:

The Department of Youth Rehabilitation Services' (DYRS, also known as the Agency) commitment to family engagement and empowerment is rooted in the core belief that partnering with families is critical to ensuring youth success throughout all stages of commitment and to supporting a successful transition back home (or other safe setting) at commitment's end.

The Agency recognizes that the role of the family and its power in supporting youth cannot be overlooked. This begins with the Family Bill of Rights, which outlines the expectations that families should have of the Agency (*for an electronic copy of the Family Bill of Rights, refer to the Resource Location Lists in Appendix B*). DYRS seeks family input during care planning and coordination activities, provides targeted opportunities for caregivers to meet with others who have navigated similar challenges and offers services that support youth and family goals.





Referrals to “Anchored in Strength” Family Support Group

The “Anchored in Strength” Family Support Group gives parent(s)/guardian(s) of current and former DYRS youth a chance to:

- Share their honest thoughts and feelings about challenges their families are facing;
- Learn about resources available to their families; and
- Give support to and gain strength from fellow parent(s)/guardian(s) and family members.

Procedures:

1. Referrals for “Anchored in Strength” should be sent via email to the Family Empowerment Specialist and should include the following information:
 - a. Name of the youth;
 - b. Name of the youth’s parent(s)/guardian(s);
 - c. Address, telephone number and email; and
 - d. Reasons why the Care Coordinator feels the parent(s)/guardian(s) need the support.
2. Once the Family Empowerment Specialist receives the referral, he or she will call the parent(s)/guardian(s) to introduce the group and share logistical information (i.e., date and location of meetings).
3. The Family Empowerment Specialist will notify the Care Coordinator of family or caregiver participation.



Facility Visitation

Connection to family is essential, especially when youth are detained or receiving treatment in secure confinement. Care Coordinators play a critical role in creating seamless access to youth by making sure families are briefed on the policies that govern visitation and by ensuring that documentation needed for entry is provided to the facilities in a timely manner.

DYRS staff will ensure that youth at New Beginnings Youth Development Center (NBYDC) and Youth Services Center (YSC) receive regular access to their family members and other members of their support network. Families and supporters are to be encouraged to visit and welcomed, and every effort should be made to facilitate visitation for eligible visitors. The family will receive a copy of the visitation guidelines that correspond to the facility from the facility staff.

Procedures:

A. Visitation

- 1. Permitted Visitors:** All visitors must be on the youth's Permitted Visitation List. Individuals permitted to be on the youth's visitation list include: parents, legal guardians, foster parents, legal spouse, children, siblings, grandparents, and any person who has an established household, familial or mentoring relationship with the youth. This includes significant others, godparents, aunts, uncles, cousins, clergy, teachers, tutors, mentors, neighbors, and family friends. Other persons who have an important relationship with the youth may be added to the youth's visitation list with approval of Facility Superintendent (or designee).
- 2. Identification:** Visitors over the age of 14 must present valid, government-issued photo identification (ID) with name, address and date of birth. Visitors under the age of 14 must present valid identification (e.g., school ID) and must be accompanied by an adult with a valid ID. The Facility Superintendent has discretion to accept alternative forms of ID. Legal representatives must present a District of Columbia State Bar Card, Public Defender Service credentials or other comparable identification in addition to a valid ID.
- 3. Visitation Schedule:** Youth will be permitted to visit with family members and loved ones at least twice (2 times) per week for a minimum of 30 minutes per visit. The visitation schedule will be posted in each facility and on the DYRS website. Family members and loved ones may schedule visits at other times with permission from the Facility Superintendent (or designee). Staff may not deprive youth of visits as discipline or punishment.
- 4. Visitation Area:** Visitation areas will provide for informal communication between youth and visitors. This includes opportunity for physical contact, except in instances of substantiated, documented security risks. Staff will supervise the visitation area but may not monitor conversations absent a reasonable suspicion that a crime, escape or threat to safety or security may occur.
- 5. Visitation Rules:** All visitors are subject to searches, pursuant to the DYRS Policy on Identification and Searches. Visitors must wear appropriate clothing with sufficient coverage and free of images reflecting profanity, illegal substances, alcohol, tobacco,



or sexually explicit material. Please refer to facility guidelines for specific instructions or requirements.

- 6. Transportation to DYRS Facilities:** DYRS will provide the youth's family members and loved ones with transportation to NBYDC (e.g., bus departing from the District of Columbia), free of charge, on a weekly basis. DYRS will also provide transportation to YSC, free of charge, if family members and loved ones are unable to travel to the facility via car or public transportation.
- 7. Transportation to Out-of-State Facilities:** DYRS will assist family members with visiting youth in out-of-state placements.
 - a. The request must be given to the Care Coordinator **at least four (4) weeks in advance** of the desired visit to ensure timely approval.
 - b. Parent(s)/guardian(s) are responsible for arranging their own transportation to and from the airport/train station for out-of-state visits, but Care Coordinators are encouraged to assist the family with this transportation in a DC Fleet Share vehicle if their schedule allows.
 - c. Once the travel dates are confirmed with both parent(s)/guardian(s) and the out-of-state placement, Care Coordinators will submit the Office of the City Administrator (OCA) Training, Travel and Reimbursement Form and supporting documents (e.g., flight information with proof of cost, memorandum to the Director requesting travel, hotel with proof of cost for overnight stays) for the parent(s)/guardian(s) traveling to the Procurement Division's Travel Coordinator **at least three (3) weeks in advance of travel** (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*).
 - d. Once travel has been confirmed by Procurement, notify the parent(s)/guardian(s) and the placement of the confirmed upcoming visit and provide them with the itinerary.
 - e. Document all visit information in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.

Please Note:

- DYRS will fund parent(s)/guardian(s) visits to youth in out-of-state placements every 90 days.
- DYRS cannot fund car rentals for parent(s)/guardian(s) visits unless the Care Coordinator accompanies them on the visit and the car rental is in the Care Coordinator's name.

B. Phone Use

- 1. Outgoing Social Calls:** Upon admission to the facility, each youth at NBYDC and YSC will be permitted and assisted in completing a minimum of two (2) telephone calls to an adult family member or loved one (i.e., parent(s)/guardian(s) or other adults with close relationships to the resident) with approval of Facility Superintendent (or designee) and to a legal representative. After admission, youth will be provided opportunities to call family members and loved ones (i.e., parent(s)/guardian(s), siblings, parent of the youth's child, youth's child, or other people with close relationships to the youth) with approval of Facility Superintendent (or designee) at no charge at least twice a week for a minimum of 10 minutes in length, after a connection is established. Youth will be permitted to



use the telephone at times arranged in advance and convenient to staff and the call recipient. Staff will verify the telephone number and call recipient prior to the call, place the call directly and ensure the approved party answers before the youth accesses the telephone.

2. **Outgoing Legal Calls:** Youth will be able to place phone calls to their legal representatives at no charge and at reasonable times consistent with the facility's daily schedule. Youth will be permitted to use the telephone at times arranged in advance and convenient to staff and the call recipient. Staff will verify the telephone number and call recipient prior to the call, place the call directly and ensure the approved party answers before the youth accesses the telephone.
3. **Incoming Calls:** Youth may receive calls from legal representatives, court workers and governmental officials at no charge and at reasonable times consistent with the facility's daily schedule.
4. **Emergencies:** In the event of an emergency, youth may receive and place calls to and from family members and loved ones (i.e., parent(s)/guardian(s), siblings, parent of the youth's child, youth's child, or other adults with close relationships to the youth) with approval of the Facility Superintendent (or designee) at other than the usual designated hours and without restrictions.
5. **Accommodations:** Youth with hearing impairments or speech disabilities, and youth who wish to communicate with family members or loved ones who have such disabilities, will have access to a relay service, text telephone (TTY device), video phone, or other comparable equipment. Telephones with volume control will be made available for youth with hearing impairments.



Direct Services

In addition to providing direct services to youth, DYRS is committed to also offering the families of youth opportunities for support, growth and enrichment. Helping families earn a certificate, start a career, obtain an education, or address youth behavioral health challenges will not only provide a more stable environment for the youth, but also set a positive example within the family.

While the Agency provides a number of services for parent(s)/guardian(s) and other family members, DYRS also connects families to an array of services across the city.²⁷ Through the Community Programming Initiative [i.e., Achievement Center (AC) sites, DC YouthLink (DCYL)] and the Credible Messenger Initiative, DYRS offers the following direct services:

- **Vocational Training:** DYRS offers skill-building and certification courses to help families of DYRS youth expand their employment options. Family members can enroll in vocational certification courses. For a list of current offerings, contact the DYRS Referral Specialist and/or AC Program Manager.
- **Family Support:** Families in need of in-home support can be referred to the Community Programming Initiative, connected to a Core Service Agency (CSA) or receive support from a Youth Engagement Specialist. Family support and reunification services are aimed at assisting youth and families with maintaining a successful home placement through skill development such as improved communication, increased quality time together and boundary/rule setting. Family members must be willing participants in this service in order for the referral to be accepted.
- **Parent Engagement Specialist:** This Specialist, as part of the Credible Messenger Initiative, works with the parent(s)/guardian(s) and coaches them to strengthen household success. Those parent(s)/guardian(s) who express interest in, or a need for, a Parent Engagement Specialist, will have a referral submitted by the youth's Care Coordinator.

Procedures:

1. For any of these services, the Care Coordinator will email the service requests to the DYRS Referral Specialist who will coordinate the referral process and notify the Care Coordinator when services are in place.
2. When families are in need of more intensive therapeutic interventions outside of what DYRS can specifically offer, Care Coordinators can assist the parent(s)/guardian(s) with connection to a CSA.

*For more information about **accessing services**, refer to the **Connecting with a Core Service Agency** procedures in the **Community-Based Services and Youth Supervision** section of the handbook.*

²⁷ DYRS connects families to services at the Department of Employment Services (DOES), the Department of Human Services (DHS), the Department of Parks and Recreation (DPR), the Department of Disability Services (DDS), and the Department of Behavioral Health (DBH), among others.



Community-Based Services and Youth Supervision

*All men are caught in an inescapable network of mutuality,
tied in a single garment of destiny.
Whatever affects one directly affects all indirectly.
I can never be what I ought to be
until you are what you ought to be,
and you can never be what you ought to be
until I am what I ought to be.*

Martin Luther King, Jr.
Civil Rights Activist, Minister, Author, Nobel Peace Prize Winner

- The Community Programming Initiative
 - ◆ The Achievement Centers
 - ◆ DC YouthLink
- The Credible Messenger Initiative
- The Office of Education and Workforce Development
- Connecting with a Core Service Agency
- Substance Use Services
- Giving Back: Youth Serving the Community
- Graduated Responses: Rewards and Sanctions
- Community Status Review Hearings
- Youth and Public Safety Team
 - ◆ Electronic Monitoring
 - ◆ Abscondence

Section Overview:

The Department of Youth Rehabilitation Services (DYRS, also known as the Agency) offers a variety of community-based programs designed to offer youth opportunities, supports and services that build skills and provide modes of self-expression as well as confront challenges identified during care, and outlined in their Success Plans. The options are designed to provide services in the least restrictive environment while preparing youth for the transition to productive participation in the community.

The services represent the six (6) domains of Positive Youth Justice (PYJ) and are available through DYRS-approved, community-based service providers, and/or other District of Columbia agencies.

*For a description of the domains, refer to **At the Foundation in Part I: Addressing the Needs of Committed Youth and Their Families** section of the handbook.*

Committed youth also can access services through Core Service Agencies (CSA), social services agencies (e.g., Catholic Charities, Latin American Youth Center), the District of Columbia's Healthy Families/Thriving Communities Collaboratives (the Collaboratives), insurance companies [e.g., Medicaid, Managed Care Organizations (MCOs), Health Services for Children with Special Needs (HSCSN) or private insurers], and/or other community resources.



There are many community-based organizations that provide programs and services that are free for DYRS youth. A comprehensive online resource highlighting this and other helpful information is managed by the Criminal Justice Coordinating Council (CJCC) and can be accessed at www.cjccresourcelocator.net/ResourceLocator/. Care Coordinators are encouraged to share community resources with their colleagues.

Youth are required to complete community service hours based on DYRS-approved options through the Achievement Center (AC) sites or the youth's choosing. Opportunities for service are encouraged in the spirit of "giving back" and with the goals of developing leadership skills, contributing to communities in positive ways, potentially addressing past wrongs, and promoting community safety.

It is the responsibility of the Care Coordinator to ensure that all assigned youth are connected to needed services and that each youth completes community service. The Care Coordinator will work with the DYRS Referral Specialist to link a youth to services as part of the care planning process. In order to maximize the engagement, however, a youth may need assistance in seeing and understanding the value of the services and the impact participation will have on achieving specific goals. The same may hold true for the youth completing community service. Helping each youth to connect with services and community service opportunities that support his or her areas of interest and need, along with engaging family support, will ensure that the youth has positive experiences and remains focused on meeting targeted goals.

Youth committed to DYRS are provided distinct levels of supervision, both to ensure proper care coordination that elevates strengths and meets needs, as well as to monitor youth compliance for public safety. DYRS utilizes a variety of modalities to supervise youth, including, but not limited to, Electronic Monitoring (GPS) and high-intensity supervision.

Care Coordinators are expected to know the social history, key relationships, educational and behavioral health needs, known hangouts, and peer groups for each of the youth assigned to them.

The Care Coordinator should have updated information and be able to answer questions relating to his or her assigned youth at any time. While supervision includes monitoring youth for the purposes of public safety, quality supervision is truly evidenced by building relationships with youth and families via home and community visits, spending time with youth in the community to understand their world and being an available support to them as needed.

I CALL IT HOME

*I'm from the Nation's Capital, Washington, DC
In the summer time that's the best place to be,
But in the winter it's very cold at night,
And people are still outside,
Especially up Columbia Heights
Life growing up was hard
Because of hood beefs
They wait and call the name of their victims
Especially when you are walking alone in the street,
My Grams tell me every night to pray,
So I don't have to keep looking
Over my shoulder every day
I'm from the Nation's Capital, Washington, DC
At times it's like a jungle,
But I call it home.*

By T.



The Community Programming Initiative

The Community Programming Initiative is designed to help court-involved youth and their families achieve personal goals and milestones through the provision of a wide range of community-based programs and opportunities that emphasize individual strengths, personal accountability, public safety, skill development, family involvement, and community support.

Three objectives help to support these goals:

1. To advance the rehabilitation of DYRS youth by connecting them to services, supports and resources that help them reach their goals and developmental milestones;
2. To enhance public safety by engaging youth in positive, developmentally appropriate and structured activities that complement and enhance DYRS methodologies for the care planning and supervision of youth; and
3. To create safer and stronger communities that support youth and families by investing directly in local organizations and the human resources in the neighborhoods where they reside.

A three-way partnership between DYRS, an administrative organization and a coalition of community-based service providers support the delivery of services to DYRS youth and their families:

- **DYRS** is responsible for the care planning and coordination of the youth as well as two (2) service-delivery vehicles: the Achievement Center sites and DC YouthLink (DCYL);
- **The Service Coalition** provides programming and services based on PYD principles and the PYJ domains through youth referral to either the Achievement Center and/or DCYL; and
- **The Capacity-Building and Administrative Partner (CAP)** provides technical assistance and administrative support to the Service Coalition as well as manages special events and programs that occur at each Achievement Center site.

I. The Achievement Center (AC) Sites

Designed as safe space, the AC sites provide drop-in activities as well as structured programming and classes that foster career development, life skills and healthy living, and community service. The programs include classes and activities that educate youth, prepare them to enter the workforce and teach them valuable life and leadership skills. Youth, their families and the community are able to collaborate in identifying and participating in positive options for skill building, socialization and engagement. Participants are also able to take advantage of special events that include, but are not limited to: job fairs, family nights, guest speakers, and faith-based initiatives.

AC services are provided at two District of Columbia DYRS sites:

- 450 H Street, NW
- 2101 Martin Luther King, Jr. Avenue, SE

Care Coordinators should contact each location for the current programming schedule.



Procedures:

A. Youth Engagement Specialists

1. The AC Program Manager will assign a youth caseload to all AC Youth Engagement Specialists. Youth Engagement Specialists will provide individual and ongoing support and mentorship, and will attend all scheduled Team Decision Making (TDM) Meetings to report on youth progress and/or to identify any challenges where additional assistance is needed.
2. Youth Engagement Specialists will also serve as resource persons to Care Coordinators by identifying alternative services to DYRS and assisting previously committed youth, community members and families with making connections to appropriate supports.
3. The Care Coordinator is the lead manager of the youth's care planning and coordination, including programming, but it is expected that they will seek input from the assigned Youth Engagement Specialist, the youth, his or her family, and all other relevant stakeholders before making referrals.

B. Community-Based Programming

1. If the services for the AC are recommended through the TDM Meeting, then the Referral Specialist will receive notification and make referrals to the Service Coalition Providers.
2. If services for the AC are recommended outside a TDM Meeting, the Care Coordinator must email the Referral Specialist the service recommendations, the time the youth is available and any other requests related to service provision.
3. The Referral Specialist will refer the youth to the appropriate provider(s) within one (1) business day of receipt of the DYRS Service Referral Form. If the service is full, it is up to the Referral Specialist to communicate any issues to the Care Coordinator and for both to work together to identify an alternative, comparable placement for the youth.
4. The youth will receive a face-to-face orientation by AC staff where all expectations will be discussed and agreed upon.
5. The AC staff will confirm youth enrollment and participation on a weekly basis and will notify Care Coordinators of any incidents or matters that require follow up.

C. Monitoring and Reporting Youth Progress

1. Service Coalition Providers and Youth Engagement Specialists will document the youth's participation in services in the "Case Notes" section of the youth's file in the DYRS Database within one (1) business day of the activity.
2. Service Coalition Providers will input monthly summaries in the "Case Notes" section of the youth's file in the DYRS Database to keep Care Coordinators abreast of youth's overall progress.



3. Care Coordinators should review the youth's progress in enrolled services in the DYRS Database on a weekly basis to ensure that the youth is connected and participating in the appropriate services.
4. Care Coordinators and Youth Engagement Specialists will speak on a weekly basis to communicate about the youth's progress, strengths and needs relevant to the TDM process. Care Coordinators will document the conversation in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days of occurrence.
 - a. Youth Engagement Specialists should be invited to all care planning meetings and are expected to attend.
5. Care Coordinators will ensure all enrollments are incorporated into the Success Plan.

D. Alternative Programming

The AC provides programming for youth to help maintain compliance with their Community Placement Agreement (CPA).

1. Care Coordinators can refer youth for this programming as part of Graduated Responses. Youth enrolled will participate in activities focused on positive community engagement.
2. To refer youth, the Care Coordinator will email the request to the DYRS Referral Specialist.

II. DC YouthLink (DCYL)

DCYL is a model initiative that relies on community-based services, supports and opportunities for justice-involved youth. The services focus on the PYJ framework and domains, and include, but are not limited to, Tutoring, General Education Development (GED) preparation, substance abuse education, family support, and mental health.

Procedures:

A. Referral and Enrollment

1. If the services for DCYL are recommended through the TDM Meeting, then the Referral Specialist will receive notification and make referrals to the Service Coalition Providers.
2. If services for DCYL are recommended outside a TDM Meeting, the Care Coordinator must email the Referral Specialist with the service recommendations, the time the youth is available and any other requests related to service provision as well as the youth's current contact information and address.
 - a. For youth returning to the community from an out-of-state placement, the referral specialist should be emailed with the service requests when the youth officially returns to the community, not immediately after the discharge meeting.



3. The Referral Specialist will refer the youth to the appropriate provider(s) within one (1) business day of receipt of the DYRS Service Referral Form. If the service is full, it is up to the Referral Specialist to communicate any issues to the Care Coordinator and for both to work together to identify an alternative, comparable placement for the youth.
4. The DYRS Utilization Specialist will ensure that all youth with DCYL services are appropriately noted in the “Enrollments” section of the youth’s file in the DYRS Database.
5. Care Coordinators must ensure all youth services, including substance abuse treatment through the CSAs or other local providers, are accurately reflected under “Enrollments” in the DYRS Database. If the service is not currently listed in the DYRS Database, notify the Utilization Specialist and the service will be added.
6. If resources are unavailable through contracted Service Coalition Providers, they may be brokered through external DYRS-approved providers and payment can be requested via Flex Funds from DCYL.
 - a. Care Coordinators are encouraged to develop relationships with service providers that may not be in the Service Coalition referral network, especially in their assigned Ward, in order to access the best possible services for the youth. There are many community-based organizations that provide programs and services that are free for DYRS youth. Care Coordinators are encouraged to share the names of community resources with their colleagues.
 - b. Service participation for non-DCYL services should be discussed in supervision with Care Coordinators to determine continued effectiveness and appropriateness for youth.

*For more information about the **use of Flex Funds** to purchase services from approved service providers, refer to the **Flex Funds** procedures located in the **Administrative Requirements** section of the handbook.*

B. Monitoring and Reporting Youth Progress

1. **For DCYL services:** At the time of the youth’s referral, the Service Coalition Provider will receive a Confidentiality Agreement along with a form to gain access to the youth’s file in the DYRS Database from the CAP.
2. **For all non-DCYL services:** Care Coordinators should receive a signed Release of Information from outside service providers to allow for regular exchange of documentation and information about the youth’s progress in services. The service provider may require a signed Release of Information from DYRS as well.
3. The Care Coordinator will ensure that there is an enrollment for the youth in all services (DCYL and non-DCYL) in the “Enrollment” section of the youth’s file in the DYRS Database.



4. Care Coordinators should review the youth's progress in enrolled services in the DYRS Database on a weekly basis to ensure the youth is connected and participating in the appropriate services.
5. Additionally, the CAP will send a weekly "No Show List" of youth who were absent from any DCYL services during the week to the Utilization Specialist who will forward the list to the Unit Supervisors.
6. Unit Supervisors should review this data and follow up with Care Coordinators accordingly to address youth who are not connected and/or non-compliant with service participation.
7. DYRS-approved, community-based service providers will enter the youth's progress directly into the "Case Notes" and "Scanned Documents" sections (for items to be uploaded) of the youth's file in the DYRS Database within one (1) business day of the activity.
8. When a youth is noncompliant, expressing disinterest in a current service or an interest in receiving a new service, a Care Coordinator can request a Service Care Meeting (SCM) to problem solve any barriers to the current services in place and/or discuss strengths, needs and enrollment in new services. If there are any changes to services, the youth's Success Plan goals should be updated.
9. Any DCYL, AC, and/or Credible Messenger provider connected to a youth can recommend SCMs to the Care Coordinator, as needed. The Care Coordinator is required to schedule and coordinate the scheduling of all SCMs.
10. The above-mentioned service providers are also expected to participate in TDM Meetings for youth in the community and/or at New Beginnings Youth Development Center (NBYDC), where possible and as needed, to report on the youth's progress and/or to identify any challenges where additional support is needed.
11. If a service provider cannot attend the TDM Meeting, they will enter a note in the "Monthly Summary" format in the "Case Notes" section of the youth's file in the DYRS Database at least one (1) business day prior to the meeting.
12. All information obtained by outside service providers should be scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database by the Unit Program Assistant within one (1) business day. Any verbal updates from providers should be documented by the Care Coordinator in the "Case Notes" section of the youth's file in the DYRS Database.

C. Contact from Service Coalition Providers

1. Within seven (7) business days of receiving a referral, the Service Coalition Provider should contact the Care Coordinator to make introductions. Means of communication can include, but is not limited to, telephone calls, emails and in-person contact.
2. It is required that Service Coalition Providers create the youth's Monthly Summary within 30 calendar days of receiving the referral.



3. The Care Coordinator's input should be included in the creation of the document via the DYRS Success Plan. The Service Coalition Provider must review and implement the goals included in the Success Plan. It is recommended that the Care Coordinator forward a copy of the Success Plan.

D. Frequency of Contact

1. It is expected that the Service Coalition Provider will, at a minimum, contact the Care Coordinator every 30 calendar days (via Monthly Summary) to give general updates on the success of service delivery.
2. In addition to regular monthly contact, immediate contact should be made in the following instances if the youth has:
 - a. Demonstrated a major success;
 - b. Not adhered to the terms of the service and assistance is needed from the parent(s)/guardian(s) to help re-engage;
 - c. Missed three (3) consecutive appointments;
 - d. Been reassigned to another staff member (e.g., mentor, tutor) by the Service Coalition Provider or changed the conditions of service;
 - e. The Service Coalition Provider concerned regarding the safety of the youth;
 - f. Had an event/action take place in his or her life that could potentially impact rehabilitation efforts; or
 - g. If the Service Coalition Provider is planning on including him or her in a special activity or trip.

E. Documentation of Contact

1. All communication initiated by the Service Coalition Provider should be documented in the "Case Notes" section of the youth's file in the DYRS Database. Contact, and all communication should include the CAP.
2. All communication initiated by the Care Coordinator to the Service Coalition Provider should be documented by the Care Coordinator in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.
3. If a Care Coordinator is not responsive, the CAP will contact the Care Coordinator's Unit Supervisor to apprise them of the situation.
4. Service Coalition Providers will upload a Service Provider Monthly Summary advising on the tasks and goals achieved by the youth.



III. Community Programming Initiative Service Inquiries and Grievances

A **Service Inquiry** is a question about day-to-day service delivery that needs to be answered.

Please Note: Not all service inquiries are grievances. The CAP should be utilized to address communication issues between Service Coalition Providers (e.g., AC/DCYL) and DYRS Care Coordinators. In addition, critical incidents involving youth or community safety do not constitute a grievance but must be referred to the Director of the CAP, the Unit Supervisor and the Care Planning and Coordination Program Manager for immediate intervention on an on-call basis.

A **Grievance** is considered an official statement about an egregious act (e.g., safety risk or inappropriate act) that has taken place between a Service Coalition Provider and a DYRS Care Coordinator, youth or parent(s)/guardian(s), or a complaint by a Service Coalition Provider about the CAP based on something believed to be wrong or unfair.

Please Note: For incidents that occur after hours, contact the Youth Services Center Control for assistance at 202-576-8460 or 202-576-8418.

Procedures:

A. Grievance: DYRS Care Coordinator and Service Coalition Provider

DYRS Care Coordinators and Service Coalition Providers both have the right to file grievances when an egregious incident or act between the Provider and Care Coordinator, youth or parent(s)/guardian(s) has taken place.

1. When either a Care Coordinator or Service Coalition Provider would like to file a grievance, he or she should complete a Grievance Form (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*). The form should be submitted to the CAP Director and/or Quality Assurance Specialist within two (2) business days of the incident or the discovery of the occurrence.
2. Once the form is received, the CAP Director and/or Quality Assurance Specialist should suspend services immediately (if necessary).
3. The CAP Director and/or Quality Assurance Specialist will then investigate the complaint choosing the most appropriate method including, but not be limited to, contacting all involved parties listed on the Grievance Form or facilitating an Emergency Service Care Meeting.
4. The CAP Director and/or CAP Quality Assurance Specialist will finish the investigation within seven (7) business days and will share the resolution recommendations with the DYRS Care Coordinator, Unit Supervisor and Care Planning and Coordination Manager.
5. The CAP Director and/or CAP Quality Assurance Specialist will be responsible for delegating the implementation, coordination and communication of outcomes and corrective action steps.



B. Grievance: Youth or Parent(s)/Guardians Regarding a Service Coalition Provider

DYRS-committed youth or their parent(s)/guardian(s) have the right to file grievances against Service Coalition Providers when an egregious incident or act between the Provider and youth or parent(s)/guardian(s) has taken place.

1. When a youth or their parent(s)/guardian(s) would like to file a grievance against a Service Coalition Provider, he or she should complete the Grievance Form within two (2) business days of the incident. The youth or parent(s)/guardian(s) can receive this form from their assigned DYRS Care Coordinator.
2. The Care Coordinator should submit the form to the CAP Director and/or Quality Assurance Specialist within two (2) business days of receipt and monitor the outcome and corrective action.

C. Grievance: Youth or Parent(s)/Guardian Regarding the CAP

DYRS-committed youth or their parent(s)/guardian(s) have the right to file grievances against the CAP when an egregious incident or act between the Provider and youth or parent(s)/guardian(s) has taken place.

1. When a youth or their parent(s)/guardian(s) would like to file a grievance against a CAP, he or she should complete the Grievance Form within two (2) business days of the incident. The youth or parent(s)/guardian(s) can receive the form from their assigned DYRS Care Coordinator.
2. The Care Coordinator should submit the form to the DCYL/AC Program Manager within two (2) business days of receipt and monitor the outcome and corrective action.
 - a. If applicable: Once the form is received, the CAP Director and/or Quality Assurance Specialist should suspend services immediately (if necessary) pending investigation, and submit an Unusual Incident (UI) Report, if not submitted already, detailing the occurrence as required.

*For more information about filing an **UI Report**, refer to the **Unusual Incident procedures** also found in this section of the handbook.*

3. The CAP Director and/or CAP Quality Assurance Specialist will then investigate the complaint choosing the most appropriate method, including, but not limited to, contacting all involved parties listed on the Grievance Form or facilitating an Emergency SCM, and monitoring the outcome and corrective action. The resolution will be shared with the Unit Supervisor and Care Planning and Coordination Manager.
4. The CAP Director and/or Quality Assurance Specialist will finish the investigation within seven (7) business days and will share the resolution recommendations with the DYRS Care Coordinator, Unit Supervisor and Care Planning and Coordination Manager. The Care Coordinator is to share the recommendations with the youth or parent(s)/guardian(s).
5. The CAP Director and/or Quality Assurance Specialist will be responsible for delegating the implementation, coordination and communication of all resolution solutions as well as monitoring the outcome and corrective action.



The Credible Messenger Initiative

The Credible Messenger Initiative is a holistic approach to investing in the human resources of neighborhoods most impacted by youth involvement with the justice system, especially DYRS. Credible Messengers are community members who share similar life experiences with the youth and families served. They are able to relate to youth and their families because they share similar ethnic and racial backgrounds as those they mentor, live in the same neighborhoods and have experienced and overcome various challenges, including involvement with the justice system. They also have a unique ability to build trusting relationships.

The Credible Messenger approach draws from restorative practices and peace-building principles to serve in a variety of capacities including one-on-one transformative mentoring, group coaching, and workshops as well as parent-peer coaching.

It is expected that Care Coordinators and Credible Messengers will meet often, in person and by phone; conduct Home Visits together; attend care planning meetings; and plan and work collaboratively on behalf of DYRS youth. At times, both will have invaluable and complementary information in support of youth and their families: Care Coordinators around meeting long-term goals during commitment, connecting youth to services and overall care planning and coordination; Credible Messengers, with regard to real-time youth successes and challenges as well as the support needed to remain successful or overcome community barriers throughout commitment, and once the youth transitions home.

Procedures:

I. Connecting with Youth

A. Referring Youth

1. For all referrals, within one (1) business day of attending the TDM Meeting, the TDM Coordinator will complete the Decision Making Meeting Form in the DYRS Database, which will automatically be sent to the DYRS Referral Specialist and Credible Messenger Program Manager (or designee).
2. To initiate the Credible Messenger referral after other care planning meetings, the Care Coordinator should send an email to the DYRS Referral Specialist with the service requested and any specific information relevant for the Credible Messenger as well as the youth's contact information and address.
 - a. If a youth or Care Coordinator requests a specific Credible Messenger Service Provider, the request should be made in the TDM or other care planning meeting and followed up with an email to the Credible Messenger Program Manager. The request should include a brief justification for why the particular provider was requested.
3. The Credible Messenger Program Manager will access a copy of the most recent Child and Adolescent Functional Assessment Scale (CAFAS) report, the Youth Assessment Unit and/or Social Study report and/or the most recent Success Plan from the youth's file in the DYRS Database. The Credible Messenger Program Manager may also request this information from the Care Coordinator, if the information is not easily obtained in the DYRS Database.



Please Note: The Credible Messenger Program Manager’s role is to utilize the information received to translate the youth’s strengths and needs as well as to assign a Credible Messenger Service Provider based upon compatibility.

B. Enrolling Youth

1. The Credible Messenger Service Provider is required to acknowledge receipt of the referral within 24 hours after received from the DYRS Referral Specialist.
2. The Credible Messenger Program Coordinator (or designee) will make initial contact with the youth within two (2) business days of receipt of the referral. The Program Coordinator will notify the Credible Messenger Program Manager and Care Coordinator of initial contact within one (1) business day of the date initial contact is made with the youth.
3. The Credible Messenger Program Coordinator will be required to conduct a face-to-face intake and assessment with the youth. Once the face-to-face intake is completed, the Program Coordinator will notify the DYRS Referral Specialist within one (1) business day of contact in order to enroll the youth in the DYRS Database.
4. Within seven (7) calendar days after assignment to a Credible Messenger Mentor, the Service Provider Program Coordinator will follow up with the Credible Messenger Mentor(s) to confirm that face-to-face contact has been made (i.e., by the Credible Messenger).
5. If face-to-face contact has been made, the Service Provider Program Coordinator must enter a progress note in the “Case Notes” section of the youth’s file in the DYRS Database specifying initial contact with the assigned Mentor.
6. If face-to-face contact has not been made, the Credible Messenger Mentor(s) will give the Service Provider Program Coordinator documentation detailing outreach efforts made to contact the youth and the barriers to accomplishment.
7. If face-to-face contact has not happened within seven (7) calendar days, the Service Provider Program Coordinator will follow up with the Care Coordinator to request assistance with contacting the youth.
8. If the Credible Messenger Mentor(s) remains unsuccessful in the attempts to make face-to-face contact with the youth after 14 calendar days, the referral will be closed. The Program Coordinator will “Reply All” to the initial referral email, explaining that face-to-face contact was not made within 14 calendar days after the initial referral was sent, therefore, it is closed.
9. In all cases, the Program Coordinator should document efforts in the youth’s file in the DYRS Database to connect youth to services from the point of referral to the point of face-to-face contact or the referral being closed.



II. Service Requests for Parents

The DYRS Credible Messenger Initiative also provides an opportunity for parent(s)/guardian(s) to receive support from a Parent Engagement Specialist. This Specialist will work with the parent(s)/guardian(s) and coach them to strengthen household success. Those parent(s)/guardian(s) who express an interest in or a need for a Parent Engagement Specialist will have a referral submitted by the youth's Care Coordinator.

Procedures:

1. The referral for the parent(s)/guardian(s) should be completed on the DYRS Service Referral Form in the "Case Management" section of the youth's file in the DYRS Database.
2. After a Credible Messenger Service Provider Program Coordinator (or designee) receives the referral from DYRS Referral Specialist, the Program Coordinator will send a referral to the Credible Messenger via email and copy (i.e., cc) the Care Coordinator on the email.
3. The Program Coordinator will contact the parent(s)/guardian(s) to schedule intake.
4. Once face-to-face intake is completed, the Program Coordinator will notify the DYRS Referral Specialist in order to enroll the parent(s)/guardian(s) in the service in the DYRS Database. Parent(s)/guardian(s) will be entered into DYRS Database under the profile of the DYRS youth.
 - a. If a parent(s)/guardian(s) or Care Coordinator requests a specific Credible Messenger Service Provider, the Care Coordinator should specify in the DYRS Service Referral Form and submit to the DYRS Referral Specialist. The request should include a brief justification for why the particular service provider was requested.

III. Contact with Care Coordinators

A. Goals of Contact

1. Within seven (7) business days of a Credible Messenger Mentor(s) receiving a referral, that Credible Messenger Mentor(s) should contact the Care Coordinator to make introductions. Means of communication can include, but are not limited to, telephone calls, emails and in-person contact.
2. The Credible Messenger Mentor(s) must contact the Care Coordinator to discuss goals included in the Success Plan. It is recommended that the Care Coordinator forward a copy of the Success Plan in advance.

B. Frequency of Contact

1. It is expected that the Care Coordinator and the Credible Messenger Mentor(s) will be in frequent contact in-person and phone contact in support of the youth. At a minimum, the Credible Messenger will contact the Care Coordinator every 30 calendar days to give general updates on the success of service delivery.



2. The Credible Messenger and Parent Coach (if applicable) should be present with the Care Coordinator for at least one (1) Home Visit per month to ensure consistent communication about the needs and successes of the family.
3. In addition to regular monthly contact, immediate contact should be made in the following instances if the youth has:
 - a. Demonstrated a major success;
 - b. Not adhered to the terms of the service and assistance is needed from the parent(s)/guardian(s) to help re-engage;
 - c. Missed three (3) consecutive appointments;
 - d. Been reassigned to another staff member (e.g., mentor, tutor) by the Credible Messenger Mentor or changed the conditions of service;
 - e. The Credible Messenger Mentor concerned regarding the safety of the youth;
 - f. Had an event/action take place in his or her life that could potentially impact rehabilitation efforts; or
 - g. If the Credible Messenger Mentor is planning on including him or her in a special activity or trip.

C. Documentation of Contact

1. All communication initiated by the Credible Messenger to the Care Coordinator should be documented by the Credible Messenger in the “Case Notes” section of the youth’s file in the DYRS Database, and all communication (e.g., emails) should include the Credible Messenger Service Provider’s Program Coordinator.
2. All communication initiated by the Care Coordinator to the Credible Messenger should be documented by the Care Coordinator in the “Case Notes” section of the youth’s file in the DYRS Database within two (2) business days.
3. If a Care Coordinator is not responsive, the Program Coordinator will contact the DYRS Credible Messenger Program Manager and the Care Coordinator’s Unit Supervisor to apprise them of the situation.



The Office of Education and Workforce Development

The Office of Education and Workforce Development (sometimes referred to as OEWD), provides academic and vocational support to youth with the goal of strengthening and enhancing the youth's education and employment skills.

I. Education Services

The Education Office provides support around the following education-related matters:

- Suspensions, expulsions and other disciplinary issues
- Drop-out prevention
- Referrals to pro-bono educational advocates and the District of Columbia State Board of Education, Office of the Ombudsman, where appropriate
- Advice regarding out-of-state placements
- School enrollment
- General Education Development (GED) referrals
- Individualized Education Program (IEP) interpretations
- Data and document retrieval
- College enrollment
- Referral for college supports
- Program monitoring and support of educational programs
- Monitoring of all DYRS facilities for educational compliance
- Monitoring of all non Certificate of Approval (COA)-approved schools by the Office of the State Superintendent for Education for educational compliance
- Discharge and education transition
- Frontline contacts with District of Columbia Public Schools (DCPS), Office of the State Superintendent of Education (OSSE), and other agencies regarding education
- Collaboration with outside agencies on the local and federal levels regarding educational issues pertaining to DYRS students

Procedures:

A. Referring Youth and Requesting Records

1. To access any of these supports, please contact the DYRS Referral Specialist at dyrs.servicereferrals@dc.gov and provide the youth's name, type of service request and the youth's availability. The Referral Specialist will contact OEWD with the service request.
2. To request a youth's educational records, please send the Education Records Request Form to dyrs.education@dc.gov (for an electronic copy of a blank form, refer to the Resource Location Lists in Appendix B).
3. If DYRS is unsuccessful in obtaining a youth's record, after several attempts in trying to collaborate with the parent(s)/guardian(s) to get their signature, the Agency may sign on behalf of the parent(s)/guardian(s) as the surrogate parent since the youth is committed to the Agency.



4. The DYRS Education Office has walk-in office hours between 11:00 am – 5:00 pm on Wednesdays, during which time, Care Coordinators and/or youth may meet with members of the Education Office without a scheduled appointment. In order to schedule an appointment on a different day or time, and/or for all other inquiries, please send an email to dyrs.education@dc.gov.
5. To ensure that DCPS monitors all students with IEPs or regular education students outside of the District of Columbia enrolled at Non-Public or Residential Facilities, Care Coordinators must complete the DCPS Annual Enrollment Form and the DCPS Non-Public Unit Residential and Surrounding Counties Memorandum and submit to the Education Office (*for electronic copies of the blank documents, refer to the Resource Location Lists in Appendix B*).

Please Note: Rights given to parents under Part B of the Individuals with Disabilities Act (IDEA) automatically transfer to a child with a disability when that child reaches the age of eighteen. In the District of Columbia, a student shall be presumed competent to assume rights upon reaching age 18, including the rights to make all educational decisions and sign legal documents.²⁸ The school's Special Education Team must discuss the Pre-Transfer of Rights with the youth and his or her family. If the youth's disability classification prevents the youth from making these decisions, parent(s)/ guardian(s) decision making may continue.

B. Youth Attending School in Another Jurisdiction

1. For youth attending school in a surrounding jurisdiction (i.e., MD or VA) that requires a tuition contract, the contract must be completed and submitted in Maryland to the Pupil Accounting Office (this information is located on the Prince George's County Public Schools Tuition Contract). In Virginia, the Immediate Enrollment of Child in Foster Care Form must be filled out and submitted at enrollment to the identified school (*for electronic copies of the blank forms, refer to the Resource Location Lists in Appendix B*).

C. Youth Returning from Residential Placement to the Community

1. The youth's Care Coordinator will notify the Education Team within two (2) business days of the youth's discharge and invite a member of the Education Team to the Discharge Meeting, if warranted.
2. Based on the youth's needs, the Education Team will either reach out to the DCPS Placement Office or collaborate with the Special Education Progress Monitors within two (2) business days to set up an appointment that will initiate the enrollment process upon the youth's discharge.

²⁸ District of Columbia Public Schools, "Transfer of Rights," <http://dcps.dc.gov/page/transfer-rights>.



D. Post-Secondary Education Support

There are two financial resources available through DYRS for eligible youth:

- **The Jerry M. College Support Scholarship:** Assists committed and post-committed youth with vocational or college/university tuition expenses
 - **Student Incentives:** Provide financial rewards to encourage successful academic achievement while enrolled in a vocational program or college/university
1. Staff members looking to access post-secondary education supports for committed or recently approved post-commitment youth through DYRS must email the service request to the DYRS Referral Specialist who will complete the DYRS Service Referral Form and forward it to the Education Team to determine eligibility.
 - a. If the youth is no longer committed, the Post-Commitment Youth Advocate will email dysr.education@dc.gov directly to determine eligibility.
 2. Once the Education Team receives a referral, receipt of the referral will be sent within one (1) business day to the Care Coordinator. A member of the Education Team will contact the youth and family within two (2) business days of acknowledged receipt of the referral.
 3. Members of the Education Team will monitor the youth's progress once enrolled, stay in touch with the program to ensure support of the youth's success and document any relevant notes in the youth's files in the DYRS Database.

The Jerry M. College Support Scholarship College and Vocational Support Program Eligibility Requirements

The student must have earned either a high school diploma or GED within six (6) months of the end of their commitment.

What are the Steps for Obtaining the Scholarship?

The student will complete a Jerry M. College Support Scholarship application by:

1. Submitting a 500-word essay answering these three (3) questions:
 - a. Why do you desire to attend college?
 - b. What are your career goals?
 - c. How will the college support program help you achieve these goals?
2. Being accepted to a career/vocational Institute, community college or college/university.
3. Providing verification of acceptance by producing a letter of acceptance and class schedule.
4. Filling out a Release of Records Form at the school that they will attend.
5. Providing, upon acceptance, the username and password for their school's online system (if applicable).



6. Successfully completing the Free Application for Federal Student Aid (FAFSA) and DC Tuition Assistance Grant (DCTAG) applications (if applicable).

Deadline:

- For Fall enrollment, the deadline for the Scholarship application and essay is July 1
- For Spring enrollment, the deadline for the application and essay is November 1

**Continued Eligibility for Jerry M. Support
[Beyond First (1st) Semester]**

- Eligibility to receive scholarship monies is five (5) years from the date of acceptance into a program.

Second (2nd) Semester Eligibility

- The student must be enrolled for at least six (6) credit hours with a minimum GPA of 2.0 or better for continued eligibility.

Third (3rd) Semester Eligibility and Beyond

- The student must maintain a 2.0 GPA and take at least nine (9) credit hours.

Maximum Eligibility Amount

- The maximum amount that a student can receive on the Jerry M. College Support Scholarship is: \$6,000 per academic year.

Student Incentives for Vocational and College Youth

Incentives go toward resources needed outside of room and board to subsidize items such as: electronic equipment for school, toiletries, bed sheets, hygienic products, paper, pens, or some other needed equipment or tools (i.e., at career institutes). Each student will be allowed a maximum of \$2,500 per academic year based on the following Grade Point Averages (GPAs) and credit hours:

- Semester Final GPA of 2.5 with at least six (6) credit hours = \$500 of eligible funds
- Semester Final GPA of 2.5 with at least 12 credit hours = \$1,000 of eligible funds
- Semester Final GPA of 3.0 with at least 6 credit hours = \$1,000 of eligible funds
- Semester Final GPA of 3.0 with at least 12 credit hours = \$1,250 of eligible funds

Student Incentive Eligibility Amounts

- The maximum incentive amount allowed per academic year is \$2,500, or \$1,250 per semester

Tuition, Room and Board, Administrative Fees

- Students enrolled in a four-year college, university, community college, and/or vocational program can access up to \$3,000 each Fall and Spring semester.
- A maximum of \$6,000 per academic school year, per student is available that will be paid directly to the institution by DYRS.

Disbursements may not subsidize:

- Emergencies
- Loan forgiveness
- Off-campus housing



II. Workforce Development Services

Workforce Development will work with DYRS youth to become successful applicants for employment. Care Coordinators can serve as partners in the process by checking on the youth's progress once enrolled in Workforce Development Services, helping the youth to address any barriers to their progress and continuing to follow up to support and celebrate the youth's success.

Procedures:

A. Referring Youth

1. Care Coordinators must ensure that each youth has government-issued photo identification (ID) and a Social Security Card at the time of referral.
2. To access unsubsidized employment, on-the-job-training and/or apprenticeship opportunities on behalf of youth, please contact the DYRS Referral Specialist at drys.servicereferrals@dc.gov and provide the youth's name, type of service request and the youth's availability. The Referral Specialist will contact the OEWD with the service request.
3. The DYRS Workforce Development Office has office hours between 8:00 am - 5:00 pm, Monday through Thursday, during which time, Care Coordinators and/or youth may meet with members of the Workforce Development Office.
4. The DYRS Workforce Development Office will contact the youth within two (2) business days of the referral to schedule an appointment to register for Workforce Development Services.

B. Registration

1. The youth will complete an Individual Career Plan (ICP), the Comprehensive Adult Student Assessment System (CASAS) (if not previously completed), and a Career Assessment during registration.
2. After completing the online registration, the youth and the Workforce Development Specialist will review the results of the CASAS and Career Assessment. Based on the results, the youth will be assigned to the two-week Professional Development Training conducted at an AC site. (For more information about the training location and schedule, contact OEWD.)
3. If the youth is attending school, he or she will enroll in the 4:00 pm training session, and if the youth is not in school, the 8:00 am session.

C. Professional Development Training

1. During the Professional Development Training, the youth will participate in sessions on job readiness, soft skills development and workplace etiquette.
2. The Workforce Development Specialist will assist the youth in creating resumes and developing interview skills, including practice through mock interviews. Professional clothing will also be provided.



D. Job Placement

1. The youth must have 90 percent attendance in the Professional Development class to be eligible for job interviews.
2. Once the youth has completed 75 percent of the class consistently, the Workforce Development Specialist will begin scheduling interviews for Employment Placement.

Please Note: OEWD strives to identify opportunities and schedule interviews for youth in their area of career interest. However, there is no guarantee that a relevant opportunity will be open at the time the youth is seeking employment. Most youth will interview for entry-level positions. The level will depend on the youth's skills and experience.

E. Retention Incentive Program

1. Once the youth becomes employed, he or she can participate in the Retention Incentive Program.
2. The Workforce Development Specialist will review the Incentive Program with the youth.
3. The youth must provide paystubs to receive gift cards at every incentive point. The Youth also must attend the Financial Literacy class (currently offered at either AC site), open a bank account and develop a working budget.

F. Job Placement Supportive Services

1. The OEWD will continue to communicate with employed youth for up to six (6) months via telephone and/or text weekly.
2. The youth and the Workforce Development Specialist will discuss the youth's employment successes, and if there are any barriers preventing the youth from going to work, will help the youth address them.
3. The Workforce Development Specialist will also attempt to follow up bi-weekly with the employer regarding the youth's progress.

G. Drug Testing

1. The youth must pass (i.e., test "negative") a mandatory drug test through DYRS, where applicable, to apply for certain positions.
2. If the youth tests "positive," he or she will be given the option by the Care Coordinator to enroll in an out-patient treatment program. Upon completion of the program and a clean test, the OEWD, where possible, will resume supporting the youth in targeting the original position the youth was seeking.

H. Monitoring and Reporting Youth Progress

1. The Workforce Development Specialist will document all Workforce Development Program activities (i.e., phone calls, assessments, training sessions, incentives, and employer contacts) in the "Case Notes" section of the youth's file in the DYRS Database.



Please Note: Codes may include Workforce Preparation, Workforce Job Development, Workforce Job Readiness, and Workforce Unsubsidized Employment.

2. A member of the Workforce Development Team will also participate in a youth's TDM Meeting, where possible and as needed, to report on the youth's progress and/or to identify any challenges where additional support is needed.



Connecting with a Core Service Agency

Many committed youth have a mental health diagnosis or co-occurring disorders. For youth with mental health diagnoses, Care Coordinators must ensure youth are linked to a local Core Service Agency, which is monitored by the District of Columbia Department of Behavioral Health (DBH).

Procedures:

I. Connecting Youth to a Core Service Agency (CSA)

A. Making the Referral

If a youth is in need of mental health services and is not already connected to a CSA, a referral can be made the following way:

1. With the parent(s)/guardian(s) and youth (or just the youth, if over age 18), call the DBH Access Helpline at 1-888-7WE-HELP. A representative will guide the Care Coordinator and parent(s)/guardian(s) through the process of linking to a CSA and obtaining an initial diagnostic and assessment intake appointment. **The Care Coordinator cannot call the access helpline without having the parent(s)/guardian(s) or adult youth on the phone with them.**
 - a. The CSA will complete the intake and determine the youth's eligibility and the recommended services.
 - b. The youth may be referred back to a CSA they have worked with previously, but will still require another intake appointment if it has been a significant amount of time since the youth has worked with the agency.
 - c. If the youth or parent(s)/guardian(s) is requesting a specific CSA or specifying a CSA with which they do not want to work, please let the Access Helpline representative know when making the request.

II. For Youth Connected to a CSA

A. Connected but Not Attending Services

If the youth is connected to a CSA but not attending services:

1. The Care Coordinator must schedule a meeting with the youth, parent(s)/guardian(s) and CSA to discuss the barriers to engagement and participation and problem solve solutions.
2. The Care Coordinator will work with the CSA to make every effort to assist the youth in need with connecting to services.

B. Linked at Commitment

If the youth is already linked at the time of Commitment:

1. The Care Coordinator must follow up with the CSA to establish a relationship and determine which service(s) the youth is receiving.
2. In addition, the Care Coordinator must obtain the contact information for the CSA professional(s) assigned to the youth for collaboration purposes.



Substance Use Services

Youth who test positive for illicit substances or who demonstrate behavior indicative of substance use (e.g., smelling like marijuana or alcohol, red eyes, bizarre behavior, behavior patterns centered around acquisition and use) should be referred for substance abuse treatment through an Adolescent Substance Treatment Expansion Program (ASTEP) Provider (<http://dc.gov/service/adolescent-substance-abuse-treatment-astep>).

These are the only providers in the District of Columbia who can make a referral to the Addiction Prevention and Recovery Administration (APRA) to fund inpatient substance abuse treatment. For youth who are HSCSN Plan beneficiaries, the Care Manager at HSCSN should be contacted to make the appropriate referrals.

Procedures:

A. Referring Youth

1. An ASTEP Provider should be contacted to make a referral for an intake assessment. At intake, a Global Appraisal of Individual Needs-Initial (GAIN-I) assessment will be completed to determine the level of treatment needed. Services can begin thereafter.
2. The Care Coordinator must monitor the youth's attendance and engagement in outpatient substance treatment. The Care Coordinator should provide a Release of Information Form to the service provider so information can be shared regularly and progress reports can be obtained (*for an electronic copy of a sample form, refer to the Resource Location Lists in Appendix B*).
3. If the youth is unsuccessful in outpatient treatment, even after intervention from the ASTEP Provider and Care Coordinator, the ASTEP Provider should make a recommendation to APRA for inpatient treatment and the Care Coordinator should begin the DYRS placement process to meet this need.
4. **Youth cannot be linked to a CSA or ASTEP Provider if they do not have active DC Medicaid Health Insurance.** Prior to linking to a CSA, use the Interactive Voice Response (IVR) system to determine the youth's current insurance status (*for an electronic copy of "How to Determine DC Medicaid Status," refer to the Reference Guides listed in Appendix C*).
5. The Care Coordinator must assist the parent(s)/guardian(s) (or youth, if over 18 years of age and without parental support) with reapplying for DC Medicaid if the youth's insurance has lapsed.
6. To apply or recertify for DC Medicaid with a youth or his or her parent(s)/guardian(s), go to the nearest District of Columbia Human Services Economic Security Administration (ESA) Service Center (check this website for the list of locations, if needed: <http://dhs.dc.gov/node/117522>).
7. If a youth has private insurance, substance abuse and mental health services should be identified through the private insurance's network of providers.

*For more information about **accessing a youth's insurance**, refer to the **Medical Necessity and Accessing Medicaid procedures** located in the **Placement Determination and Support for Committed Youth** section in the handbook.*



Giving Back: Youth Serving the Community

Community service enables committed youth to reconnect with their community in a positive way and if structured appropriately, can reduce recidivism and improve public safety by engaging youth in the community and teaching them leadership skills. Community service allows youth to see a community need and to meet it. It also provides a way to understand the impact of positive action in service to others.

A. Requirements

All youth committed to DYRS must complete the following community service hours, if applicable, preferably within their own community, prior to their commitment expiration:

- a. A minimum of five (5) hours of community service per month that youth are placed in the community;
- b. Community service hours required by out-of-home placement providers, if any; and/or
- c. For youth enrolled in District of Columbia Public Schools, a *minimum* of 100 hours is required to graduate.

B. Agency Offerings

Care Coordinators can help youth identify community service opportunities by way of the following:

- **Community Activities:** Youth and their families are able to select opportunities from the monthly calendar provided by email to Care Coordinators and DYRS staff. These activities will also be published in the DYRS newsletter. If a Care Coordinator becomes aware of an opportunity they may refer a youth.
- **DYRS Youth Council:** By participating in the Youth Council, youth have access to an array of community service opportunities and can earn community service hours. The Youth Council is a DYRS service group focused on youth development and is an opportunity for justice-involved youth to present a different image of themselves. Youth Council members also take the lead in planning events. Youth who are compliant with their CPA may be referred by their Care Coordinator for unique leadership and service opportunities only open to Youth Council members (*for an electronic copy of the eligibility and referral criteria, refer to the Resource Location Lists Appendix B*).
- **Youth Proposal for a Project:** The youth must be able to demonstrate that his or her project will provide a community benefit. The project will be approved, verified and documented by the Care Coordinator.
- **Youth in Secure Placements:** These youth may also have an opportunity to engage in community service offsite, based on the criteria at each placement, and/or where applicable, court-ordered requirements of the youth (e.g., restitution).



For all community service, it is recommended that a discussion of opportunities and the youth's service progress be a natural part of each TDM Meeting or monthly team meeting (based on the youth's placement) and included in the Success Plan (if appropriate).

Procedures:

A. Referring Youth

1. Care Coordinators will help youth to understand the requirements and the options for community service.
2. Youth can be referred for community service to the AC and/or the Youth Council via their Care Coordinator. Any DYRS staff member or parent(s)/guardian(s) can suggest a youth for these opportunities, but the referral must come from the Care Coordinator.
3. For the AC, the Program Manager and for the Youth Council, a Youth Council Advisor will reach out to the youth once the referral is received. Referred youth must be compliant with their CPA, demonstrate positive behavior and have an interest in promoting effective change locally and/or internationally.

B. Monitoring and Reporting Youth Progress

1. It is the Care Coordinator's responsibility to track all youth service hours and to ensure that the youth provide all required documentation for completion. Depending on the point of entry (e.g., the AC), an "Activity" or "Outcome" note should be entered into the youth's file in the DYRS Database by the AC or Youth Council staff responsible for supervision of the community service placement(s).
2. Any accompanying documentation of completed hours must be scanned and uploaded to the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of receipt. Otherwise, an "Activity" or "Outcome" note detailing the community service (i.e., who, what, where, when and why) may be used.
3. For DCPS students, complete the Community Service Form and forward it to the youth's DCPS placement to ensure credit for completion of the requirement (*for an electronic copy of a blank form, refer to the Resource Location Lists in Appendix B*).



Graduated Responses: Rewards and Sanctions

An effective graduated response system includes sanctions that are “swift, certain and proportionate” and incentives that “promote and reinforce” compliance.²⁹ Ideally, a combination of both strategies is used with a ratio of 4:1 rewards to sanctions.³⁰ Graduated responses can potentially impact the level of supervision and the level of placement restriction youth are subject to, depending on how the sanctions or incentives are implemented. A sanction for a High-level violation of the CPA could lead to higher levels of supervision in the community, such as Electronic Monitoring (GPS). Interventions are included in the strategy to change unwanted behavior and may also be used to reduce the likelihood of a higher level of placement.

A. Graduated Responses: Positive Youth Behavior, Incentives and Rewards

Achievement in education or work or other evidence of positive engagement in activities (including keeping all appointments with DCYL, AC, OEWD, the Credible Messenger Initiative or other services), can all be opportunities to reward youth and encourage continued progress. Additionally, positive recognition for abiding by the terms of the CPA is an important and integral part of helping youth develop sound decision-making skills. Rewards should match the significance of the achievement, be individualized and based on youth’s interests, motivators and needs.

Procedures:

1. AC, DCYL and OEWD staff and contractors may request that a youth be rewarded for their achievements. However, all requests and decisions around rewards must go through the Care Coordinator.
2. A review of youth behaviors should happen on a regular basis, and at a minimum, coincide with the 90-day care planning meeting. Ideally, rewards are given soon after the positive behavior occurs, whenever possible.
3. The following tables provide examples of positive youth behaviors and ideas for graduated responses that provide incentives for and/or reward for those behaviors.
4. Graduated rewards should be recorded in the “Graduated Responses – Rewards” section of the youth’s file in the DYRS Database within two (2) business days of the delivery of the reward.

³⁰ American Probation and Parole Association, in partnership with National Center for State Courts and the Pew Charitable Trusts, “Effective Responses to Offender Behavior: Lessons Learned for Probation and Parole Supervision (2013),” <https://csgjusticecenter.org/reentry/publications/effective-responses-to-offender-behavior-lessons-learned-for-probation-and-parole-supervision/>.



The continuum of incentives and rewards is meant to align with a youth’s achievement of short- and long-term goals. Suggested incentives for youth range from providing acknowledgement for shorter-term goals [e.g., attending meetings regularly for one (1) month], to reducing a youth’s level of supervision for longer-term goals [e.g., attending meetings regularly for six (6) months].

Table 1: Incentives and Rewards
(Examples are not exhaustive)

The list below describes a continuum of incentives and rewards for youth who demonstrate positive behaviors. This list does not suggest youth should be rewarded every time they engage in positive behavior, but the overall aim is to celebrate youth success.

Incentives for Positive Behaviors Short-Term		Incentives for Positive Behaviors Long-Term	
Positive Acknowledgement and Recognition for Progress and Compliance	Earned Privileges	Modifications to Non-Treatment Conditions of the CPA	Reduced Level of Supervision and Early Termination
<ul style="list-style-type: none"> ▪ Express verbal praise ▪ Send a praise letter to youth ▪ Send a praise letter to parent(s)/ guardian(s) ▪ Provide a certificate of achievement ▪ Publicly display work ▪ Send a positive letter home from DYRS Director ▪ Pizza party, ice cream sundaes, group celebration 	<ul style="list-style-type: none"> ▪ Extend curfew for a special occasion ▪ Allow attendance at a special event ▪ Provide a home pass ▪ Allow a recreational outing ▪ Provide a movie pass, gift card, sporting event ticket ▪ Purchase a desired item (e.g., electronics, clothing, shoes, make-up) 	<ul style="list-style-type: none"> ▪ Remove exclusion zone ▪ Remove GPS ▪ Reduce frequency or discontinue drug screens ▪ Extend curfew generally ▪ Allow previously restricted activity 	<ul style="list-style-type: none"> ▪ Step down to less restrictive placement ▪ Reduce frequency of contacts with Care Coordinator ▪ Close the youth’s case and end court-involved supervision



Table 2: Positive Youth Behaviors
(Examples are not exhaustive)

Here are **examples** of the types of behaviors that enable youth to achieve both short- and long-term goals. The list highlights positive behaviors that might be distinguished throughout the PYJ domains and includes basic compliance with the CPA and DYRS GPS Basic Guideline Agreement Contract.

Domain	Behaviors	
	Short-Term	Long-Term
Education	<ul style="list-style-type: none"> ▪ Attend school consistently ▪ Achieve academically <ul style="list-style-type: none"> ◆ Show good test scores ◆ Show good grades ◆ Show good progress reports ▪ Establish connectedness with school <ul style="list-style-type: none"> ◆ Join extracurricular organization ◆ Take leadership role in organization ◆ Form relationship with counselor ▪ Have no office disciplinary referrals ▪ Make progress toward goals in Individualized Education Program (IEP) 	<ul style="list-style-type: none"> ▪ Advance a grade level, complete Carnegie Units ▪ Obtain GED ▪ Obtain high school diploma ▪ Pursue post-high school education ▪ Prepare for SAT ▪ Take SAT ▪ Apply to college ▪ Plan for vocational/technical skills program ▪ Attend vocational/technical skills program ▪ Apply for financial aid
Workforce Development	<ul style="list-style-type: none"> ▪ Develop resume ▪ Participate in job shadowing ▪ Submit job application ▪ Complete mock interview ▪ Obtain job ▪ Attend work consistently ▪ Attend work on time ▪ Participate in a workforce development program consistently ▪ Participate in vocational training program ▪ Enroll in driver's education program ▪ Participate in driver's education program ▪ Obtain Learner's Permit ▪ Obtain government-issued identification (ID) ▪ Obtain birth certificate ▪ Obtain Social Security Card 	<ul style="list-style-type: none"> ▪ Successfully complete workforce development programs ▪ Successfully complete vocational training program ▪ Obtain trade certificate ▪ Obtain driver's license ▪ Maintain employment for an extended period of time



	Behaviors	
Domain	Short-Term	Long-Term
Safe and Supportive Living Arrangements	<ul style="list-style-type: none"> ▪ Youth at home: <ul style="list-style-type: none"> ◆ Abide by curfew ◆ Do chores ◆ Follow household rules ◆ Maintain good relationships with neighbor(s) ◆ Follow good safety practices (e.g., fire prevention, keeping weapons out) ▪ Youth in Independent Living: <ul style="list-style-type: none"> ◆ Abide by curfew ◆ Follow good hygiene practices ◆ Follow program rules ◆ Keep apartment clean ◆ Follow good safety practices (e.g., fire prevention, keeping weapons out) ◆ Maintain good relationship with roommate(s) ◆ Avoid complaints from management ▪ Youth in group home: <ul style="list-style-type: none"> ◆ Abide by curfew ◆ Do chores ◆ Follow program rules ◆ Maintain good relationship with roommate(s) ◆ Maintain good relationships with staff (e.g., no Unusual Incident Reports) ◆ Participate in programming ▪ Register for subsidized housing 	<ul style="list-style-type: none"> ▪ Youth in Independent Living: <ul style="list-style-type: none"> ◆ Obtain own apartment ▪ Youth in group home: <ul style="list-style-type: none"> ◆ Successfully transition from group home to home
Positive Relationships with Family Members	<ul style="list-style-type: none"> ▪ Participate in parenting class consistently ▪ Develop parenting skills ▪ Pay child support/contribute to child's needs ▪ Participate in anger management program consistently ▪ Participate in family therapy/MST/FFT consistently ▪ Mentor younger sibling(s) ▪ Initiate or rebuild relationship with family member 	<ul style="list-style-type: none"> ▪ Successfully complete parenting class ▪ Successfully complete anger management program ▪ Successfully complete family therapy/MST/FFT
Connections with the Community	<ul style="list-style-type: none"> ▪ Complete community service ▪ Register to vote ▪ Attend community meeting [e.g., Advisory Neighborhood Commission (ANC), Pretrial Services Agency (PSA), City Council meeting] 	<ul style="list-style-type: none"> ▪ Vote ▪ Testify/speak at ANC / PSA/City Council/ community meeting

Domain	Behaviors	
	Short-Term	Long-Term
Health and Mental Health	<ul style="list-style-type: none"> ▪ Get tested for HIV/STDs ▪ Pass a drug test ▪ Get annual physical ▪ Go to dentist ▪ Participate in smoking cessation class/intervention ▪ Maintain good hygiene ▪ Take first aid/CPR class ▪ Attend gym/exercise consistently ▪ Maintain a healthy diet ▪ Follow prescribed usage for medication prescribed ▪ Practice good medication management ▪ Participate in healthy cooking/ culinary arts classes ▪ Participate in therapy consistently ▪ Complete discussion of safe sex with Care Coordinator or mentor 	<ul style="list-style-type: none"> ▪ Stop smoking ▪ Stay drug free
Self-Expression and Creativity	<ul style="list-style-type: none"> ▪ Keep journal ▪ Compose poetry/story ▪ Compose music ▪ Participate in arts programming ▪ Record music/rap ▪ Participate in drama ▪ Participate in drawing/painting ▪ Participate in dance (e.g., Beat the Feet) ▪ Participate in photography 	<ul style="list-style-type: none"> ▪ Publicly present art or other form of self-expression ▪ Participate in youth radio/ TV (e.g., Access TV)
Basic Compliance with Community Placement and Electronic Monitoring Agreements	<ul style="list-style-type: none"> ▪ Attend all meetings with Care Coordinator for set number of months ▪ Complete terms of Electronic Monitoring Agreement for set amount of time ▪ Comply with curfew for set amount of time ▪ Consistently attend and participate in services ▪ Have clean urine screens or reduced levels for set amount of time ▪ Make restitution payments independently 	<ul style="list-style-type: none"> ▪ Complete restitution payments ▪ Attend all meetings with Care Coordinator for six (6) months ▪ Comply with curfew for six (6) months ▪ Attend all service appointments and programs for six (6) months in a row. ▪ Have clean drug screens for six (6) months in a row ▪ Comply with terms of Electronic Monitoring Agreement for set amount of time ▪ Complete other CPA requirements/goals
Personal Goal Achievement	<ul style="list-style-type: none"> ▪ Complete an action step in Success Plan 	<ul style="list-style-type: none"> ▪ Complete a personal goal in Success Plan

B. Graduated Responses: Sanctions

A system of graduated responses is designed to calibrate the youth's unwanted behavior, which usually is also in violation of the CPA, to an appropriate consequence. Consequences will increase in severity with multiple infractions. Graduated responses allow for a more consistent and systematic approach to applying consequences to behaviors and should prevent the placement of youth in a facility for more minor incidents (e.g., not attending school), while also creating alternatives for Care Coordinators to address more serious or repeated behaviors. Notably, graduated responses are not meant to eliminate staff discretion but to provide a range of options to address unwanted behavior. The Graduated Response System includes consequences ranging from verbal admonishments and earlier curfews to a Community Status Review Hearing (CSRH).

Placing youth in secure facilities removes them from their communities and families, which can deprive youth of valuable supports and opportunities that promote long-term success. In addition, placement in secure facilities has been found to have unintended negative consequences on youths' long-term outcomes,^{31 32} including decreased educational attainment and work prospects.³³ To that end, **DYRS aims to make placement in secure facilities a response of last resort.**

Procedures:

1. AC, DCYL, OEWD and Credible Messenger staff and contractors may request that a youth face consequences for their behavior. **However, all requests for sanctions must go through the Care Coordinator.**
2. Use Table 3: Ranking Violations by severity as a guide to assigning a Severity Level of "Low," "Medium" or "High."
3. Using the DYRS Graduated Sanctions Matrix, find the sanctions and interventions that match both the youth's **Violation by Severity Level** and the youth's **Community Placement Type**.
 - a. Sanctions and interventions are purposefully separated in order to highlight that unwanted behavior may be best addressed using either interventions or sanctions or some combination thereof. Interventions are intended to address underlying problems.
Please Note: It is critical that these two categories be kept distinct and that interventions and/or services are not viewed by youth as sanctions so as not to jeopardize their willingness to engage and participate.
 - b. The watermarked numbers in each box of the grid were added to clarify how individual cells correspond to one another. The numbers represent the level of the graduated response with **Level 1** being the least serious to **Level 3** being the most serious.

³¹ Holly Nguyen, Thomas A. Loughran, Ray Paternoster, Jeffrey Fagan and Alex R. Piquero, "Institutional Placement and Illegal Earnings: Examining the Crime School Hypothesis," *Journal of Quantitative Criminology*, (2016), Advance online publication

³² Uberto Gatti, Richard E. Tremblay and Frank Vitaro, "Iatrogenic Effect of Juvenile Justice," *Journal of Child Psychology & Psychiatry* 50 (2009): 991-998.

³³ National Research Council, "Reforming Juvenile Justice: A Developmental Approach," Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers and Julie A. Schuck, Eds., Committee on Law and Justice, Division of Behavioral and Social Sciences and Education (Washington, DC: The National Academies Press, 2013)



4. If a youth does not adhere to the terms of the sanction within the time set by the Care Coordinator, the Violation by Severity Level may be increased and the process will repeat.
5. Care Coordinators must address violations of the CPA within two (2) business days of the violation and should not wait for violations to accumulate, thereby skipping over the increased consequences in the Graduated Response Matrix. The Care Coordinator should use the CSRH as a last resort after a series of graduated sanctions have been used. A sanction of up to five (5) days at the Youth Services Center (YSC) may also be used as a last resort.
6. Graduated responses should be recorded in the “Graduated Responses – Sanctions” section of the youth’s file in the DYRS Database within two (2) business days of the notice of the behavior.
7. **Graduated Sanctions do not apply in the following cases:**
 - a. The youth is a clear and present danger to him or herself or others (as defined in the Title 29, Chapter 12 of the District of Columbia Municipal Regulations), which automatically initiates a CSRH.
 - b. The youth has been charged with a dangerous crime or a crime of violence as defined in District of Columbia Regulation 23-1331, which automatically initiates a CSRH.

Please Note: The table on the following page provides examples of violations by severity to be used with the Graduated Sanctions Matrix. Notably, most of the violations in this table are violations of the CPA; however, there may be some occasions where graduated sanctions are used to address CAFAS—defined illegal behavior. It is important to recognize the same type of violation may not represent the same level of severity for all youth.



Table 3: Ranking Violations by Severity
(Examples are not exhaustive)

Low Violation	Medium Violation	High Violation
1 Behavior occurs once or twice	2 Behavior occurs multiple times in a short period or a general increase in the intensity of non-compliant behavior	3 Behavior demonstrates a reoccurring or chronic pattern of non-compliance and/or non-compliance continues to escalate
<p>Appointments:</p> <ul style="list-style-type: none"> Missing one (1) or two (2) scheduled service appointments in one month Missing one (1) scheduled appointment (any type) with Care Coordinator 	<p>Appointments:</p> <ul style="list-style-type: none"> Missing more than two (2) scheduled service appointments in one month Missing more than one (1) scheduled appointment (any type) with Care Coordinator in one (1) month 	<p>Appointments:</p> <ul style="list-style-type: none"> No contact with Care Coordinator for more than 14 days Chronic non-attendance at service appointments
<p>Curfew:</p> <ul style="list-style-type: none"> Returning home or to group home past curfew more than an hour (but not away overnight) Returning home or to a group home past curfew once (1) or twice (2) in one (1) week (but not away overnight) <p>Overnight/Runaway Behavior:</p> <ul style="list-style-type: none"> Away from home or group home overnight for one (1) night <p>School:</p> <ul style="list-style-type: none"> One (1) or two (2) unexcused absences from school Performing poorly at school (e.g., poor behavior, lack of participation) <p>GPS Conditions:</p> <ul style="list-style-type: none"> Refusing to charge GPS device (allowing battery to get to "Low") <p>CPA Compliance:</p> <ul style="list-style-type: none"> Isolated incident of CPA non-compliance <p>Substance Use:</p> <ul style="list-style-type: none"> Missing scheduled drug test 	<p>Curfew:</p> <ul style="list-style-type: none"> Returning home or to group home past curfew more than two (2) hours (but not away overnight) Returning home or to a group home past curfew once (1) or twice (2) in one week (but not away overnight) <p>Overnight/Runaway Behavior:</p> <ul style="list-style-type: none"> Away from home or group home overnight for two (2) nights <p>School:</p> <ul style="list-style-type: none"> Multiple unexcused absences in a short period of time Getting a school suspension <p>GPS Conditions:</p> <ul style="list-style-type: none"> Refusing to charge GPS device (allowing battery to get to "Critical") <p>CPA/Legal Compliance:</p> <ul style="list-style-type: none"> Multiple instances of non-compliance with CPA over a short period Substantial evidence of/or engaging in illegal activity defined by the CAFAS as "Minor Legal Violations" and/or delinquent behavior <p>Substance Abuse:</p> <ul style="list-style-type: none"> Refusing to drug test or to produce sample 	<p>Curfew:</p> <ul style="list-style-type: none"> Returning home or to group home past curfew more than three (3) times in one (1) week (but not away overnight) <p>Overnight/Runaway Behavior:</p> <ul style="list-style-type: none"> Away from home or group home overnight three (3) or more nights <p>School:</p> <ul style="list-style-type: none"> Chronic non-attendance at school Getting suspended twice (2) or more in one (1) school year Getting expelled from school <p>GPS Conditions:</p> <ul style="list-style-type: none"> Cutting strap on GPS device Intentionally shielding or submerging GPS device Refusing to charge GPS device (allowing the device to go "Dead") <p>CPA/Legal Compliance:</p> <ul style="list-style-type: none"> Refusing to consistently comply with CPA Substantial evidence of/ or engaging in illegal activity defined by the CAFAS as "Serious Violations" and/ or REPEATED "Minor Legal Violations" and/or delinquent behavior <p>Substance Abuse:</p> <ul style="list-style-type: none"> Testing positive repeatedly for any drug Refusing to drug test or to produce sample more than once (1)

Table 4: DYRS Sanctions Matrix

Use Table 3: Ranking Violations by Severity above to determine the related Sanction Level and possible sanction in the table below.

		Level of Violation Severity		
		Low	Medium	High
Community Placement Type	Less Restrictive (Home or CFSA Foster Home)	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services for a maximum of two (2) weeks Set earlier curfew for youth for a maximum of two (2) weeks Increase face-to-face contacts with Care Coordinator for a maximum of two (2) weeks Send non-compliance letter to youth and parent(s)/guardian(s) Suspend monetary incentive for one (1) week <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting between youth and Care Coordinator Refer youth to Youth Engagement Specialist/Credible Messenger for additional support 	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services for a maximum of two (2) weeks Set earlier curfew for youth for a maximum of two (2) weeks Increase face-to-face contacts with Care Coordinator for a maximum of two (2) weeks Send non-compliance letter to youth and parent(s)/guardian(s) Suspend monetary incentive for one (1) week <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting between youth and Care Coordinator Refer youth to Youth Engagement Specialist/Credible Messenger for additional support Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference 	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services for a maximum of 30 days Set earlier curfew for youth for a maximum of 30 days Increase face-to-face contact with Care Coordinator for a maximum of 30 days Send non-compliance letter to youth and parent(s)/guardian(s) Place youth on GPS monitoring for a maximum of two (2) weeks Suspend monetary incentive for two (2) weeks <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting with youth's parent(s)/guardian(s) and Care Coordinator Require parent(s)/guardian(s) and youth to meet with DYRS Program Manager/Supervisors Convene Emergency TDM or MDT Meeting Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference
	Moderately Restrictive (Group Home, DYRS Foster Home or SILP without GPS; Home or CFSA Foster Home with GPS)	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services for a maximum of two (2) weeks Set earlier curfew for youth for a maximum of two (2) weeks Increase face-to-face contacts with Care Coordinator for a maximum of two (2) weeks Send non-compliance letter to youth and parent(s)/guardian(s) Suspend monetary incentive for one (1) week <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting between youth and Care Coordinator Refer youth to Youth Engagement Specialist/Credible Messenger for additional support Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference 	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services for a maximum of 30 days Set earlier curfew for youth for a maximum of 30 days Increase face-to-face contacts with Care Coordinator for a maximum of 30 days Send non-compliance letter to youth parent(s)/guardian(s) Place youth on GPS monitoring if not already for a maximum of two (2) weeks If already on GPS, extend for an additional maximum of two (2) weeks Add exclusion zone (if youth is on GPS) Place youth on house arrest for one (1) weekend (if on GPS) Suspend monetary incentive for two (2) weeks <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting with youth, parent(s)/guardian(s) and Care Coordinator Require parent(s)/guardian(s) and youth to meet with DYRS Program Manager/Unit Supervisors Convene Emergency TDM or MDT Meeting Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference 	<ul style="list-style-type: none"> Set earlier curfew for youth for a maximum of 45 days Increase face-to-face contacts with Care Coordinator for a maximum of 45 days Place youth on GPS monitoring for a maximum of 30 days If already on GPS, extend for an additional maximum of two weeks Add exclusion zone (if youth is on GPS) Place youth on house arrest for one (1) weekend (if youth is on GPS) Restrict youth to Community Program Initiative programming only Suspend monetary incentive for four (4) weeks Request for CSRH <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene emergency TDM or MDT Meeting Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference
	More Restrictive (Group Home, DYRS Foster Home or SILP with GPS)	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services (for a maximum of 30 days) Set earlier curfew for youth (for a maximum of 30 days) Increase face-to-face contacts with Care Coordinator (for a maximum of 30 days) Send non-compliance letter to youth parent(s)/guardian(s) Extend GPS monitoring for an additional maximum of two (2) weeks Add exclusion zone (if youth is on GPS) Place youth on house arrest for one (1) weekend (if youth is on GPS) Youth restricted to Community Program Initiative Programming only Suspend monetary incentive for two (2) weeks <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting with youth, parent(s)/guardian(s), and Care Coordinator Require parent(s)/guardian(s) and youth to meet with DYRS Program Manager/Supervisors Convene Emergency TDM or MDT Meeting Refer youth for additional assessment (e.g., GAIN-I) Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference 	<ul style="list-style-type: none"> Verbally reprimand youth Require youth to complete writing assignment Require youth to obtain signatures to verify attendance at school and/or services (for a maximum of 30 days) Set earlier curfew for youth (for a maximum of 30 days) Increase face-to-face contacts with Care Coordinator (for a maximum of 30 days) Send non-compliance letter to youth parent(s)/guardian(s) Extend GPS monitoring for an additional maximum of two (2) weeks Add exclusion zone (if youth is on GPS) Place youth on house arrest for one (1) weekend (if youth is on GPS) Restrict youth to Community Program Initiative Programming only Suspend monetary incentive for two (2) weeks <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene intervention meeting with youth, parent(s)/guardian(s) and Care Coordinator Require parent(s)/guardian(s) and youth to meet with DYRS Program Manager/Supervisors Convene Emergency TDM or MDT Meeting Refer youth for additional assessment (e.g., GAIN-I) Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference 	<ul style="list-style-type: none"> Set earlier curfew for youth for a maximum of 45 days Increase face-to-face contacts with Care Coordinator Extend GPS monitoring for an additional maximum of two (2) weeks Add exclusion zone Place youth on house arrest for one (1) weekend (if youth is on GPS) Youth restricted to Community Program Initiative Programming only Suspend monetary incentive for four (4) weeks Request for CSRH <p>Program Service/Intervention:</p> <ul style="list-style-type: none"> Convene Emergency TDM or MDT Meeting Refer youth for additional assessment (e.g., GAIN-I) Refer youth to programming that addresses the behavior (e.g., Individual Therapy, Tutoring, Family Support) Convene Restorative Justice Circle or Conference

Community Status Review Hearings

A Community Status Review Hearing (CSRH) is used to determine whether a youth has violated his or her CPA and to determine whether the level of supervision will change as designated by the level of placement restriction.

Procedures:

A. Mandatory Community Status Review Hearing (CSRH) Request

1. In accordance with District of Columbia Municipal Regulation, Title 29, 1202.2 (*for the full regulation, ask the DYRS General Counsel*), if a committed youth is charged, DYRS must initiate a review of community placement within three (3) business days of receiving notification of the youth being charged for any of the following offenses:
 - a. Homicide or assault with intent to commit homicide;
 - b. Sexual abuse in the 1st or 2nd degree, child sexual abuse or assault with intent to commit one of these offenses;
 - c. Robbery, robbery while armed, assault with intent to commit robbery while armed;
 - d. Carjacking/Armed carjacking;
 - e. Burglary;
 - f. Kidnapping;
 - g. Arson;
 - h. Malicious disfigurement; or
 - i. Mayhem.
2. If a youth is placed in secure detention pending a CSRH, the CSRH must occur within five (5) calendar days of the youth's placement.
3. Additionally, if a youth is placed in secure detention pending a CSRH, a Probable Cause Determination Form must be signed by the Deputy Director of Youth and Family Programs (or designee), within one (1) business day of the youth being in DYRS custody.
4. CSRH packets must be completed, signed by all parties, and submitted to the CSRH Officer within three (3) calendar days of placement in a DYRS secure facility.
5. Care Coordinators must provide a copy of the CSRH packet to the youth and notice of the hearing to the parent(s)/guardian(s) **at least** one (1) calendar day prior to the hearing.

B. Optional CSRH Process

1. In accordance with District of Columbia Municipal Regulation, Title 29, 1202.3 (*for the full regulation, direct the request to the DYRS General Counsel*), DYRS must also initiate a review of community status within three (3) business days and *may* convene a CSRH if:
 - a. DYRS becomes aware that a youth has violated two (2) or more terms of his/her CPA;
 - b. DYRS becomes aware that a youth has violated a single term of his/her CPA at least twice;
 - c. DYRS becomes aware that a youth has unjustifiably absconded from the placement specified in the CPA; or



- d. The Care Coordinator determines, based upon a complete evaluation of the youth's performance under the CPA, that he or she should initiate the Community Status Review process.

C. Documenting the Request for Community Status Review

1. **Rule of Thumb:** All recommendations for a CSRH should be made within four (4) business days of when DYRS becomes aware of a youth's arrest or violation of the community placement agreement.

Proper documentation is the key to ensuring that the requirements of the regulations are met. The proper documentation for recommending a CSRH includes:

- a. Details regarding the circumstances of an arrest, charges or violations of the Community Release Agreement, including the following (if/when applicable):
 - i. The date and time of the offense(s) or violation(s);
 - ii. The arresting officer's report (Form 379); and
 - iii. The nature and seriousness of the charge(s), arrest or violation(s).
 - b. The youth's progress in the community placement before the offense or violation took place.
 - c. A copy of the CPA with the required signatures.
 - d. Efforts made to identify and secure additional or alternative services that might be provided to the youth in the community.
2. **Main Things to Remember:** The Care Coordinator must transmit the required documentation to his or her Unit Supervisor within three (3) business days and include a police report if one exists; if not, the source of information must be indicated.

D. Making the Recommendation

1. **The Unit Supervisor:** Once the Care Coordinator has transmitted the recommendation for a CSRH with the proper documentation to his or her Unit Supervisor, the Supervisor has one (1) business day to review the services provided to the youth, along with all of the submitted documents and make a recommendation to the Care Planning and Coordination Program Manager (or designee).
2. The Unit Supervisor can approve the request for a CSRH or can recommend any of the following with explanation:
 - a. The implementation of additional services by the Care Coordinator;
 - b. A TDM or Service Care Meeting;
 - c. Monthly Group Conference for review and recommendation; or
 - d. Sanction(s).

Please Note: The Unit Supervisor must transmit all recommendations to the Care Planning and Coordination Program Manager (or designee) within one (1) business day of receipt from the Care Coordinator.

3. **The Program Manager:** Upon receiving the recommendation of both the Care Coordinator and Unit Supervisor and all of the supporting documentation, the Care Planning and Coordination Program Manager will make a recommendation to the Deputy Director of the Youth and Family Programs stating whether there is a sufficient basis to schedule a CSRH.



4. **The Care Planning and Coordination Program Manager:** Can approve the request for a CSRH or can recommend any of the following with explanation:
 - a. A TDM or Service Care Meeting;
 - b. Group Conference for review and recommendation;
 - c. Youth Intervention Meeting;
 - d. Alternative community services; or
 - e. Sanction(s).
5. The Care Planning and Coordination Program Manager will document the basis for the recommendation in the youth's file in the DYRS Database within one (1) business day of the decision.
6. **The Deputy Director of the Youth and Family Programs' (or designee)**
Recommendation: The final decision to schedule a CSRH rests with the Deputy Director of the Youth and Family Programs (or designee).
7. The Deputy Director of the Youth and Family Programs (or designee) can approve the request for a CSRH or can recommend any of the following with explanation:
 - a. A TDM or Service Care Meeting;
 - b. Group Conference for review and recommendation;
 - c. Youth Intervention Meeting;
 - d. Alternative community services; or
 - e. Sanction(s).
8. The Deputy Director's approval of the CSRH will occur through a signed Probable Cause Determination Form.
9. The Deputy Director of the Youth and Family Programs (or designee) must transmit all recommendations to the Care Planning and Coordination Program Manager (or designee) within one (1) business day of receipt of the recommendation for a CSRH.

E. Submitting a Complete CSRH Packet

1. The Care Coordinator will submit a complete CSRH packet to the Unit Supervisor in order to present to the CSRH Officer. The packet must include:
 - a. Complete CSRH Request Form (*for an electronic copy of the blank form, refer to the CSRH section under the "Case Management" section of the youth's file in the DYRS Database*);
 - b. Signed CPA;
 - c. Description of the alleged violation(s) with documentation supporting the specific violation(s), including a police report, if applicable;
 - d. Specific date and time of the violations;
 - e. Description of specific interventions to prevent the CSRH process;
 - f. Commitment Court Order; and
 - g. Signed Probable Cause Determination Form (*for an electronic copy of the blank form, refer to the Resource Location Lists in Appendix B*).



2. CSRH packets should be completed by the Care Coordinator in a manner to allow for any Care Coordinator or representative to present the case at the CSRH.

F. CSRH Proceedings

1. The Care Coordinator must attend the CSRH prepared to provide information and any additional documentation to support the need to raise the youth's level of custody. The youth's attorney (or designee) will be in attendance to present the youth's case.
2. If a youth fails to appear at the CSRH, the Care Coordinator is responsible for requesting a Custody Order, and should note in the youth's next TDM Meeting that the youth failed to appear for the CSRH. The CSRH Officer will conduct the hearing without the youth present. If a youth requests a CSRH when they return to their placement, notify the hearing officer.

*For more information about **youth absconding**, refer to the **Abscondence in the Youth and Public Safety Team** procedures in this section of the handbook.*

3. The CSRH Officer will issue written findings within five (5) business days.
 - a. The youth may appeal the decision to the DYRS Director within seven (7) business days of receiving the written findings.



Youth and Public Safety Team

The Youth and Public Safety Team (YPST) is responsible for connecting and monitoring youth who have been referred and placed on an Electronic Monitoring (also known as Global Positioning System or GPS) Device, and/or youth that have absconded from their placements. The YPST provides an additional layer of supervision of youth, with the goal of improving public safety.

Overall, the YPST is responsible for connecting and monitoring the electronic device for each applicable youth. In collaboration with the District of Columbia Metropolitan Police Department (MPD), it is also responsible for searching for youth who have absconded from various placements and building relationships with youth, their families and the community to reduce abscondence and enhance pro-social behaviors.

I. Electronic Monitoring (GPS)

GPS is used in conjunction with other programs, supports and services that encourage youth to take responsibility for their behavior and abide by the expectations of DYRS, family, other supervising agencies, or placements.

A. Criteria

1. A youth connected to an electronic monitoring device is placed in the community, but considered to be in need of a higher level of supervision. He or she may be placed on electronic monitoring for a variety of reasons, including, but not limited to:
 - a. On home confinement or house arrest for a specified timeframe;
 - b. Awaiting next placement at home;
 - c. In lieu of being sent to detention as a sanction (i.e., as directed by a Unit Supervisor and Care Planning and Coordination Program Manager) after failing to abide by the conditions of the CPA;
 - d. Affiliated with “crews” or gang members to prevent/monitor territories cross-over in real time;
 - e. Documented in the DYRS Database as having absconded more than three (3) times within 30 days or has met the threshold for electronic monitoring according to the **Graduated Sanctions Matrix** (*also located in this section of the handbook*);
 - f. Adjudicated for an offense from the list below:
 - i. Homicide or assault with intent to commit homicide;
 - ii. Sexual abuse in the 1st or 2nd degree, child sexual abuse or assault with intent to commit one of these offenses;
 - iii. Robbery, robbery while armed, assault with intent to commit robbery while armed;
 - iv. Carjacking, armed carjacking;
 - v. Burglary;
 - vi. Kidnapping;



- vii. Arson;
 - viii. Malicious disfigurement; or
 - ix. Mayhem
- g. As recommended by the Care Coordinator and Unit Supervisor after properly documented safety concerns. The Care Planning and Coordination Program Manager must approve the final decision.
 - h. If there is reasonable suspicion by Agency staff that he or she is engaged in behavior that may put the youth at a high risk for re-offending or for injury to the youth or community. The Program Manager must approve the final decision.
2. A youth leaving NBYDC, YSC, Residential Treatment Centers (RTCs), Psychiatric Residential Treatment Facilities (PRTFs), or other out-of-state placements may **only** be placed on Electronic Monitoring if they meet the criteria listed above.
 3. Youth will be connected to GPS while on home visits, holidays or special permission passes **only** if they meet any of the above criteria for Electronic Monitoring.

Please Note: Overall, the decision to place a youth on Electronic Monitoring is at the sole discretion of DYRS.

B. Duration

DYRS will place a youth on Electronic Monitoring for an initial period of 30 days.

1. The youth's Care Coordinator may request for an extension of the monitoring period for up to 90 days. However, the GPS device must not be utilized for longer than 90 days unless there are extenuating circumstances, which then require approval from the Unit Supervisor and the Care Planning and Coordination Program Manager.
 - a. The extension past 90 days must be done in 30-day increments.
 - b. The youth must maintain compliance with charging the GPS battery, abiding by curfew and exclusion zones and all other requirements of the DYRS GPS Basic Guideline Agreement Contract.

C. Expected Outcomes

1. These steps are completed to accomplish the following:
 - a. Minimize unnecessary incarceration of youth;
 - b. Decrease the number of GPS device non-compliance alerts (i.e., "Low"/"Dead Battery" alerts and/or curfew violations);
 - c. Decrease unsafe behavior among DYRS youth;
 - d. Enhance youth interactions with positive adults by increasing the numbers of face-to-face contacts with youth on Electronic Monitoring;
 - e. Increase DYRS' ability to locate youth in real-time; and
 - f. Increase youth compliance with the CPA.

Procedures:

A. Referring Youth

1. To connect a youth to an Electronic Monitoring Device, a Care Coordinator should complete a GPS Referral Form (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*) and submit it to the YPST Supervisor.
2. The YPST Supervisor and the Care Coordinator should make arrangements for the youth to be connected to GPS and review the requirements for wearing the device. The youth will sign both the DYRS GPS Basic Guideline Agreement Contract and the GPS Anti-Tampering Emergency Act of 2008 Agreement.
3. In addition to being supervised by a Care Coordinator, the YPST Supervisor will assign each youth on Electronic Monitoring to a YPST member for additional monitoring, support and supervision.

B. Monitoring and Reporting

Both the assigned Care Coordinator and the YPST will receive the youth's GPS device alerts, but the Care Coordinator will be the primary staff person responsible for following up on the alerts. The YPST provides support to the Care Coordinator in the monitoring of the youth's GPS.

Before 9:30 am Monday – Friday

The YPST must make contact with any youth with a battery alert before 9:30 am each morning.

1. If contact is not made or the youth does not comply with charging the GPS device after contact is made, the YPST must conduct a field visit on the same business day to the youth's last known location to address the Electronic Monitoring violation.
2. The YPST will send an email to the Care Coordinator and Unit Supervisor with an update of what occurred and will document attempts and contact with youth in the "Case Notes" section of the youth's file in the DYRS Database.
 - a. In general, the YPST will receive the first "Low Battery" notifications when the GPS device reaches 30 percent battery life. The YPST member will make reasonable efforts to call the youth, group home, home or foster home and will email the Care Coordinator to encourage the youth to charge the device.
 - b. The second "Low Battery" notification will alert when the GPS device reaches 20 percent battery life. A YPST member will be deployed to the youth's location and encourage him or her to charge in the presence of the YPST member.
 - c. The final "Low Battery" notification will come at 10 percent battery life. When this notification is received, a YPST member will be deployed to bring the youth to 450 H Street, NW or 2101 Martin Luther King Avenue, SE to charge his/her device in the assigned location until the device is fully charged.

After 9:30 am Monday – Friday

The assigned Care Coordinator is responsible for addressing GPS device alerts **as they occur throughout the business day**.



1. The Care Coordinator will document attempts and contact with youth in the “Case Notes” section of the youth’s file in the DYRS Database as well as notify the Unit Supervisor of their efforts.
2. If the Care Coordinator receives a “Low,” “Dead” or “Master Tampering” reading during the course of the business day (after 9:30 am), the assigned Care Coordinator is responsible for contacting the youth to address the violation.
 - a. During the business day, the Care Coordinator will receive the **first** “Low Battery” notification when the GPS device reaches 30 percent battery life and will make reasonable efforts to call the youth, parent(s)/guardian(s), group home, home or foster home, and notify the Credible Messenger for assistance with charging the device.
 - b. The **second** “Low Battery” notification will alert when the GPS device reaches 20 percent battery life. The Care Coordinator will be deployed to the youth’s location and encourage him or her to charge in his or her presence.
 - c. The **final** “Low Battery” notification will come at 10 percent battery life. When this notification is received, the Care Coordinator will be deployed to bring the youth to 450 H Street, NW or 2101 Martin Luther King Avenue, SE to charge his/her device until it is fully charged.

Please Note: If the Care Coordinator confirms that the youth is at school when a “Low” or “Dead Battery” alert is received, the Care Coordinator should notify the youth and parent(s)/guardian(s) that the youth is expected to charge the GPS device immediately upon dismissal from the school day.

3. If at any time the youth refuses to charge when given a directive in the presence of a DYRS staff member or leaves before he or she is properly dismissed, the Care Coordinator will submit a Request for Custody Order and the youth will be taken into custody for non-compliance of their Electronic Monitoring Contract.

Please Note: If there are safety concerns with conducting a field visit to the last known location, the Care Coordinator should ask a member of the YPST, a Credible Messenger, colleague, or Unit Supervisor to accompany him or her on the visit.

*For more information about **Custody Order requests**, refer to the **Requesting a Custody Order or Withdrawal procedures** in the **Administrative Requirements** section of the handbook.*

After Hours

If there are GPS alerts or violations **Monday through Friday from 5:30 pm to 6:00 am, on the weekends and/or public holidays**, the YSC Control staff will reach out to the youth to address the violation and document this information in the “Case Notes” section of the youth’s file in the DYRS Database.

1. All efforts to engage the youth must be documented by all the applicable staff in the “Case Notes” section of the youth’s file in the DYRS Database and communicated (i.e., by phone, email, text) to the assigned Care Coordinator within one (1) calendar day.



2. If the Youth Services Center Control staff is unable to make contact with a youth by 6:00 am, he or she will refer the case by email to the YPST to continue efforts to contact the youth and/or bring him or her into compliance.

Please Note: The contracted Electronic Monitoring agency will notify the youth and parent(s)/guardian(s) via the phone number on the GPS referral when there are alerts or violations.

C. Removal of the GPS Device

When a youth has successfully completed the Electronic Monitoring Program or has the program terminated by his or her Care Coordinator, then it is the youth's responsibility to report to the YPST for removal of the GPS device. All GPS devices can only be removed by the YPST (or their designees).

II. Abscondence

When a committed youth does not report as scheduled or has run away from his or her placement, he or she is out of compliance and on "abscondence." Immediate action must be taken to ensure the youth is found and not in danger or a threat to public safety.

Procedures:

A. When a Youth Absconds from an Out-of-Home Placement

1. Placement providers (e.g., foster home, group home, RTC/PRTF) are required to submit a "Request for Custody Order" Form by email to dyrs.cco@dc.gov within the **same** business day.
2. It is the responsibility of a Care Coordinator to ensure the Court Liaison has received the Request for Custody Order within one (1) business day. The Court Liaison should follow up with the court to ensure the Request is signed within the next business day.
 - a. All "Request for Custody Order" Forms completed by the Care Coordinator **MUST** be signed by the Unit Supervisor (or designee). If both are unavailable, the Request should be signed by the Care Planning and Coordination Program Manager.
 - b. The Care Coordinator must ensure that the "Request for Custody Order" Form is scanned and uploaded to the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day.
 - c. After the judge signs it, the Custody Order must be scanned and uploaded to the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of receipt by the Court Liaison. The Care Coordinator must ensure that the Custody Order is in the youth's file in the DYRS Database.
 - d. Whenever a "Request for Custody Order" is submitted, the Care Coordinator must enter a "Case Note" in the youth's file in the DYRS Database stating where he or she would like the youth to be placed and the follow-up plan upon apprehension. This Case Note should be entered under the procedure code "Abscondence Return Plan," within one (1) business day of receipt of the Custody Order.



An **example** of an “Abscondence Return Plan” note is as follows:

“After the Custody Order is quashed in court, the youth should be returned home to parent(s)/guardian(s) pending an emergency TDM Meeting to review appropriate services and supports and update the Success Plan. The Care Coordinator will suggest PRTF Diversion Wrap-Around referral to provide the youth and family additional supports as well as Multi-Systemic Therapy (MST), services to improve parent(s)/youth relationship. Youth and team will develop a safety/abscondence prevention plan during the TDM Meeting to help reduce the likelihood of future abscondences. The youth will remain in home placement after the TDM Meeting providing he/she agrees to the plan for safety and accepts additional community supports.”

3. The Care Coordinator will:
 - a. Notify the YPST, the youth’s parent(s)/guardian(s) and the Credible Messenger within the hour of becoming aware of the abscondence.
 - b. Notify the Utilization Specialist within one (1) business day following the abscondence.
 - c. Provide the YPST with a copy of the Custody Order Request and signed Order, once received.
 - d. Communicate with the youth’s family and Credible Messenger, if applicable, regarding known hangouts and explain the plan for the youth when located.
 - e. Ensure the youth’s abscondence is documented in the “Enrollments” section and check the youth’s last known family residence and known hangouts, which are documented in the “Case Notes” section of the youth’s file in the DYRS Database.
 - f. Notify all service providers of the youth’s abscondence the same day the Custody Order is requested.
 - g. For those youth that are enrolled in any Maryland school for which a tuition contract is required, the Care Coordinator must disenroll the youth from school within two (2) business days of the Custody Order being signed. **It is required that the Care Coordinator obtain a receipt at the time of the withdrawal request.** The proof of receipt must be uploaded in the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of receipt.
4. The YPST will add the youth to their caseload.
5. The Family Court Judge will sign the Custody Order and send to the Criminal Special Proceedings Division.
6. The Criminal Special Proceedings Division will enter the Custody Order into MPD’s Washington Area Law Enforcement System (WALES).
7. MPD will begin looking for the youth.

B. When a Youth Absconds from Home or Ceases Contact with the Care Coordinator (and the Youth is not on GPS)

1. If the youth has not been seen by their parent(s)/guardian(s) within a 12-hour period, upon notification by the parent(s)/guardian(s), the Care Coordinator will request for a Custody Order. The Care Coordinator will also encourage the parent(s)/guardian(s) to file a Missing Person Report with the local police department.
2. The Care Coordinator will notify the Credible Messenger of the inability to locate the youth in order to ascertain information about the youth's whereabouts.
3. The Care Coordinator must notify the Unit Supervisor of the inability to locate youth.
4. If the parent(s)/guardian(s) have seen the youth, but the youth has not made herself/himself available to his or her Care Coordinator, the youth's Care Coordinator will make a weekly attempt to locate the youth for face-to-face contact by making visits to any of the youth's known locations including to the youth's home, school, hangouts, jobs, and friends' houses. The Care Coordinator may ask the Credible Messenger to accompany them during these attempts.
5. After two unsuccessful attempts, the Unit Program Assistant, at the request of the Care Coordinator, will send a certified letter to the residence mandating that the youth make himself or herself immediately available for a face-to-face visit (*for an electronic copy of a sample Non-Compliance Letter, refer to the Resource Location Lists in Appendix B*).
6. The Care Coordinator must notify the Unit Supervisor of the continued inability to locate youth.
7. All efforts are to be documented in the "Case Notes" section of the youth's file in the DYRS Database within one (1) business day of each attempt.
8. The Care Coordinator must continue looking for the youth, communicating with the family, Credible Messenger and other service providers on a weekly basis.
9. After unsuccessfully making two (2) face-to-face attempts, sending certified mail and still not locating the youth after 14 days, the Care Coordinator will confer with his or her Unit Supervisor and if the Supervisor agrees, request a Custody Order from the Family Court.

C. When a Youth Absconds from Home While on Electronic Monitoring

1. If the youth was connected to a DYRS Electronic Monitoring Device and the Care Coordinator receives a "Master Tampering" or "Dead Battery" alert, the Care Coordinator should immediately call the youth to tell him or her to charge the device and/or verify that tampering of the device has occurred. The Care Coordinator must also notify the YPST within the hour of receiving the alert.
2. If the Care Coordinator is unable to contact the youth, he or she must attempt to establish face-to-face contact within the same business day.



3. If the Care Coordinator makes contact with the youth, the Care Coordinator should notify the YPST to confirm that the youth's device is being charged and is working correctly.
4. If the Care Coordinator is unable to locate the youth, upon receiving supervisory approval, he or she should request a Custody Order from the Family Court and initiate a request for a CSRH, when necessary. The Care Coordinator will also encourage the parent(s)/guardian(s) to file a Missing Person Report with the local police department.
5. The same day as the Custody Order is requested, the Care Coordinator will notify the YPST, Utilization Specialist and the parent(s)/guardian(s) of the request for the Custody Order and CSRH.
6. The Care Coordinator will provide the YPST with a copy of the Custody Order Request and signed Order, once received.
7. The same day as the Custody Order is requested, the Care Coordinator will notify all service providers of the youth's absence.
8. The Care Coordinator will document the youth's absence in the "Enrollment" section, and update the youth's last known family residence, contact numbers and the youth's known hangouts in the "Case Notes" section, of the youth's file in the DYRS Database.
9. The YPST will add the youth to their caseload.
10. The Family Court Judge will sign the Custody Order and send to the Criminal Special Proceedings Division.
11. The Criminal Special Proceedings Division will enter the Custody Order into MPD's WALES.
12. MPD will begin looking for the youth.
13. The Care Coordinator is responsible for ensuring the signed Custody Order is scanned and uploaded into the "Documents" section of the youth's file in the DYRS Database.

D. When a Youth Returns from Abscondence and can Remain in Placement

1. If a youth returns to his or her placement and after discussion with the Unit Supervisor, it is determined that a youth does not need to be detained, the Care Coordinator must withdraw the Custody Order within one (1) business day.
2. To withdraw a Custody Order, the Care Coordinator should complete the Custody Order Withdrawal Request Form, to include the reason for withdrawal, and email it to dyrs.cco@dc.gov.
3. Care Coordinators must then follow up with the Court Liaison to ensure that the Form was received and processed (*for an electronic copy of the Request Form, refer to the Resource Location Lists in Appendix B*).



4. Whenever a Custody Order is issued or withdrawn, the Court Liaison must scan and upload the approved Order signed by the judge to the “Scanned Documents” section of the youth’s file in the DYRS Database within one (1) business day of receipt.

*For more information about **issuing or withdrawing a Custody Order**, refer to the **Requesting a Custody Order or Withdrawal in the Administrative Requirements** section of the handbook.*

The Process of Locating Youth on Abscondence

1. Within two (2) business days of receiving notice that a youth has absconded, the YPST will call and send a letter to the last known address for the youth (family residence) to inform the family that the youth has absconded and to encourage the family to help locate the youth.
2. Within two (2) business days of receiving notice that a youth has absconded, if there is not a photo of the youth in DYRS Database, the YPST will retrieve a photo of the youth from MPD’s Youth Division and provide the photo to the DYRS MPD Liaison.
3. The YPST will make 20 separate home or “known hangout” visits per week—five (5) of those visits will always be to ensure that a field visit is conducted every week for the “High Priority Youth” on Abscondence—and will document visits in the “Case Notes” section of the youth’s file in the DYRS Database within one (1) business day.
4. The YPST will make at least one (1) phone call a week to the family home of every youth on abscondence. This information should be documented in the “Case Notes” section of the youth’s file in the DYRS Database within one (1) business day of each call.
5. The YPST will document all efforts to locate youth on abscondence in the “Case Notes” section of the youth’s file in the DYRS Database.
6. The YPST will complete a weekly report that details each youth on abscondence, which includes:
 - a. The youth’s name;
 - b. Date of birth;
 - c. Current Care Coordinator;
 - d. Placement absconded from;
 - e. Date absconded;
 - f. Last known address and telephone number;
 - g. Known hangouts; and
 - h. Highlights from the “High Priority Absconder” list
7. DYRS will provide a weekly report on youth abscondence to MPD’s Fusion Unit.
8. By the fifth (5th) of every month, the YPST will complete a monthly report detailing the efforts made to return youth on abscondence the prior month. This information should be entered in the “Case Notes” section of each youth’s file in the DYRS Database.



Commitment Expiration

*It's better to look ahead and prepare
than to look back and regret.*

Jackie Joyner-Kersey
American Track And Field Athlete, Olympic Gold Medalist

- Preparing Youth for Commitment Expiration (Checklist)
- Request for Case Closure
- Closing Summary
- Post-Commitment Requests

Section Overview:

Care Coordinators must prepare youth for commitment expiration from the time they receive a youth's case. The Department of Youth Rehabilitation Services (DYRS, also known as the Agency) not only serves to rehabilitate youth, but also to help them reach their individual goals, achieve independence, maintain positive relationships, and understand how to navigate resources in their community. At the time of commitment expiration, each youth should have the tools to succeed as a positive, self-sufficient citizen.

KEEP MY FAITH

*I have been through a whole lot
But God told me stay strong,
I honor God
Pray to God
Do his will and live long,
God is going to be with me forever
Even when I'm long gone,
God blessed me with a lot and
Formed my soul as a star,
Fulfilled my mind with the best
And gave me a good heart
He showed me that my mind shined
Even when the world is dark
Think I'm smart
Talk smart
Act smart
Now they're shocked
I'm doing my best so I could change
Cause I want my life to finally start.*

By N.



Preparing Youth for Commitment Expiration

Given that the average length of commitment is two (2) years, below is a guideline Care Coordinators should follow to prepare youth for commitment expiration. In each phase, tasks should be completed within the six-month timeframe. For shorter commitments, phases will have to be combined in order to accomplish all tasks prior to commitment expiration.

The following checklist is divided into stages so that Care Coordinators and youth will be aware of what is to be completed during each phase and can track progress to date. Some items are repeated during each phase as a reminder, since some tasks may occur at different stages of the youth's commitment and are necessary only if applicable.

The checklist should be reviewed for each youth regularly during supervision. If the Care Coordinator needs assistance or support from other staff, youth or their families, the requests can be discussed in the care planning meetings and/or during face-to-face contact with youth and their families.

*For more information about **requesting post-commitment services** for a youth, refer to the **Post Commitment Requests** procedures in the **Commitment Expiration** section of the handbook.*

Preparing Youth for Commitment Expiration Checklist

Stage One: Zero (0) to Six (6) Months

- Obtain all important documents from Court Social Services (CSS) or begin working on document collection [e.g., birth certificate, Social Security Card, verification of health insurance, Medicaid or insurance card, school transcripts, Individualized Education Program (IEP), 504 Plan].
- Ensure that a commitment orientation meeting is provided for new families (e.g., set expectations, discuss discharge planning from the start).
- Set commitment goals for the youth and goals that the entire family would like to work towards to support the youth.
- Identify the youth's appropriate education track and begin the education placement process.
- Connect the youth and family to needed services.
- Identify the youth's support system, including, but not limited to, natural support systems, attorneys, school representatives, and others, and begin to include them in important care planning meetings.
- Interview family members about the barriers that may hinder the youth from being a functional part of the family or that may prevent him or her from returning home.



- Establish a relationship with the Care Manager from Health Services for Children with Special Needs (HSCSN) or the Managed Care Organization (MCO), if applicable.
- Link the youth to a Core Service Agency (CSA) or Adult Core Service Agency (if over 18 years of age) and escort to intake appointment (or establish relationship/collaboration with existing CSA provider).
- Ensure the youth's physical, dental and vision exams are up to date.
- Ensure that monthly appointments with the behavioral and physical health professionals are kept and prescriptions are filled.
- Collect or complete all initial assessments [e.g., psychological, career/vocational, Comprehensive Adult Student Assessment Systems (CASAS), educational/college readiness, housing, Child and Adolescent Functional Assessment Scale (CAFAS)].
- Assist the youth with obtaining a government-issued photo identification (ID) card.
- Assist the family with enrolling in Medicaid, if appropriate.
- If the youth is placed out of the home, meet with the family at least monthly to discuss the youth's progress, complete a Home Assessment, resolve any housing issues that might impact the youth's returning home after placement, and encourage and facilitate family participation in monthly treatment meetings with the placement.

Stage Two: Six (6) Months – 1 Year

- Continue to collect missing vital documents.
- Assist the youth with obtaining a government-issued ID.
- Update applicable assessments (e.g., Clinical, CAFAS).
- Reassess and update all youth and family goals.
- Encourage the youth and family to engage in services or therapy [including family therapy while at a Residential Treatment Center (RTC)/Psychiatric Residential Treatment Facility (PRTF) and provide the space for family members to bond (this includes putting definition and structure to home passes from group homes)].
- Ensure the youth continues to participate in the CSA. If Community-Based Intervention (CBI) services are ending, ensure the youth transitions to the CSA Community Support Worker (CSW).
- Maintain regular contact with and request progress reports from CSA providers.
- If the youth turns 18 years of age, transition him or her to an adult CSA.
- If the youth is placed out of the home, meet with the family at least monthly to discuss his or her progress, complete a Home Assessment, address any barriers to the youth returning home after placement and encourage and facilitate family participation in monthly treatment meetings with the placement.



- Identify the youth's appropriate education track and begin the placement process, if applicable.
- Monitor school attendance and grades.
- Identify the youth's appropriate workforce track.
- Link the youth to workforce development (based on track), to develop soft skills and job readiness, complete online job applications, participate in apprenticeships/ internships and job shadow.
- Ensure the youth's physical, dental and vision exams are up to date.
- Ensure that Medicaid remains active.
- Maintain contact with the Care Manager from HSCSN/MCO, if applicable.
- For college-bound youth, link the youth to college and technical trade school tours and identify financial aid/scholarships.
- For the youth who cannot return to the family home, place youth on community housing wait lists. Refer him or her to local transitional housing, Independent Living providers and/or adult CSA for assistance with housing referrals.
- If the youth is in Independent Living, encourage him or her to save at least 20 percent of income per month.

Stage Three: 1 - 1½ Years

- Continue to collect or obtain missing vital documents.
- Update applicable assessments (e.g., Clinical, CAFAS).
- Reassess and update all youth and family goals.
- Solidify community plans.
- Provide supports and put services in place to meet commitment and family goals.
- Encourage the youth and family to engage in services or therapy (including family therapy while at a RTC/PRTF) and provide the space for family members to bond (this includes putting definition and structure to home passes from group homes).
- Ensure the youth continues to participate in CSA. If CBI services are ending, ensure the youth transitions to the CSA CSW.
- Maintain regular contact with and request progress reports from the CSA provider.
- If the youth turns 18 years of age, transition him or her to an adult CSA.
- If the youth is placed out of the home, meet with the family at least monthly to discuss his or her progress, complete a Home Assessment, address any barriers to the youth returning home after placement and encourage and facilitate family participation in monthly treatment meetings with the placement.



- Monitor school attendance and grades. Ensure identified educational track is still appropriate.
- Revisit the workforce/career track and ensure it is still appropriate.
- Link the youth to workforce development (based on track), structured job search, job placement, and professional development.
- Ensure the youth's physical, dental and vision exams are up to date.
- Ensure that Medicaid remains active.
- Maintain contact with the Care Manager from HSCSN/MCO, if applicable.
- For the college-bound youth, link him or her to college and technical trade school tours and identify financial aid/scholarships.
- Assist the youth going to college with the admissions process.
- For the youth who cannot return to the family home, place youth on community housing wait lists. Refer him or her to local transitional housing, Independent Living providers and/or adult CSA for assistance with housing referrals.
- If the youth is in Independent Living, encourage him or her to save at least 20 percent of his or her income per month.
- Begin to wean off of DYRS-sponsored programming by identifying community supports and resources.

Stage Four: 1½ - 2 Years

- Ensure the youth has the daily schedule of all services, phone numbers for all available supports and provide him or her with copies of all vital documents in hard copy and on a thumb drive [e.g., birth certificate, Social Security Card, insurance card, resume, test scores (if applicable), assessments and evaluations, government-issued ID].
- If the youth is placed out of the home, meet with the family at least monthly to discuss his or her progress, complete a Home Assessment, address any barriers to the youth returning home after placement and encourage and facilitate family participation in monthly treatment meetings with the placement.
- Ensure the youth and family have a service directory and a listing of all important contacts including phone numbers and addresses to all community services, housing resources, pharmacy for prescription pick-up, contact information for insurance Care Manager of youth's health/mental health needs.
- Ensure the youth continues to participate in CSA. If CBI services are ending, ensure youth transitions to the CSA CSW.
- Ensure the youth has due dates for annual exams, schedule for CSA services, date for next medication management appointment, and refill all prescription medications prior to commitment expiration, if possible.



- Ensure the youth's physical, dental and vision exams are up to date.
- Ensure that the insurance Care Manager is aware of the upcoming commitment expiration and takes over as primary manager of the youth's health/mental health needs (if youth has HSCSN or MCO).
- Notify the family that they will need to re-certify for DC Medicaid after the youth is no longer committed to DYRS.
- Ensure that Medicaid remains active. If the youth is over 18 years of age and requires Medicaid as a "Family of One," due to lack of parental support, assist the youth with completing the application and enrollment.
- If the youth turns 18 years of age, transition him or her to an adult CSA.
- Monitor housing and other community resources for the youth.
- For the youth who cannot live in the family home, confirm housing in local transitional housing, an Independent Living Program or other housing resource.
- If the youth is in a DYRS Independent Living Program, work with the provider to identify an affordable and appropriate apartment for the youth and assist him or her with lease signing and moving.
- Ensure that the youth has enough savings to sustain independent living and has demonstrated life skills to live on his or her own.
- For college-bound youth, determine Jerry M. College Support Scholarship criteria eligibility.

*For more information about **funding eligibility**, refer to the **Office of Education and Workforce Development** procedures in the **Community-Based Services and Youth Supervision** section of the handbook.*

- For the college-bound youth, link him or her to college and technical trade school tours and identify financial aid/scholarship opportunities.
- Assist the youth going to college with the admissions process.
- Link the youth to workforce development (based on track), job coaching, and job retention and employment supportive services.
- Summarize all goal attainment.
- Provide copies of all assessments for the youth, including the IEP, if applicable.
- Assist the youth in registering to vote, if applicable.



Final Stage: Transitioning to Commitment Expiration

- ❑ Care Coordinators should hold a Discharge Planning Meeting no less than 60 days before a youth's commitment is scheduled to expire.

Please Note:

- This is a separate meeting in addition to the youth's quarterly Team Decision Making (TDM) Meeting or Multidisciplinary Team Meeting (MDT).
 - **Post-Commitment Service participation by a youth is voluntary.** However, the youth's plans for the future should be discussed and connection made to community-based services not reliant upon DYRS funding prior to the end of the youth's commitment.
- ❑ Ensure the youth has stable housing and is either enrolled in school and/or employed as well as receiving supportive community-based services by the time of commitment expiration.
 - ❑ If the youth's TDM/MDT Team determines that Post-Commitment Services through DC YouthLink (DCYL) are necessary to help the youth reach a specific goal and the youth has been compliant with services during commitment, the Care Coordinator should prepare a request and justification for Post-Commitment Services. The justification goes to the Unit Supervisor for initial approval and then to the Care Planning and Coordination Program Manager for final approval.
 - ❑ Upon approval, the Care Planning and Coordination Program Manager will notify the Utilization Specialist to enroll the youth in "Post-Commitment Services" in the DYRS Database.
 - ❑ If Post-Commitment Services are approved, the youth will be assigned a Post-Commitment Youth Advocate to monitor his or her case in during Post-Commitment.

Please Note: Any youth who will receive Post-Commitment Services will be required to sign a contract detailing next steps and goals, mutual expectations (i.e., the youth's and the Agency's) for the additional time and any limitations (e.g., services, timelines) to the plan for Post-Commitment. This contract will also indicate the services are voluntary. **If the youth misses more than three (3) days of a service during post commitment, the service will be terminated.**

- ❑ Once the commitment expires, the case will be transferred to the Post-Commitment Youth Advocate. To support this transition, he or she should be invited to the Discharge Meeting.
- ❑ Upon commitment expiration, the Care Coordinator will complete a Closure Memorandum (memo) for the Office of the Attorney General (OAG) that is to be submitted to the Unit Supervisor for review prior to submission to the Care Planning and Coordination Program Manager (who then submits the memo to OAG). The memo should be developed based on the date of commitment expiration.

*For more information about **completing a Closure Memorandum**, refer to the **Request for Case Closure** procedures that immediately follow this checklist.*

- ❑ Upon commitment expiration, the Care Coordinator will complete a Case Closing Summary in the DYRS Database. This Closing Summary must be entered into the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days of commitment expiration.



Request for Case Closure

Care Coordinators close cases when the term on the youth's Commitment Order expires. When a youth's commitment expires, the Care Coordinator is responsible for drafting a Request for Closure Memorandum (*for an electronic copy of a sample Closure Memorandum, refer to the Resource Location Lists in Appendix B*) to the OAG. The case can only be closed upon submission of the Closure Memorandum to the OAG.

DYRS can request early closure of cases if a youth meets any of the criteria below via an Early Closure Memorandum to the OAG. Upon receipt of the Closure Memorandum and supporting documentation, OAG will file a motion to the court to terminate jurisdiction of the youth. DYRS is responsible for supervising the youth's case until the Order to Terminate Jurisdiction (i.e., Commitment) is received from OAG.

Procedures:

Care Coordinators are to close cases or request early closure under the following circumstances:

A. The Commitment Expires

Commitment expiration is defined by the ending of the term indicated on the youth's Commitment Order. A commitment cannot exceed a youth's 21st birthday.

B. A Youth is Convicted of an Adult Charge and will be Incarcerated Longer than the Term of Commitment

1. This request can be made if the youth is detained in the District of Columbia or another jurisdiction. In these instances, a request for Early Closure Memorandum, along with the youth's adult sentencing orders are submitted to the Unit Supervisor for review.
2. The early closure request must include all committed jackets.
3. Upon approval, the Care Coordinator will submit the documents to the Care Planning and Coordination Program Manager for submission to the OAG.
4. OAG will file a motion to terminate jurisdiction early and notify DYRS if/when the motion is granted.

C. Early Closure of Commitment for Youth Who have been Successful Prior to Commitment Expiration

When a youth has met all their requirements and consistently demonstrated success before the expiration of commitment, DYRS may request that commitment end early. There are two types of commitment designated by the Superior Courts of the District of Columbia (DCSC) Judge:

- **Unrestricted Commitment:** Asserts that the commitment can be closed early at the discretion of DYRS and approval from OAG.

In consultation with the Unit Supervisor, the Care Coordinator will draft and submit the Early Case Closure Memorandum to the Care Planning and Coordination Program Manager, who will then submit it to OAG.



- **Restricted Commitment:** Means that the full term of commitment must be fulfilled, however, DYRS can request to lift the restriction.
1. Prior to requesting that the restriction be lifted, the Care Coordinator should consult first with the Unit Supervisor and then work collaboratively with Defense Counsel and OAG.
 2. The Care Coordinator must request a Review of Commitment Hearing. The Care Coordinator should be prepared to articulate why the youth has met the requirements to lift the restriction and submit a Review of Commitment Court Report (*for an electronic copy of the Review of Commitment Court Report, refer to the Resource Location Lists in Appendix B*).
 3. If the judge agrees to lift the restriction, the Care Coordinator must then submit an Early Case Closure Memorandum to the Care Planning and Coordination Program Manager, who will then submit it to OAG.
 4. Either type of request must include all jackets. At a minimum, the following conditions, must be met for the youth:
 - a. 17 ½ years of age or older;
 - b. Committed for more than a year with at least six (6) months of that time spent in a non-secure facility;
 - c. Compliant and participating with their Community Placement Agreement (CPA) and Success Plan; and
 - d. Possesses a high school diploma or General Education Development (GED), a job, and stable housing (all apply).
 5. The Care Coordinator also will provide the following:
 - a. Program name, dates enrolled, youth's attendance or participation history, and whether the youth completed the program successfully or unsuccessfully for each program or service the youth was enrolled in while with DYRS;
 - b. Youth's current placement, length of time in current placement and adjustment in current placement;
 - c. Youth's current educational, vocational and/or work situation, copy of diploma/transcript, pay stub, and vocational certifications;
 - d. Whether and when the youth incurred any additional juvenile or criminal charges and the outcome of those cases while under commitment to DYRS; and
 - e. The name(s), organization(s) and contact information of individuals at DYRS or the respective programs who will testify as witnesses in court as to the youth's participation and progress in the listed programs or services, in case the court requires a hearing on the motion.

D. For All Cases

1. The Care Coordinator will provide information that can be filed as an attachment to the motion.



2. At a minimum, the information should contain the date of the request, the youth's name, relevant court case numbers, and the name and contact information of the DYRS staff member submitting the request. If there is any supporting documentation to include with the motion (e.g., sentencing orders, evidence of compliance with services, Commitment Order), those items should be submitted as well.
3. The Case Closure Memorandum is to be submitted to the Care Coordinator's Unit Supervisor who will review and approve it, and then submit it to the Care Planning and Coordination Program Manager.
4. The Care Planning and Coordination Program Manager will submit the case to be closed through the OAG.
5. Once the youth's commitment has expired or terminated, all active Custody Orders for the youth must be withdrawn by the Care Coordinator, through the Request for Custody Order Withdrawal process. The Court Liaison will scan and upload the Order into the "Scanned Documents" section of the youth's file in the DYRS Database.

Please Note: The case cannot be closed until the Care Coordinator confirms that any and all Custody Orders have been quashed either by way of the Court Liaison, and/or checking the Justice Information System (JUSTIS) Database.

6. The Care Coordinator must enter a Closure Summary into the "Case Notes" section of the youth's file in the DYRS Database verifying the case has been closed, including the date of closure, within two (2) business days of commitment expiration or early termination.
7. The Unit Supervisor should also notify the Utilization Specialist of the approved closure so all other enrollments for the youth can be closed.
8. At that time, the Unit Supervisor should close the "Committed Case Management" enrollment in the "Demographics" section of the youth's file in the DYRS Database and the file should be made "Inactive." An end date must also be indicated for the assigned Care Coordinator in the DYRS Database.
9. After all of the above procedures have been completed, the Care Coordinator can end supervision of the youth.



Closing Summary

Upon commitment expiration, Care Coordinators must complete a Closing Summary to recap the youth's commitment term and provide a quick reference for DYRS and District of Columbia leadership if questions arise. A Closing Summary is required as an effective record keeping protocol and should involve conducting a final contact, preferably face-to-face, with the youth as part of the process.

Procedures:

1. The Care Coordinator will submit a Closing Summary of the youth's services and compliance to his or her Unit Supervisor within 15 days of the case's legal closure (*for an electronic copy of a sample Case Closing Summary and Template, refer to the Resource Location Lists in Appendix B*).
2. The Care Coordinator will meet with the youth to reflect on services provided and to make reasonable efforts to resolve any feelings the youth might have about DYRS services ending. Enter a summary of the meeting in the "Case Notes" section of the youth's file in the DYRS Database.
3. The Care Coordinator will make referral to any community resources for support [e.g., GED programming, CSA, continued care planning and management through a District of Columbia's Healthy Families/Thriving Communities Collaborative], then close the case as required.
4. The Unit Supervisor will approve and sign off on the Summary and ensure it is uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database within two (2) business days of submission for approval.
5. The Unit Supervisor will notify Unit Program Support to mail a letter and the relevant Commitment Order(s) to the youth and his or her family notifying them of the official case closure (*for an electronic copy of a sample letter, refer to the Resource Location Lists in Appendix B*).
6. The Program Support person will also upload a copy of the letter to the "Scanned Documents" section of the youth's file in the DYRS Database within two (2) business days of the Unit Supervisor's request.



Post-Commitment Requests

DYRS is committed to supporting each youth's successful transition from the Agency to their community once commitment ends. Because post-commitment readiness is a key theme in care planning and coordination throughout the youth's commitment, the Agency is striving to ensure that youth have the skills, information and resource linkages needed to support their return to the community. As such, there is an assigned Post-Commitment Youth Advocate.

DYRS offers Post-Commitment Services on a voluntary and case-by-case basis for youth who are making progress, may need a little more time to complete services and/or link to post-commitment opportunities and have a desire to do so. Any youth who will receive Post-Commitment Services will be required to sign a contract detailing next steps and goals, mutual expectations (i.e., the youth's and the Agency's) for the additional time and any limitations (e.g., services, timelines) to the plan for Post-Commitment.

Procedures:

1. Sixty days prior to being discharged, the request for Post-Commitment Services can be made by the Care Coordinator through DCYL, based on recommendations made in the TDM/MDT Meeting. Services available through the Achievement Centers (AC) may also be recommended, but do not require supervisory approval and the youth must be a voluntary participant.
2. Prior to making a request for Post-Commitment Services, the Care Coordinator is to ensure that the service(s) cannot be provided by any other community-based support providers or District of Columbia agency [e.g., District of Columbia's Healthy Families/Thriving Communities Collaboratives (the Collaboratives), Department of Employment Services (DOES), Department of Human Services (DHS), Department of Disability Services (DDS), the Department of Behavioral Health (DBH)].
3. The referring Care Coordinator must send a referral to the Post-Commitment Youth Advocate 60 days prior to discharge in order to allow for attendance at care planning meetings. This will allow for identification of an appropriate plan for moving forward and connection of the youth to essential agencies.

Please Note: If the Care Coordinator and/or Unit Supervisor is aware the youth will require the additional support post-commitment, the referral to the Post-Commitment Youth Advocate can occur sooner than 60 days.

4. It is the responsibility of the referring Care Coordinator to ensure each youth has their personal documentation, inclusive of any applicable assessments/evaluations, Medicaid coverage, birth certificate, Social Security Card, ID, and a driver's license (if appropriate). The Post-Commitment Youth Advocate also should be prepared to assist the youth in acquiring any missing items or in the event that this information is lost during the Post-Commitment. The information gathered will facilitate recommendations to agencies that will foster positive relationships with the youth and family after commitment.



5. At the time of request for Post-Commitment Services through DCYL, the Post-Commitment Services Request Form (*for an electronic copy of a blank form, refer to the Resource Location Lists in Appendix B*) must be completed by the Care Coordinator and submitted to his or her Unit Supervisor.
6. For the youth whose commitment is scheduled to expire within 90 days and is enrolled in services with DCYL and/or the AC, Activity Codes must be reviewed by the Care Coordinator to see if the youth has been actively participating. This information will be discussed at the Discharge Meeting.
7. The Unit Supervisor will submit the Post-Commitment Services Request Form to the Care Planning and Coordination Program Manager to review. If approved, the Program Manager will then forward the request to Deputy Director of Youth and Family Programs (or designee) for final review and approval.
8. If the request for DCYL Post-Commitment Services is approved, the Post-Commitment Services Request is to be scanned and uploaded in the “Scanned Documents” section of the youth’s file in the DYRS Database by the Unit Program Assistant at the request of the Care Coordinator.
9. The Care Coordinator will need to ensure that the DYRS Post-Commitment Youth Advocate is aware of program goals for the youth through the care planning meeting(s) and documentation.
10. At a minimum, the Post-Commitment Youth Advocate will be responsible for checking once a week on the progress of the youth with all service providers the youth is connected to for Post-Commitment Services, and documenting that progress in the “Case Notes” section of the youth’s file in the DYRS Database within two (2) business days until authorization of services has ended.
11. Youth who appear on the “No Show” List a total of three (3) times will have their services terminated, with the exception of emergency situations (e.g., sickness, death of family members, fire, car accident). After the third absence, if the youth does not appear within 30 days, AC staff will close the youth’s file in the DYRS Database.
12. For youth who are arrested and detained at any jail or prison, services will be terminated immediately.
13. For youth receiving Post-Commitment Services who are not in compliance with the service provider (e.g., not attending the program, disrespectful to the service provider, lack of participation and/or progression of the Success Plan goals), enrollment will be terminated immediately.
 - a. Prior to termination, a meeting may be held to discuss the circumstances and/or options for moving forward if agreed upon by youth, post-commitment staff and service provider.
14. It is the responsibility of the service provider who is delivering the Post-Commitment Service to document all “Activity Codes,” “Case Notes,” “Unusual Incidents,” and “Outcomes” in the appropriate locations of the youth’s file in the DYRS Database within two (2) business days.





Administrative Requirements

*The genius thing we did was,
we didn't give up.*

Jay Z

American Rapper, Businessman, Investor

Strive to be a person who is never absent from an important act.

Native American Proverb, Osage Nation

- Maintaining Confidentiality
- Required Database Case Documentation
- Daily Check-In
- Community Visitation
- Late-Day Expectations
- Case Coverage While on Leave
- Requesting a Custody Order or Withdrawal
- Court Representation and Court Coverage
- Transferring and Receiving Cases
- Program Assistant Support
- Flex Funds
- Contract Monitoring and Procurement
- Grievances Against Care Planning and Coordination Team Members
- Unusual Incident Reports
- Trainings
- Language Access
- Adding and Updating Policies

Section Overview:

There are routine administrative tasks that are part of the Care Coordinator's responsibilities to ensure that youth are supported with case information readily available as needed and through excellence in customer service. Additionally, administrative requirements ensure the smooth operations of the Care Planning and Coordination Unit and allow for not only the continuous care planning and oversight of committed youth, but also the safety and management of an efficient staff.



Maintaining Confidentiality

Individuals working with youth committed to the Department of Youth Rehabilitation Services (DYRS, also known as the Agency) are entrusted with each youth's personal and confidential information. Maintaining confidentiality is an important part of the rehabilitative process for justice-involved youth and is one means by which the Agency can safeguard future educational and employment prospects encourage accountability and prevent the public stigmatization of youth for youthful transgressions. If at any time a Care Coordinator has questions related to confidentiality or the release of information, he or she should contact the General Counsel's office.

Sharing the personal information of a youth committed to DYRS is illegal under DC Law. Except in limited circumstances as outlined by statute, and with proper approvals up to and including a Court Order, it is illegal to disclose any information about an individual's involvement with the juvenile justice system. DC Code §16-2336 specifically provides that:

Whoever willfully discloses, receives, makes use of, or knowingly permits the use of information concerning a child or other person in violation of sections 16-2331 through 16-2335, shall be guilty of a misdemeanor and, upon conviction thereof, shall be fined not more than \$250 or imprisoned not more than ninety days, or both. Violations of this section shall be prosecuted by the Attorney General in the name of the District of Columbia.

Procedures:

A. General: No Disclosure of Confidential Information Unless Authorized by this Policy

1. Case records, social records and law enforcement records pertaining to youth are confidential. DYRS staff, contractors, subcontractors, and volunteers shall not disclose such records to any person or agency unless permitted in this policy.
2. Confirmation of confidential information that is in the possession of another person is a disclosure. Consequently, unless authorized as provided in this policy, DYRS staff, contractors, subcontractors, and volunteers shall not disclose such records to any person or agency unless permitted in this policy. **Disclosure or confirmation of the identity or status of a youth as a DYRS youth is also unlawful.**

B. Authorized Disclosures: Exceptions to General Rule of Non-Disclosure

District of Columbia and federal law provide for authorized disclosure of confidential information to specific persons and agencies. In order to comply with applicable laws, DYRS staff, contractors, subcontractors, and volunteers shall respond to the following types of requests by performing the following specified actions:



1. Requests from the following agencies, which are either authorized by statute, order or have an information-sharing agreement with DYRS, are permitted to facilitate care planning: Court Social Services (CSS), Court Services and Offender Supervision Agency (CSOSA), the Pretrial Services Agency (PSA), the Child and Family Services Agency (CFSA), the Department of Behavioral Health (DBH), the District of Columbia Public Schools (DCPS), and the Office of the State Superintendent of Education (OSSE).
2. Requests from the youth's attorney, the youth's parent(s)/guardian(s) or an attorney for the youth's parent(s)/guardian(s) **must go through the DYRS General Counsel**.
3. Requests from the Metropolitan Police Department (MPD) are permitted only when a youth committed to DYRS is suspected of involvement in or is witness to a crime that is under investigation or if the Agency has requested a Custody Order for a youth who has absconded. **These requests must go through the DYRS General Counsel**.
4. Requests from the media shall be directed to the DYRS Public Affairs Specialist, who will consult with the General Counsel to determine what information, if any, may be disclosed.
5. Requests from the Department of Juvenile Services in the state of Maryland are permitted for care planning purposes due to an administrative order from the Superior Courts of the District of Columbia (DCSC) currently in place.
6. Requests from any other person or agency shall be directed to the DYRS General Counsel, who will determine what information, if any, may be disclosed.

C. Youth Consent to Release of Information

1. Information should not be shared with outside entities without consent from the youth.
2. The Release of Information Form must be signed by the youth before information can be shared (*for an electronic copy of the blank form, refer to the Resource Location Lists in Appendix B*).
 - a. The youth's attorney of record should be contacted prior to having the youth sign the Release of Information Form for legal guidance.
3. Concerns or questions about sharing information should be directed to the Care Coordinator's Unit Supervisor, who will contact DYRS General Counsel.

D. Confidentiality Policy and Form

1. DYRS staff, contractors, subcontractors, and volunteers should review the DYRS Confidentiality Policy.
2. DYRS staff, contractors, subcontractors, and volunteers must sign the DYRS Database Access Form, which informs of confidentiality protections, to have access to the DYRS Data Management System. Forms are submitted to the Chief Information Officer (or designee).



E. Interactions with Youth in the Community

In all interactions with youth in the community, Care Coordinators should be diligent to protect DYRS youth's confidentiality that they are system involved. As such, Care Coordinators should be careful identifying themselves as DYRS employees when discussing the youth with others in the community (e.g., family members or service providers), who are not involved in the youth's immediate case.

F. Breaches of Confidentiality

Any staff member found to be in violation of the provisions of the DYRS Confidentiality Policy with respect to the disclosure of confidential youth information may have their employment with the Agency terminated and be subject to prosecution, fines and imprisonment at the discretion of the Attorney General of the District of Columbia.



Required Database Case Documentation

The following conditions require “Case Notes” and/or “Notifications” within the DYRS Database. Care Coordinators are responsible for entering the data or notifying the appropriate person to update the data within the timelines indicated.

Procedures:

1. **Youth Contact:** After each contact with youth, including, but not limited to, face-to-face and phone contact, a “Case Note” must be entered into the DYRS Database within one (1) business day.

CASE NOTES

General Notes: Describe any activity that a Care Coordinator or other provider does on behalf of youth or as part of regular care planning and coordination activities. Such activities include, but are not limited, to phone calls with youth, face-to-face meetings with youth or their families and/or outreach to external service agencies.

Activity: Describes a service, support or some other effort in which the youth is engaged. Activities typically occur over a period of time. Activities could also include services that the youth’s family engages in directly. Activities include, but are not limited to, mentoring, tutoring or counseling.

Outcome: Describes a youth’s achievement. It is generally a one-time occurrence and does not have a timeframe associated with it. Outcomes include, but are not limited to, a high school diploma, completing a grade level or obtaining work.

Transition: Describes activities related to preparing a youth for the end of his or her commitment.

2. **Change in Placement:** After each change in placement, including placements at home, the Care Coordinator must notify the Utilization Specialist within one (1) business day.
3. **Monthly Summary:** The Case Monthly Summary on each youth must be completed every 30 days and entered as a “Case Note” with the Procedure Code “Monthly Summary” in the youth’s file in the DYRS Database (*for an electronic copy of the Monthly Summary Template, refer to the Resource Location Lists in Appendix B*). The Summary is due the fifth (5th) of every month; however, if the 5th falls on the weekend the Summary is due the Friday before.
4. **Unusual Incident:** After any major incident (e.g., abscondence, fight, arrest), a “Case Note” must be entered into the youth’s file in the DYRS Database with a follow-up plan within one (1) business day.
5. **Outcomes:** When a youth achieves an Outcome [e.g., diploma, certification, General Education Development (GED), obtaining a job], a “Case Note” describing the Outcome and the documentation verifying the Outcome should be scanned and uploaded in the “Case Notes” and “Scanned Documents” sections, respectively, of the youth’s file in the DYRS Database within one (1) business day.



Care Coordinators are critical to ensuring accurate and timely reporting of Outcomes as the youth's Care Coordinator is often the first person to learn of a youth's achievement. While all Outcomes should be collected, verified and reported, the Agency will focus primarily on the Outcomes below. The Office of Research and Evaluation will collect, assess and report Outcomes on a quarterly basis. Care Coordinators are encouraged to reward youth for positive outcomes.

Outcome or Milestone Type	Indicator/Examples
Achieving Personal Goals	<ul style="list-style-type: none"> ✓ Better relationship with parent(s)/guardian(s) ✓ Attend school more often ✓ Learn a new skill
Public Safety	<ul style="list-style-type: none"> ✓ Rearrests ✓ Recidivism ✓ Abscondence
Educational Attainment	<ul style="list-style-type: none"> ✓ Grade progression [Comprehensive Adult Student Assessment System (CASAS)] ✓ High school diploma ✓ GED ✓ College enrollment
Work-Related Milestones	<ul style="list-style-type: none"> ✓ Employment ✓ Certification
Youth Engagement (Learning/Doing, Attaching/Belonging)	<ul style="list-style-type: none"> ✓ Length of stay (90 days/quarterly) ✓ Hours participating ✓ Broad experiences

6. **School Enrollment:** Update school enrollment information at the end of each school year, and/or every time the youth changes school placements within three (3) business days.
7. **Change of Address:** When notified of a change of the youth or parent(s)/guardian(s) address or phone number, the DYRS Database should be updated within one (1) business day.
8. **Detention:** When a youth is detained at a detention/correction center outside of DYRS, a Custody Order must be requested to the court as a Detainer. The Court Liaison should scan and upload the Request for Custody Order into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of filing.
9. **Gang/Crew Affiliations:** Care Coordinators must document their youth's known crew/gang affiliation in the "Intake/Demographics" section of the youth's file in the DYRS Database.
10. **Case Summary:** The Care Coordinator must enter a Case Closing Summary under "Case Notes" three (3) days prior to case closure, and scan and upload the Closure Memorandum into the "Scanned Documents" sections of the youth's file in the DYRS Database (*for an electronic copy of a sample Closure Memorandum, refer to the Resource Location Lists in Appendix B*).



11. **Abscondence:** When a youth absconds, it is the Care Coordinator's responsibility to submit and/or ensure the submission of a Request for Custody Order to dyrs.cco@dc.gov within one (1) business day of known abscondence. The Care Coordinator should scan and upload the Request for Custody Order into the "Scanned Documents" section of the youth's file in the DYRS Database.
- a. The Court Liaison will upload the signed Custody Order. It is the Care Coordinator's responsibility to ensure that the Request for Custody Order is signed by the judge and uploaded into the DYRS Database. **All Request for Custody Orders MUST be signed by the Unit Supervisor (or designee).** If both are unavailable, the Request should be signed by the Care Planning and Coordination Program Manager.
 - b. In addition, **the Care Coordinator MUST enter a note in the "Case Notes" section of the youth's file in the DYRS Database** using the Procedural Code "Abscondence Return Plan" **within one (1) business day of the youth's abscondence.**
 - c. To withdraw a Custody Order, the Care Coordinator should complete the Custody Order Withdrawal Request Form and email it to dyrs.cco@dc.gov within one (1) business day. Care Coordinators must then follow up with the Court Liaison to ensure that the Form was received and processed.
 - d. If after two (2) business days the notification of approval has not been received, the Care Coordinator must then contact the Court Liaison to follow up with the Court.
 - e. Whenever a Custody Order is withdrawn, the Court Liaison must scan and upload the approved Quash Order to the "Scanned Documents" section of the youth's file in the DYRS Database. It is the responsibility of the Care Coordinator to ensure that the Quash Order is in the youth's file in the DYRS Database.



Daily Check-In

Care Coordinators are required to report to the office each morning to check in with and notify their Unit Supervisors of their plans, schedule and any support they may need for the workday. The goals of daily check-ins are to ensure accountability and the Care Coordinator's safety as they regularly go into the field.

Procedures:

Care Coordinators will:

1. Sign in each morning upon arrival for his or her scheduled Tour of Duty at DYRS and sign out each evening upon departure in the Unit's Sign-in/Sign-out Book.
2. Notify the Unit Supervisor as soon as possible before all community and/or field activities and by way of the Community Activity Sheet (*for an electronic copy of the sheet, refer to the Resource Location Lists in Appendix B*).
3. Notify the Unit Supervisor of any time-sensitive issues or cases, in which, they may need immediate support.
4. Submit by email the list of court hearings for the following week to the Unit Supervisor each Friday by noon.

Please Note:

- It is requested that all Care Coordinators use Microsoft Outlook to share calendars with team members. The Unit Supervisor and Care Planning and Coordination Program Manager will have access to Outlook as well. However, **the use of the Microsoft Outlook calendar is optional.**
- The purpose of using the Outlook Calendar is to track the scheduled activities of all team members, which includes dates of leave, training, outside meetings, court appearances, etc. Care Coordinators also have the option of providing a weekly schedule to their Supervisor. **Care Coordinators are required to utilize one of the above options for communicating daily activities.**
- The shared calendar is not meant to limit any activities, stifle creativity nor curtail the professional's sense of freedom.



Community Visitation

It is expected that Care Coordinators will conduct visits with the youth and family in the home and/or community. **Care Coordinators are strongly encouraged to conduct Home Visits and/or Home Assessments with a colleague to support youth and family needs as well as to alleviate any possible safety concerns.** The following steps should be enlisted in the interest of Care Coordinator safety and accountability.

Procedures:

1. Prior to conducting community visits (e.g., school, home), Care Coordinators must notify their Unit Supervisor of the planned visit and document the planned visit by using the Community Activity Sheet (*for an electronic copy of a blank sheet, refer to the Resource Location Lists in Appendix B*).

- a. In the Unit Supervisor's absence, the "Covering" Unit Supervisor or Care Planning and Coordination Program Manager should be notified.

2. Submit the Community Activity Sheet one (1) business day in advance of the field activity.

Please Note: It is recognized that there may be emergency situations that prevent advance notice or instances in which community work may be approved without advance notice. The Care Coordinator must amend the Activity Sheet for the day in question and document the visit within one (1) business day of the activity.

3. Care Coordinators should use the Fleet Share Program when conducting field activities. However, if emergencies arise, and Fleet Share vehicles are not available, personal vehicles can be used after Unit Supervisor approval (*for a copy of the DC Fleet Share Policy, refer to the Resource Location Lists in Appendix B*). **Youth and families should never be transported in any employee's personal vehicle.**

- a. In the event the Care Coordinator's Unit Supervisor is not available at the time of request, submit the request to the Care Planning and Coordination Program Manager and/or Deputy Director of Youth and Family Programs.

For the policy on vehicle use, refer to the "Official Use of Government Vehicle Policy" on the Agency's Common Drive (i.e., Y Drive).

4. All community activities on behalf of youth must be documented within one (1) business day as a "General Note" in the "Case Notes" section of the youth's file in the DYRS Database.

*For more information about **Home Visits** or **Home Assessments**, refer to the procedures for each in the **Placement Determination and Support for Committed Youth** section of the handbook.*



Late-Day Expectations

Care Coordinators are required to work after 5:00 pm one (1) evening per week to meet the needs of the youth and families the Agency serves. The purpose of the “late day” is to allow for community visits with youth and family outside of normal business hours. An evening shift allows Care Coordinators to meet with a parent(s)/guardian(s), who works during the day and/or youth who have busy daytime schedules with school and/or services. An evening shift also allows for participation in DYRS activities and events with youth that occur after normal business hours.

Procedures:

1. On late days, Care Coordinators should report to the DYRS office at 10:30 am and are expected to remain at work until 7:00 pm.
2. If the Care Coordinator has court or another mandatory event on the morning of his or her late day, he or she can adjust the late day for the week or reduce working hours for another day in the week based on prior approval from the Unit Supervisor.
3. The request for approval must be submitted **by email no less than one (1) business day prior to the originally scheduled late day**. The Unit Supervisor must approve the requested schedule change.



Case Coverage While on Leave

Youth in the custody of the DYRS are entitled to full case coverage for the duration of their commitment. On those occasions when the assigned Care Coordinator will be out of the office on annual, personal or sick leave, it is important that provision be made for all the youth on his or her caseload to prevent any break in coverage.

Procedures:

1. All requests for leave must be approved in advance, unless a medical emergency or other situation occurs, which may prevent advance approval. All Care Coordinators are required to speak with their Unit Supervisor if advance requests are not possible.
2. If direct contact is not established with the Unit Supervisor (e.g., email, telephone), the assumption should not be made that leave has been approved. If an immediate response is required and the Unit Supervisor is not available, the Care Coordinator is expected to seek approval from the Care Planning and Coordination Program Manager or the Deputy Director of Youth and Family Programs (or designee).
3. When taking scheduled leave for more than one (1) day, the Care Coordinator is responsible for meeting with their Unit Supervisor at least one (1) week in advance of their scheduled leave to co-develop a case coverage plan.
4. After review of the cases with the Care Coordinator, the Unit Supervisor will assign other Care Coordinators to provide coverage for each case in the Coordinator's absence.

Please Note: It is strongly recommended that a Care Coordinator use the same coverage plan for all of his or her leave as it allows each youth and family to have a consistent "Covering" Care Coordinator in the assigned Care Coordinator's absence. This also allows covering staff to be better acquainted with, and therefore better able to support, the youth and family served.

5. Care Coordinators should also notify the youth's Credible Messenger and Youth Engagement Specialist of pending leave and to identify the Covering Care Coordinator.
6. Care Coordinators are required to provide a Case Summary and details of any appointments/ court dates, outstanding issues or needed follow up in their absence to the Covering Care Coordinator.
7. For any scheduled leave, regardless of the amount of time taken off, the Unit Supervisor must be made aware of any court dates, appointments or required follow up on any cases while the Care Coordinator is out. Covering Care Coordinators are required to document their work in the "Case Notes" section of each youth's file in the DYRS Database within two (2) business days.
8. It is the Care Coordinator's responsibility to follow up with the Covering Care Coordinator upon his or her return to the office to receive updates on his or her cases.



Requesting a Custody Order or Withdrawal

Custody Orders are requested when a youth's whereabouts are unknown or when he or she has left placement without authorization. Custody Orders can be withdrawn at any time once the youth has been located or returns on their own. All requests or Withdrawals must be approved by the Unit Supervisor (or designee) prior to submitting the Request to the Court Liaison Office.

Procedures:

1. Before submitting the request, the Care Coordinator must completely fill out each section and ensure that his or her signature and that of the Unit Supervisor are both visible at the bottom of the form.
2. The Request for Custody Order or Withdrawal should be sent to dysr.cco@dc.gov and copied to the Unit Supervisor and the Youth and Public Safety Team (YPST) Supervisor via email.
3. Once the Court Liaison Office receives the request, an email will be sent to confirm that the Request for Custody Order or Withdrawal has been submitted to DCSC for processing.
4. After the Order or Withdrawal is approved and signed by the Presiding Judge, the Court Liaison Office will email the Custody Order or Quash Order to the Care Coordinator, his or her Supervisor and the YPST Supervisor. The Court Liaison will upload the Order to the "Scanned Documents" section of the youth's file.
5. All questions and concerns regarding this process should be directed to the Court Liaison Supervisor and/or Care Planning and Coordination Program Manager.



Court Representation and Court Coverage

A significant part of the Care Coordinator's role in supporting committed youth is providing necessary information to the court that will help make a determination about the youth's commitment status and keeping the court informed of the youth's progress during commitment. The Care Coordinator must attend the following court hearings for all youth on their caseload:

- Review of commitment hearings;
- Article VI hearings;
- Any hearing where a youth is detained or committed, including adult matters;
- Disposition hearings when a committed youth obtains a new charge; and
- Status hearings when requested by the judge.

Procedures:

A. Preparing for Court

1. Court Reports must be reviewed, approved and signed by the Unit Supervisor (or designee) before being submitted to chambers. Reports should be submitted to the Unit Supervisor at least seven (7) business days in advance of the court hearing.
2. For all court hearings, a Court Report (*for an electronic copy of the reporting template, refer to the Resource Location Lists in Appendix B*) should be submitted by email to the Presiding Judge's chambers no less than three (3) business days in advance of the hearing. Unit Supervisors must be copied on the email submission.
3. Court Reports should be scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day of receiving the Unit Supervisor's signature.
4. The assigned Care Coordinator must report to the office prior to any court appearance, sign in and return to the office once court has ended, except when the daily Tour of Duty has expired.

Please Note: In instances when a hearing occurs prior to or after the Tour of Duty, approval should be granted from the Unit Supervisor, or if not available, the Care Planning and Coordination Program Manager or Deputy Director of Youth and Family Programs.

5. A request to receive overtime pay, unless the Care Coordinator and Unit Supervisor agree mutually to compensatory time in lieu of pay for overtime work, should be submitted to the Unit Supervisor for time spent in court beyond the Care Coordinator's Tour of Duty. This agreement must be made prior to the overtime work being performed. The Care Planning and Coordination Program Manager must provide approval for all overtime pay.
6. If a Care Coordinator is unable to attend a court hearing due to unscheduled sick or personal leave on the day of the hearing, he or she must notify the Unit Supervisor immediately (i.e., no later than 6:30 am) to ensure that adequate coverage is found.



7. If the Care Coordinator is unable to attend a court hearing due to scheduled annual or sick leave, the Care Coordinator should notify the Unit Supervisor and identify a colleague to attend the court hearing in his or her absence no less than seven (7) business days in advance of the hearing.
8. The Court Report must be submitted and approved by the Unit Supervisor prior to taking the scheduled leave.

B. Court Presentation

1. Care Coordinators should also be present in court for any cases on their caseload when requested by their Unit Supervisor.
 - a. When a youth is committed, it is the Care Coordinator's responsibility to know each and every court date for that youth and follow up on all matters that arise from family court in any jurisdiction. Missing a court hearing is unacceptable and a poor representation of DYRS' commitment to youth and of the Agency as a whole.
2. Upon arrival at the courtroom, the Care Coordinator will give notice to the Courtroom Clerk that he or she is present.
3. If it is determined that the hearing will not be called within two (2) hours, the Care Coordinator is expected to contact the Unit Supervisor(s) and advise of the court delay, using any one of the following options including: the phone in the rear of the courtroom or in the interview room, government-issued cell phone, email, or approach the Clerk, if court is not in session.
4. The Unit Supervisor will provide instructions as to how the employee is to proceed. If the Supervisor is unavailable to receive the call, the employee should leave a detailed message and return to the courtroom immediately.
5. If the immediate Unit Supervisor is not available, the Care Coordinator should send an email notifying the Supervisor, with the Care Planning and Coordination Program Manager and Deputy Director of Youth and Family Programs copied on the circumstances that prevented the call from being made.

C. After the Hearing

1. It is the Care Coordinator's responsibility to wait outside the courtroom for the Court Order at the completion of the hearing. This requires notifying the Courtroom Clerk that the Care Coordinator is awaiting the Order.
2. The Order must be scanned and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database on the same business day of the court hearing.
3. The Care Coordinator must document a summary of the court hearing, including the date of the next court hearing, in the "Case Notes" section of the youth's file in the DYRS Database within one (1) business day of the court hearing.



4. When a court hearing is scheduled, the Care Coordinator must send an Outlook Calendar Invite to him or herself, the assigned Unit Supervisor and the DYRS Case Management Court Calendar in Microsoft Outlook within the same business day of receipt that the hearing is scheduled.

D. Saturday and Holiday Court Coverage

1. Care Coordinators are also responsible for providing court coverage on Saturdays and holidays for any DYRS-committed youth who is arrested. A Saturday and Holiday Court Coverage Calendar is distributed prior to the beginning of the calendar year, and each Care Coordinator is assigned to at least one (but typically more than 1), Saturday or holiday to provide coverage.
2. Care Coordinators must come into the office when working Saturday and Holiday Court Coverage in the event that their presence is required in court.
3. As soon as a Care Coordinator becomes aware of being unavailable for court coverage, he or she must immediately notify his or her Unit Supervisor. The Care Coordinator is responsible for reaching out to his or her colleagues to identify a replacement for court coverage.
4. If the Care Coordinator is unable to find a replacement, he or she should notify his or her Unit Supervisor immediately for assistance with identifying coverage.
5. **For Court Coverage:** Upon arrival, contact the Juvenile Intake Office at Youth Services Center (YSC) and the At-Risk Room in the DCSC to obtain information regarding the youth's arrest (*for an electronic copy of current phone numbers, refer to the Resource Location Lists in Appendix B*).
6. Review the DYRS Database to see if the youth is still under the DYRS' supervision.
7. Once the youth's status is established, send a group email to inform the individuals below of the youth's new arrest or his or her apprehension (i.e., if picked up for an outstanding Custody Order) and to request the intended placement for the youth:
 - a. Deputy Director of Youth and Family Programs;
 - b. Care Planning and Coordination Program Manager;
 - c. Placement Manager;
 - d. Court Liaison;
 - e. Superintendent and Deputy Superintendent of Youth Services Center;
 - f. Utilization Specialist;
 - g. Assigned Care Coordinator; and
 - h. Unit Supervisor.
8. Once a response is received from the youth's assigned Care Coordinator and/or Unit Supervisor, make an entry in the "Case Notes" section of the youth's file in the DYRS Database indicating the pending case or Custody Order. Note the projected placement or plan for the youth.



9. If the Care Coordinator or Unit Supervisor does not provide a response, make the note in the “Case Notes” section of the youth’s file in the DYRS Database and have the youth returned to YSC.
10. Contact the Juvenile Intake Office at YSC and the At-Risk Room at the DCSC to inform them of the plan for the youth.
11. Be available to present in court and if necessary for the release of the youth.

E. Out-of-State Court Representation

1. When a youth is involved in criminal activities and an arrest has occurred out-of-state, the Care Coordinator will send an Out-of-State Court Memorandum (*for an electronic copy of a sample Memorandum, refer to the Resource Location Lists in Appendix B*) to the courts outside of the District of Columbia.
2. The memorandum must be sent within one (1) business day of knowledge of the matter and uploaded in the “Scanned Documents” section of the youth’s files in the DYRS Database within one (1) business day.



Transferring and Receiving Cases

Ideally, each youth will have the same Care Coordinator throughout the duration of his or her commitment to allow for consistency and a strong, positive relationship. However, at times, it may be necessary to transfer a youth's case to another Care Coordinator. Reasons for transferring cases include, but are not limited to:

- The youth's parent(s)/guardian(s) have moved to a different Ward in Washington, DC and the youth's case will transfer to another Unit;
- The Care Coordinator and the youth have not been able to build a positive, trusting relationship despite exhaustive efforts on behalf of the Care Coordinator;
- The Care Coordinator has been involved with the family previously and there is a conflict of interest;
- The Unit Supervisor or Care Planning and Coordination Program Manager has deemed a case transfer is necessary for the best interest of the youth; and/or
- The Care Coordinator has taken on another position within, or has left, the Agency.

*For more information about **transferring pre-commitment youth**, refer to the **Transferring Pre-Commitment Cases** procedures in the **Pre-Commitment** section of the handbook.*

Procedures:

1. **At no time can a Care Coordinator refuse to work with a youth or parent(s)/guardian(s), or refuse to receive a case assigned by the Unit Supervisor.** If a Care Coordinator has concerns for his or her safety in regard to a youth on his or her caseload, these concerns should be brought to the Unit Supervisor, who will make a determination if a case transfer is necessary or if the concerns can be mediated.
2. Before preparing to transfer a case, the Care Coordinator should first meet with his or her Unit Supervisor to discuss the case and ensure it is appropriate for transfer.
3. When transferring a case to another Care Coordinator, the Care Coordinator must confirm that all documentation and "Case Notes" are up to date, including the youth's current progress, current Success Plan and most recent face-to-face contact.
4. A Transfer Summary must be completed (*for an electronic copy of the Transfer Summary, refer to the Resource Location Lists in Appendix B*) and uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database prior to the transfer.
5. Once a Care Coordinator ensures the youth's file is current and completes the Transfer Summary, the request for transfer along with the Transfer Summary must be submitted to the Unit Supervisor.
6. The Unit Supervisor will then audit the case for completion and accuracy in the DYRS Database. If there are any discrepancies, the Supervisor will notify the Care Coordinator to make the corrections before the transfer is initiated.



7. If the Unit Supervisor deems the case ready for transfer, he or she will communicate the request for case transfer to the Supervisor of the receiving Unit (or to the new Care Coordinator in the Supervisor's Unit if the case is remaining within the Unit).
8. If the case is going to another Unit, the receiving Unit Supervisor will review the case and determine the most appropriate Care Coordinator for the case. This Care Coordinator's name will be communicated to the sending Unit Supervisor requesting the transfer.
9. The Care Coordinator transferring the case and the Care Coordinator receiving the case will be notified of the pending transfer. Both Care Coordinators will be responsible for coordinating a joint face-to-face contact with the youth to notify the youth of the transfer.
10. If the youth is placed at home, the parent(s)/guardian(s) should also be present for the face-to-face contact. If the youth is at an out-of-state placement, a joint telephone conference with the youth and parent(s)/guardian(s) is appropriate.
11. Once the contact with youth and family has been completed, the Unit Supervisor should be notified and the Unit Supervisor receiving the case should officially assign the new Care Coordinator to the case in the "Intake/Demographics" section of the youth's file in the DYRS Database.
12. There should be no case transfers when a youth is in jail or has absconded, unless the Care Coordinator has left the Agency.
13. There are times when a Care Coordinator or Unit Supervisor may leave the DYRS unexpectedly and cases may have to be transferred without the support and documentation of the Care Coordinator previously managing the case. In these instances, Care Coordinators must be flexible about receiving these cases without a Transfer Summary or other required documentation, or a joint face-to-face or telephone contact with the youth and parent(s)/guardian(s).
14. **At no time should a youth NOT have a Care Coordinator assigned to him or her in the DYRS Database.** The Care Coordinator is responsible for continuing to manage the case until the Unit Supervisor notifies him or her that the case has been officially transferred.
15. The receiving Care Coordinator is also responsible for adding the youth to his or her caseload in the DYRS Database.
16. The Program Assistant in the Unit of the receiving Care Coordinator will also send a letter to the family with the new Care Coordinator's contact information and that of their Unit Supervisor within two (2) business days. The letter should be scanned and uploaded to the "Scanned Documents" section of the youth's file in the DYRS Database within one (1) business day.



Program Assistant Support

Program Assistants work with the Care Planning and Coordination Team to support Care Coordinators and Unit Supervisors with administrative tasks, such as putting together Placement Referral Packets as well as preparing and submitting a youth's release paperwork.

Care Coordinators and Unit Supervisors will notify Program Assistants when their support is needed and provide the necessary information to ensure the Program Assistant can complete the request.

Support Tasks:

The following are specific tasks that will be completed by the Program Assistants to support the Care Planning and Coordination Team. Additionally, other duties and tasks may be assigned as needed to support the team.

A. Collect and Input School Progress Reports

1. The Program Assistant will be responsible for collecting and inputting school progress reports, school attendance and report cards for each committed youth.
2. These reports are to be obtained monthly/quarterly (as required) from each Care Coordinator and uploaded into the DYRS Database system for each youth.
3. Additionally, under the "Education" section in the DYRS Database, the Program Assistant will match school records to school enrollment and correct any discrepancies, if necessary.

B. Create DYRS Ward Letters

1. The Program Assistant will create Ward Letters for all Committed and Post-Committed youth when requested by the Care Coordinator or Unit Supervisor.
2. Program Assistants will draft other letters and memoranda (memos) for youth and families as requested.

C. Complete Transportation Requests

1. The Program Assistant will assist the Care Coordinators with completing Transportation Request Forms for youth to be transported to and from their placements and appointments (e.g., New Beginnings Youth Development Center INBYDC), YSC, youth residence and court).

D. Complete Custody Orders and Referral Forms

1. The Program Assistant will support the Care Coordinator with completing the Custody Orders and Quash Custody Orders at the request of the Care Coordinator or Unit Supervisor.

E. Complete Case Closure Memoranda (Memos)

1. The Program Assistant will obtain a list of all commitment expirations for the current month from the DYRS Utilization Specialist and complete the case Closure Memo for all youth on the list within one (1) business day of commitment expiration.



2. Program Assistants will submit the Closure Memo to the Care Coordinator and Unit Supervisor and then upload to the “Scanned Documents” section of the youth’s files in the DYRS Database within one (1) business day of completion.

F. Notify Team of the Supervisor on Duty

1. Program Assistants will keep track of Unit Supervisor’s schedules and be able to alert Care Coordinators about who is on duty and available for signatures or case consultation in a Unit Supervisor’s absence.

G. Manage the Saturday/Holiday Court Coverage Calendar

1. Program Assistants will manage the Saturday/Holiday Court Coverage Calendar.
2. Once the calendar is developed, Program Assistants will send calendar invites to the individual Care Coordinator or Court Liaison providing coverage as well as the Unit Supervisor and Care Planning and Coordination Program Manager.
3. Program Assistants will set the invite to issue a reminder the day before court coverage occurs. Additionally, Program Assistants will send a reminder email at the beginning of every month to those providing coverage.

H. Record All Committed Meeting Minutes

1. One of the Program Assistants will attend the All Committed Staff Meetings and take notes.
2. Program Assistants will have a rotating monthly schedule for attendance and note taking at this meeting. Notes will be provided to the Care Planning and Coordination Program Manager within one (1) business day of the meeting for approval.
3. Once approved, the Program Assistant will send the notes via email to all Care Planning and Coordination staff within two (2) business days.

I. Record RTC/Placement Review Committee Meeting Minutes

1. One of the Program Assistants will attend all Placement Review Committee Meetings and take notes. This meeting typically occurs weekly and Program Assistants will develop a schedule for their attendance.
2. After the meeting, the notes for each youth will be typed into a spreadsheet on the DYRS Common Drive (i.e., Y drive) with pertinent information about the meeting and the decisions made by the Committee.
3. Notes for each respective youth should be uploaded into in the “Scanned Documents” section of the youth’s file in the DYRS Database with the title “Placement Review Committee Meeting and Decision Notes” (include date of meeting in title).
4. Program Assistants are responsible for receiving Referral Packets for the Placement Review Committee from Care Coordinators and will send these packets to the committee members in advance of their weekly meetings.



5. The Program Assistant attending the meeting will print the packets and bring them to the meeting for staff to review.

J. Scan and Upload Documents into the DYRS Database

1. The Program Assistants will scan and upload documents in the DYRS Database.
2. A Request Form will be completed by the Care Coordinator or Unit Supervisor and the documents will be placed in a box near the copier/printer with the Request Form on top.
3. A confirmation email will be sent to the requesting staff member, stating that the request was received with a projected date of completion. A follow-up email will be sent when the request is completed.
4. Alternatively, the Care Coordinator can email the documents to the Program Assistant to be uploaded into the youth's file in the DYRS Database. In these instances, the Program Assistant will reply to the email to notify the Care Coordinator that the request has been received, and will email the Care Coordinator again when the request has been completed.

K. Complete Release Packets

1. The Program Assistant will complete the Release Forms and Packets for youth who are leaving DYRS Awaiting Placement Facilities. The Release Packet consists of the following:
 - a. Transportation Request Form;
 - b. GPS Referral Form;
 - c. Commitment Order;
 - d. Face Sheet (found in the youth's file in the DYRS Database); and
 - e. Facility Release Form
2. The Care Coordinator will provide the needed information and other pertinent documentation to the Program Assistant to complete this task, or notify him or her of the location of these documents in the youth's file in the DYRS Database.

L. Send Letter of Introduction and Welcome Packet

1. The Unit Supervisor will alert the Program Assistant of newly committed youth in their Unit.
2. The Program Assistant will then send a Welcome Letter to the parent(s)/guardian(s) that also includes the DYRS "Anchored in Strength" Parent Support Group flyer and the most current Achievement Center calendar.

M. Conduct Vital Records Audit of New Cases

1. Program Assistants will review files for newly committed youth in the DYRS Database for copies of the youth's:
 - a. Social Security Card;
 - b. Insurance card (front and back); and
 - c. Birth certificate



2. Program Assistants will send an email to the YAU Assessment Specialist, YAU Supervisor and Unit Supervisor receiving the case regarding any missing documents. Program Assistants will order birth certificates for all youth from the District of Columbia Vital Records Office and pick them up when ready.

Please Note: When possible, Program Assistants can arrange for birth certificates to be picked up and delivered to them by DYRS Interagency mail.

3. Program Assistants will also coordinate and organize the “No Fee ID” Request Form process as well as submit the tracking spreadsheet and obtain new forms through the Department of Human Services when needed.

N. Coordinate and Distribute Gift Cards and Transportation Cards

1. Program Assistants will assist in the processing, tracking and distribution of youth incentive gift cards and SMART Trip transportation cards.
2. Program Assistants will collaborate with the gift card and SMART Trip Coordinator for the Care Planning and Coordination Team (i.e., the designated holder of gift cards).

Please Note: At times when the Coordinator is not present, Program Assistants may be designated to assist with distribution coordination.

O. Greet Youth and/or Visitor; Triage to Care Coordinators (MLK Office only)

1. Program Assistants will receive youth and/or visitors (e.g., service providers, parents) who enter the MLK office and gather key information about the purpose of their visit, including who they came to see.
2. If the visit is to a Care Coordinator, the Program Assistant will notify him or her and include information about the nature of the visit.

P. Manage Incoming Mail

1. Program Assistants will receive incoming mail and sort it for distribution to members of the Care Planning and Coordination Team.
2. Mail concerning committed youth will be opened and scanned into the “Scanned Documents” section of the youth’s file of the DYRS Database before delivery to the youth’s Care Coordinator. Opened mail will be scanned within one (1) business day.

Q. Order Office Supplies

1. Program Assistants will attend Unit Meetings to inquire if there are any office supplies needed, and upon approval from the Unit Supervisor, order the needed supplies. Any needs will be recorded and ordered using the appropriate supplier.
2. Program Assistants will notify staff when their requested supplies arrive.
3. Program Assistants will also keep inventory of communal supplies on the Unit floors, such as computer paper, file folders and post-its, and re-order as needed with Unit Supervisor approval.



R. Support Interstate Compact of Juveniles (ICJ)/Juvenile Interstate Data System (JIDS) Requests

1. Program Assistants will have access to the JIDS System and be able to complete travel permits/placement supervision requests for youth at the request of Care Coordinators.

S. Manage DYRS Clothing Closets

1. Program Assistants will have access to the DYRS Clothing Closets and be able to distribute items to Care Coordinators for youth or to the youth directly.
2. Program Assistants will ensure the Referral Forms for the DYRS Clothing Closets are completed and uploaded into the “Scanned Documents” section of the youth’s file of the DYRS Database.

T. Complete Procurement Letters

1. Program Assistants will complete procurement letters upon the request of the Placement Manager and email them to all necessary parties.

Please Note: Necessary parties will be indicated in the request email from the Placement Manager.

U. Address Other Duties as Requested

From time to time, other assignments may be given to Program Assistants to support the administrative and recordkeeping tasks associated with complete care planning and coordination for the DYRS youth and families served.



Flex Funds

DYRS Flex Funds are monies allocated for DYRS-committed youth to allow for payment of certain goods and services. These goods and services include, but are not limited to, services and activities outside of the Community Programming Initiative Service Coalition as well as basic needs for youth when emergency assistance is required (e.g., clothing, groceries). The Flex Funds are distributed as gift cards, money orders or checks. At no time will cash be disbursed.

Flex Fund purchases are intended for those wraparound services that:

- Are not available or cannot be accessed within DYRS or another public service agency, such as the Department of Behavioral Health (DBH), DC Medicaid or Department of Health Care Finance (DHCF);
- Are not readily available without cost to DYRS in the community; or
- Require an expedited procurement mechanism due to an urgent or emergency situation.

Flex Funds are only available to committed youth that are living in a Community Placement (nonresidential) and connected to DC YouthLink (DCYL). Youth are eligible for one (1) Flex Fund per Fiscal Year, unless approved by the Agency's executive leadership. Flex Funds must be requested by the Care Coordinators using the Flex Fund Request Form. **The Care Coordinator requesting the Flex Fund must show proof that all other community resources have been exhausted before requesting a Flex Fund.**

Flex Funds can only be spent on items specifically requested on the Flex Fund Request Form. There are no exceptions. Flex Funds can only be used on the individual youth and if the Flex Fund is to include the family, the youth must reside at the home for which the funds have been requested. Flex Fund requests requiring payment in advance of receiving goods or service must also provide proof of cost with the Request Form. When a check or money order is requested, the Care Coordinator will need to identify the addressee in order to make out the check or money order.

The DYRS Utilization Specialist has approving authority for all Flex Fund requests, unless in the instance of a request over \$500, for which the Care Planning and Coordination Program Manager must provide final approval. **No cash will be distributed to youth.**

The monies for Flex Funds are managed and distributed by the Community Programming Initiative Capacity-Building and Administrative Partner (CAP). The Care Coordinator is solely responsible for proof of all Flex Fund purchase receipts (i.e., signed by the youth receiving the goods or service), and the return of any unused, or partially used, gift cards to the CAP.

Procedures:

1. To receive Flex Funds, a Flex Fund Request Form must be completed and submitted to the DYRS Utilization Specialist for processing (*for an electronic copy of a blank form, refer to the Resource Location Lists in Appendix B*).
2. The Utilization Specialist will seek the Care Planning and Coordination Program Manager's signature for approval of any Flex Fund Request over \$500.



3. The Utilization Specialist will submit the approved Flex Fund Request to the CAP for fulfillment.
4. The Utilization Specialist will document the approved Flex Fund Request in the “Scanned Documents” section of the DYRS Database.
5. The CAP will process the request within three (3) business days and make contact with the requesting Care Coordinator to arrange for pick-up/drop-off of the Flex Fund.
6. The Care Coordinator will sign for receipt of the Flex Fund and the CAP will keep a record of the date the Flex Fund was issued and the receiving Care Coordinator.
7. Within five (5) business days of receiving the Flex Fund, **the Care Coordinator must accompany the youth/family member to purchase the requested items and retrieve receipts. All DYRS-committed youth must sign the receipts.**
 - a. Flex Funds can only be utilized for the committed youth for which they have been requested.
 - b. **Flex Funds must be utilized to purchase the requested goods or service ONLY.** Purchases cannot be made for items outside of the needs listed on Flex Fund Request Form.

Please Note: At no time is a provider, mentor or parent(s)/guardian(s) permitted to take the youth shopping alone.

8. The Care Coordinator must return original receipts and the gift card (used or partially used) to the CAP that issued the Flex Fund within five (5) business days of receiving the Flex Fund. Receipts must show proof of appropriate purchase and cost. The youth’s signature must be on original receipts.



Contract Monitoring and Procurement

The Contract and Performance Monitoring Unit (CPMU) provides custodial oversight for all community-based residential facility vendors under contract with DYRS, while collaborating with local and out-of-state offices to ensure the safety and security of youth committed to DYRS and probation populations. All contents of the contracts with each placement vendor are tracked by this Unit in partnership with the Licensing Division to ensure program compliance and to track youth outcomes. The CPMU also administers and executes contract management and contract compliance operating procedures in strict accordance with the prescribed guidelines and provisions outlined in Chapter 12, Title 27 of the District of Columbia Municipal Regulations [(DCMR) Contract Management and Administration].

The CPMU and the DYRS Placement Unit, in collaboration with the Care Planning and Coordination Team, coordinate to determine the types of placements that will be made available for youth based on population and need. The CPMU keeps an updated list of current placements and available bed space that the CPMU Manager provides regularly to Care Planning and Coordination Unit Supervisors. A list of current placements is housed in the Residential Placement Capacity folder on the Agency's Common Drive (i.e., Y Drive). It is updated monthly by the CPMU based on active contracts.

Procedures:

A. Facility Non-Compliance

1. Care Coordinators most frequently communicate with the Placement Unit in order to fulfill the needs of youth. However, in the event a Care Coordinator discovers issues of non-compliance with Human Care Agreements (HCA) or other related physical plant or personnel issues with a facility, they should report any concerns or issues by email to the CPMU Manager within one (1) business day.
2. All critical occurrences should be reported immediately. Care Coordinators should report the concern or issue discovered by contacting the CPMU Manager and Assistant Manager by email.
 - a. The email should include details of the issue discovered, the name and location of the placement, and any other relevant details available.

B. Site Visits

The CPMU maintains strict compliance protocols and monitors all contracted facilities on a regular basis to ensure compliance with HCA and other contractual obligations.

1. Care Coordinators will be informed of any issues or concerns regarding youth placed at a facility as Contract Administrators learn of them during site-visits. Care Coordinators are expected to follow up on the issues or concerns within one (1) business day of the reported concern or issue. The severity of the issues or concern will determine the immediate notification of all stakeholders involved and the action taken, in consultation with the Care Coordinator's Unit Supervisor.
2. Contract Administrators must (at a minimum) visit residential and community-based providers on the following monitoring frequency basis:



- a. Providers within 50-mile radius of Washington, District of Columbia Metropolitan Area (DC Metro Area): Bi-weekly
- b. Providers outside 50-mile radius of Washington, District of Columbia Metropolitan Area in the states of Maryland and Virginia: Quarterly
- c. Providers outside 50-mile radius of Washington, District of Columbia Metropolitan Area in states other than Maryland and Virginia: Annually

Please Note: The site visit frequency will change based on level of compliance and performance monitoring systems.

C. Procurement

The Procurement Division ensures the acquisition of property, supplies or services for the direct benefit or use of the government, generally via a contract. The DYRS Procurement Division solicits resources, prepares awards for contracts and manages contract administration duties for the property, services or supplies acquired for DYRS.

Protocols, policies and procedures are followed in accordance with the District of Columbia's Office of Contracting and Procurement (OCP) and Jerry M. Consent Decree mandates. All protocols are designed to maximize contract compliance, monitor progress and ensure accountability among contractors with the goal of providing contract terms, setting standards and attaining deliverables. All contracted programs, placements, services, and activities are monitored to ensure they meet the needs of youth in the care and custody of DYRS.

Care Planning and Coordination Unit Supervisors are an integral part of providing technical content for Statements of Work when there are new solicitations for goods or services as well as placements, Emergency Procurements for Placement, Sole Source Procurements for specific placement needs, and contract modifications for current providers.

D. Statement of Work

A Statement of Work (SOW) is the explanation of goods and services and all related requirements for working with DYRS necessary to procure a vendor and create a contract.

- 1. Care Coordinators can find resources regarding any SOW on the DYRS Intranet and can also access training on SOW writing via PeopleSoft (i.e., an online DYRS Human Resource Management tool).
 - a. The DYRS Procurement Division provides the processing and communication of any SOW and contract needs to OCP.
- 2. Every placement-related SOW must be reviewed by the CPMU, prior to launching a new solicitation.

E. Emergency Procurements

- 1. In the event of an Emergency Procurement for Placement, the Procurement Division will contact OCP. OCP can award a contract on an emergency basis when there is an imminent threat to the public health, welfare, property, or safety; or to prevent or minimize serious disruption in District services; or when an emergency condition exists. Emergency procurements must be limited to those goods or services necessary to meet the emergency or provide resolution to emergency conditions.



2. Care Coordinators should contact the Placement Unit when emergency placement needs arise. They must provide the Placement Unit with the content necessary for the SOW and justification for the emergency placement. The Placement Unit will contact the appropriate procurement staff to begin processing the emergency contract documents.
3. Critically, it is the responsibility of the Care Planning and Coordination Team to prepare the SOW and justification for the Emergency Placement Procurement.

The Emergency Placement justification must include:

- a. A statement that emergency procurement procedures will be used for the procurement;
- b. A description of the placement needs and required services;
- c. A description of the emergency conditions;
- d. The estimated value or cost;
- e. A determination that the anticipated costs to the District of Columbia will be fair and reasonable in light of the emergency; and
- f. Any other pertinent facts that support the emergency justification.

An emergency contract shall not be justified on the basis of:

- a. The lack of adequate advance planning for the procurement of the required goods or services;
 - b. Delays in the procurement caused by administrative delays, lack of sufficient procurement personnel;
 - c. Improper handling of procurement requests or competitive procedures; or
 - d. Pending expiration of budget authority.
4. Any questions regarding SOWs or requirements for emergency contracts should be forwarded by the Unit Supervisor and directed to the Procurement Division, Contracting and Procurement Officer.

F. Contract Modifications

Contract Modifications are any formal revision of the terms of a contract, either within or outside the scope of an agreement. OCP achieves modifications through use of supplemental agreements where the vendor is asked to modify current requirements or add or remove requirements from the original agreement.

1. The Unit Supervisor and Care Planning and Coordination Program Manager are responsible for assisting in the preparation of a SOW when a contract modification is requested. The Care Coordinator can assist with details of the required modification related to specific youth circumstances as needed.
2. The SOWs must contain a justification for the contract modification. All contract modifications regarding placements must be submitted to the Program Manager of the CPMU for review and approval (*for a copy of the electronic SOW Template, refer to the Resource Location Lists in Appendix B*).
3. The timeframe from review to approval will be 30 to 90 days.

G. Sole Source Procurement

A Sole Source Procurement is issued when there is only one (1) vendor that is capable of performing a service or providing a necessary good. When a Sole Source Procurement is



requested, it must be accompanied by a justification that explains why the vendor is the only qualified vendor available. The justification for the Sole Source Procurement of goods or services may not be used to avoid competitive procedures for obtaining other goods or services.

OCP awards Sole Source agreements ONLY when there is only one (1) source available or capable of fulfilling the need for requested goods or services.

1. The Unit Supervisor and Care Planning and Coordination Program Manager must assist in the Sole Source Procurement process by helping to prepare SOWs that set forth the justification for the Sole Source Procurement.
2. All Sole Source Procurement requests must be submitted to the Procurement Division and/or the CPMU Division (if placement related) for review and approval by the CPMU Manager.
3. The request will then be forwarded to be approved and issued by OCP.
4. The timeframe from submission to approval will be 30 to 90 days.
5. The Statement of Work and justification for Sole Source Procurement must include:
 - a. A statement that the request for goods or services is a Sole Source request;
 - b. A description of the requested good or service and any related requirements, including the estimated cost or value;
 - c. A description of the factors that establish that the proposed vendor is the only source that can fulfill the need for requested goods or services; and
 - d. Any other relevant factors to support the use of Sole Source Procurement.

A Sole Source contract shall not be justified on the basis of:

- a. The lack of adequate advance planning for the procurement of the required goods or services;
 - b. Delays in the procurement caused by administrative delays, lack of sufficient procurement personnel or improper handling of procurement requests or competitive procedures; or
 - c. Pending expiration of budget authority.
6. The Procurement Manager will provide the Sole Source Procurement status detailing all approvals or denials. Denials are managed on a case-by-case basis and may require additional justification documentation. OCP will issue any additional information about next steps.



Grievances Against Care Planning and Coordination Team Members

The Care Planning and Coordination Team is committed to providing courteous and quality customer services at all times to the youth and families it serves. However, there may be times where a youth or parent(s)/guardian(s) is dissatisfied with the quality of service received. If so, youth and families have the right to express concerns or complaints through the proper channels. If a Care Coordinator is made aware that a youth or youth's family member would like to file a formal or anonymous grievance or express a complaint/concern about a team member, they should direct the youth and/or family member as outlined below.

Procedures:

1. When a youth and/or family member expresses the desire to file a grievance, the Care Coordinator should provide the youth or family member with his or her Unit Supervisor's contact information and request that the youth and/or parent(s)/guardian(s) inform the Supervisor of their concerns.
2. If a grievance is being filed, the Unit Supervisor should provide the youth and/or parent(s)/guardian(s) with a Grievance Form as soon as possible and ask them to complete and return the form within two (2) business days (*for a copy of the form, refer to the Resource Location Lists in Appendix B*).
3. Upon receipt of the completed Grievance Form, the Unit Supervisor and Care Planning and Coordination Program Manager will investigate the grievance. The youth and/or parent(s)/guardian(s) will receive a written follow-up response to their grievance within seven (7) business days.
4. When the **desire to express a concern or complaint about the Care Coordinator or another Youth and Family Programs team member is requested**, the Care Coordinator should provide the youth and/or parent(s)/guardian(s) with his or her Unit Supervisor's contact information, and request that the youth and/or parent(s)/guardian(s) contact the Supervisor to express their concerns.
5. If the concerns or complaints are not mitigated by conferencing with the Unit Supervisor, the Care Coordinator and/or Unit Supervisor should provide the youth and/or parent(s)/guardian(s) with the contact information for the Care Planning and Coordination Program Manager. The youth and/or parent(s)/guardian(s) can continue to be provided with the contact information for Youth and Family Program Managers and DYRS leadership based on the chain of command until the issue is resolved.
6. All communication regarding grievances and/or complaints should be documented in the "Case Notes" section of the youth's file in the DYRS Database within two (2) business days.



Unusual Incident Reports

An Unusual Incident report (UI) is a document that describes any event or action that may occur by a youth or to a youth that is outside of the expected norms (*for an electronic copy of a blank UI Reporting Template, refer to the Resource Location Lists in Appendix B*).

When an unexpected or serious event occurs, DYRS personnel as well as contracted providers are required to **complete a UI and notify the youth's assigned Care Coordinator within 24 hours, or immediately if the youth has been harmed or is in imminent danger**. Examples of events that may initiate a UI include but are not limited to:

- Hospitalization
- Abscondence
- Injury
- Threats
- Property damage
- Physical or verbal altercation
- Victim of crime
- Witnessing of crime
- Self-harmful behavior
- Substance use or suspected substance use
- Bizarre or unusual behavior (a typical for the youth)

Procedures:

1. Care Coordinators are expected to read and respond to each UI received for any of their youth, and also notify the youth's parent(s)/guardian(s) on the same business day of receipt.
 - a. UIs may come from service providers, placement providers, the AC locations, or one of the DYRS secure facilities. UIs from the DYRS secure facilities are automatically uploaded into the "Incident Reports" section of the DYRS Database.
2. UIs typically require an immediate intervention from the Care Coordinator, and interventions can vary from, but are not limited to:
 - a. Making face-to-face contact and counseling the youth;
 - b. Holding an emergency Team Decision Making (TDM)/Multidisciplinary Team (MDT) Meeting to discuss behavior with the youth, family and team;
 - c. Utilizing graduated sanctions;
 - d. Referring the youth for a specific service or treatment; and
 - e. Requesting a Custody Order.
3. If a Care Coordinator is unsure how to proceed after receiving a UI, he or she should immediately discuss the UI with the Unit Supervisor.
4. All UIs (with the exception of those from DYRS secure facilities) should be uploaded into the "Scanned Documents" section of the youth's file in the DYRS Database. If a provider did not upload the UI to the DYRS Database, it is the Care Coordinator's responsibility to ensure the document is uploaded.



5. A Care Coordinator is required to complete a UI for a youth if any of the above incidents or other atypical events occur while the youth is in the presence of the Care Coordinator. If a Care Coordinator is completing the UI, it should be forwarded to the Unit Supervisor for review and to determine next steps. The Supervisor will also submit it to the Care Planning and Coordination Program Manager, if deemed necessary.
6. The Care Coordinator will scan upload the completed UI into the “Scanned Documents” section of the youth’s file in the DYRS Database within two (2) business days once approved by Unit Supervisor and shared with all necessary parties.



Trainings

DYRS strives to enhance employee development and learning while fostering a healthy work environment. The Care Planning and Coordination Team is committed to positive staff development by providing the opportunity for regular and refresher training as well as professional development. In addition to work-related training provided by DYRS, Care Coordinators are also encouraged to seek further knowledge enhancement and skill development training outside of the Agency.

Procedures:

1. Care Coordinators are required to participate in all mandatory trainings facilitated by DYRS.
2. At times, the Agency may offer optional trainings to enhance staff development. Generally, Care Coordinators are not required to attend optional trainings, but are encouraged to do so, if workload permits and with supervisory approval. At times, a Unit Supervisor or the Care Planning and Coordination Program Manager may mandate a training(s) to coach a Care Coordinator in a specific skill or enhance knowledge of particular subject matter.
3. For training requests outside of the mandatory trainings, approval must be given by the Unit Supervisor **before** the training occurs.
 - a. If the Care Coordinator is requesting the training be paid by DYRS, **the request must be made at least six (6) weeks in advance** of the training.
 - b. The Care Coordinator will complete all relevant tabs of the Office of the City Administrator (OCA) Training, Travel and Reimbursement Form (*for an electronic copy of the form, refer to the Resource Location Lists in Appendix B*).
 - c. Along with the travel and training forms, the Care Coordinator must include information about the training and proof of cost (e.g. flyer, email, pamphlet) as well as a Memorandum to the Director requesting the training and how it will benefit the Care Coordinator and DYRS.
 - d. These forms will be submitted to the Unit Supervisor for initial approval, and if approved, sent to the Deputy Director of Youth and Family Programs for approval.
 - e. Upon approval, the forms are sent to the DYRS Procurement Division's Travel Coordinator at least one (1) month in advance of the training for final approval and payment.
4. The District of Columbia Office of Professional Development offers training opportunities on a first-come, first-served basis. Care Coordinators are encouraged to take advantage of these opportunities, when possible, and with Unit Supervisor approval.
5. When making requests for training, Division leadership will take into consideration office coverage and whether other important activities are scheduled.



Language Access

DYRS ensures that Limited English Proficient (LEP) or Non-English Proficient (NEP) youth and/or their families will have equal access to information and services. It is the Agency's responsibility to:

- Provide oral language services to LEP and NEP youth and/or their families who seek to access or participate in the services, programs or activities offered by the Agency;
- Collect data about the languages spoken and the number or proportion of LEP and NEP individuals speaking a given language in the population that is served or encountered, or likely to be served or encountered, by the Agency; and
- Coordinate and facilitate the translation of vital documents in any non-English language spoken by LEP or NEP populations.

All DYRS employees must ensure that LEP and NEP youth and/or their families have equal access to all information and services. This means that LEP/NEP individuals must be offered the use of an interpreter on site or through an interpreting service. Employees must not discourage or refuse DYRS services to LEP/NEP individuals for any reason. **At no time should a family member be used to interpret conversations or written documents on behalf of the youth.** Employees must identify the need for LEP/NEP information to ensure that all future interactions with the youth and/or their families include the provision of interpretation services and translation of vital documents in accordance with the provisions in this policy.

Procedures:

1. To access a translator via telephone, call 1-800-752-6096 for the Language Line. A recording will state: "If you need an interpreter now, please press 1." After pressing 1, a representative will come on the line and ask for the client identification number. The Language Line account identification number is 511307 and the access code is 1026001. After the representative receives the identification number, they will ask the language for which interpretation services are needed. The Care Coordinator will give the representative the language for which help is needed. The representative will make the connection to someone who speaks that language.
2. To access an interpreter for face-to-face meetings, contact one of the following (for specific contact information, refer to the most recent copy of the Care Planning and Coordination Key Services Directory):
 - a. Multicultural Community Service (MCS), Dupont Computers or Comprehensive Language Center, Inc. (CLCI).
 - b. Questions or concerns also may be directed to the DYRS Language Access Coordinator at 202-576-8155.
3. Care Coordinators must document or verify the language spoken by the youth and their parent(s)/guardian(s) on the "Intake/Demographics Form" of the youth's file in the DYRS Database at the time the case is transferred to the Care Coordinator.
4. Care Coordinators must document any interactions with the youth or parent(s)/guardian(s) in a language other than English (including interactions in which the Care Coordinator speaks in another language to the youth or family), by writing the language spoken in the "Note Title" of an individual note in the "Case Notes" section of the youth's file in the DYRS Database. For example, the Note Title should read "SPANISH SPOKEN: Phone call with mother through Language Access or an interpreter."



Adding and Updating Policies

The DYRS Care Planning and Coordination Handbook will be reviewed annually to ensure that all policies and procedures are current and to identify any outstanding issues that need to be addressed.

Procedures:

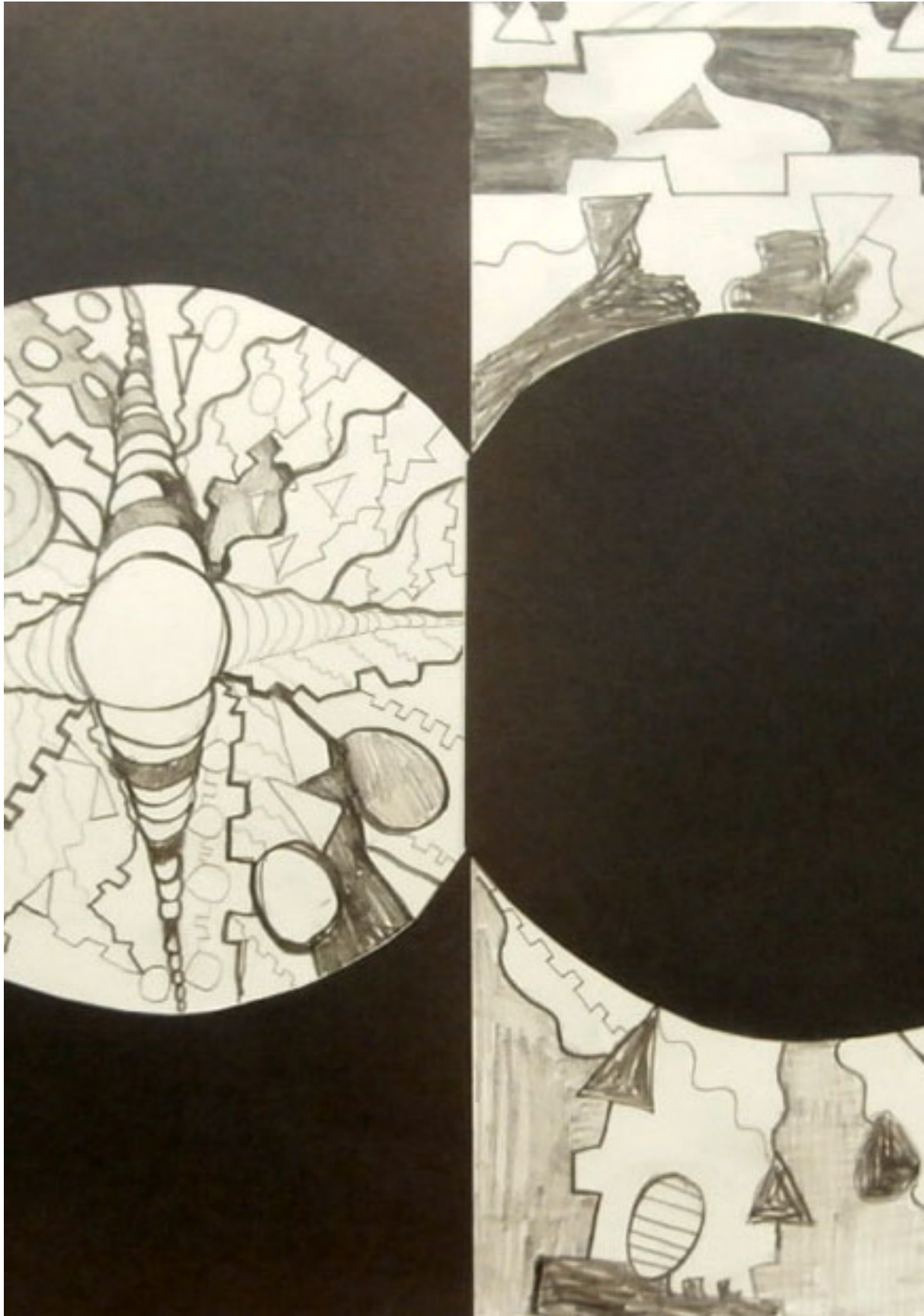
A. Annual Update

1. This handbook will be reviewed and updated, if needed, at least annually. However from time to time there may be the need for quarterly or more frequent review if new developments will impact the work of the Care Planning and Coordination Team.
2. The Care Planning and Coordination Program Manager will facilitate the annual updating process and convene a series of meetings to review, edit, finalize, and/or introduce any new policies and procedures. The following representatives will attend and participate in these meetings, including, but not limited to:
 - a. The Deputy Director of Youth and Family Programs and/or Designee;
 - b. The Care Planning and Coordination Program Manager;
 - c. Unit Supervisors;
 - d. A Parent/Guardian representative; and
 - e. A Union representative.
3. Editing and updating will occur by the Care Planning and Coordination Program Manager and be finalized and approved by the Deputy Director of Youth and Family Programs and DYRS General Counsel.
4. An electronic copy of the updated handbook will be date stamped and shared with all Care Coordinators, Unit Supervisors and relevant stakeholders (e.g., the Chief of Staff, Legal, Human Resources, Administrative Staff), who are impacted by any updates made.
5. The most recent version of the handbook will be provided electronically on the DYRS Intranet and staff will be notified of the availability of the revised edition.
6. Periodic training will occur consistent with the addition of new and/or revised policies.

B. Emergency Update

1. In the case of serious and consistent barriers in implementing a policy as written, the DYRS Care Planning and Coordination Program Manager will convene a team to meet and review the policy(ies) in question and recommend change(s).
2. The Care Planning and Coordination Program Manager will determine whether the change is feasible and, if so, will rewrite the policy with the change(s) incorporated. The Deputy Director of Youth and Family Programs and General Counsel will provide final approval.
3. The revised/new policy(ies) will be date stamped and uploaded to the Intranet. Care Coordinators, Unit Supervisors and other relevant stakeholders who are impacted by any updates made will be notified of the availability of the new and/or revised policies.







Quality Assurance

Be a yardstick of quality. Some people aren't used to an environment where excellence is expected.

Steven Jobs
American Entrepreneur, Inventor, Co-Founder Apple Computer

Quality is not an act, it is a habit.

Aristotle
Philosopher, Ancient Greece

- Complete Care Planning and Coordination Compliance Review Processes

Section Overview:

The Office of Performance Improvement (OPI) promotes a culture of continuous improvement by providing oversight and technical assistance to critical the Department of Youth Rehabilitation Services (DYRS, also known as the Agency) operations and programs by reviewing and monitoring current practices to ensure compliance with established policies, procedures and goals.

Objective 1: Establish a plan and schedule for the Compliance Review Team to monitor Care Planning and Coordination Team practices and processes, providing feedback and reports to support Unit goals.

Objective 2: Provide technical assistance and training to support the goals of the Youth and Family Programs Division.

Objective 3: Provide support to the Agency's overall Performance Management efforts.

The OPI is the DYRS business unit that is responsible for monitoring and reporting for the Care Planning and Coordination Unit. The OPI Compliance Specialist's primary function is to provide quality assurance and oversight of care coordination practices and processes for DYRS youth, ensuring "Complete Care Planning" through the use of the Child and Adolescent Functional Assessment Scale (CAFAS), care planning meetings (such as the Service Care and Team Decision Making Meetings) and the creation of goals in the Success Plan.



Complete Care Planning and Coordination Compliance Review Processes

Compliance audits and reviews are done on a weekly, monthly or quarterly basis. Regular case audits will be done by Compliance Specialists to ensure that each youth's file is up to date, their Care Coordinator has met with them as prescribed in this handbook and that they are enrolled in the services recommended in their Success Plan. **There will be opportunities for rewards and incentives for staff and/or Units that go above and beyond the expectations in this handbook.**

Procedures:

A. Weekly Complete Care Planning Compliance Reports

1. Each week the Compliance Specialist will prepare a report (i.e., an Excel Spreadsheet) to show whether a youth's case is in compliance with the DYRS Complete Care Planning requirements. Data will be collected from the DYRS Database and the Multi-Health Systems, Inc. (i.e., CAFAS Database), in order to capture the most current information. This report will show:
 - a. The youth's demographic information;
 - b. Assigned Care Coordinator and Unit Supervisor;
 - c. Current placement (i.e., type); and
 - d. The most recent date for each of the three (3) Complete Care Planning items: CAFAS, Team Decision Making (TDM) Meeting and Success Plan.
2. The report will be sent out mid-week and used in the weekly meeting with the Compliance Team, the TDM Manager and the Unit Supervisors. During the meeting, Supervisors will be made aware of deficiencies or outstanding documentation that prevents compliance.
3. On a monthly basis, the *Complete Care Planning Data Snapshot* will be prepared for DYRS leadership and then presented at the All Committed Meeting.

B. Weekly Quality Assurance Reviews

1. Using the data on the Weekly Compliance Report, Compliance Specialist(s) will conduct a review of youth records where a CAFAS, TDM Meeting or Success Plan (or any combination of these three (3) items) was completed in the last seven (7) calendar days.
2. After the review of the records for accuracy and completeness, using the Quality Assurance Guide, a report will be created and sent by email to the Care Coordinator and/or TDM Coordinator and the Unit Supervisor.
3. Working with the team, Compliance Specialists will ensure that all errors, omissions and work steps are completed within five (5) calendar days. In order to meet the "Gold Standard," complete care planning items will be addressed, on time and 100 percent error free.



C. Monthly Contact (Youth and Family) Audits

1. At the conclusion of every month, a Compliance Specialist will pull a report of all youth that were committed to DYRS for the entire previous month and review the “Case Notes” and “Documentation” in the DYRS Database for face-to-face contact and phone calls with both the youth and the youth’s parent(s)/guardian(s).
2. Using the “Reference Chart for Contact with Youth and Families” (*refer to the chart located in the Youth Contact procedures in the handbook*), the Compliance Specialist will provide each Unit Supervisor and Care Coordinator with an analysis of compliance for each youth, as well as a cumulative percentage for each category.
3. Unit Supervisors are to use the report in regular supervision meetings with each Care Coordinator to identify barriers to face-to-face and phone call contacts, and as an opportunity to improve the percentage of contact with each youth on the list that is still committed.

D. Quarterly Vital Documents Review (Birth Certificate, Social Security Card, Identification Card)

1. At the end of each quarter within the fiscal year (i.e., December, March, June and September), a Compliance Specialist will run a report of currently committed youth. This report will be used to ensure that every youth has each of the following documents and that a copy has been scanned and uploaded into each youth’s files in the DYRS Database: Birth certificate, Social Security Card, and government-issued identification or driver’s license. The information will be reviewed in the DYRS Database and confirmation of receipt of all documents tracked on a “Master Spreadsheet.”
2. The Master Spreadsheet will be sent to the Care Planning and Coordination Management Program Manager and Unit Supervisors by the 21st of the next month (i.e., January, April, July and October).
3. Unit Supervisors and Care Coordinators will have one (1) month to review the missing items and take the applicable steps to help the youth obtain the required documents or to ensure that a copy of those documents have been scanned and uploaded into each youth’s file in the DYRS Database.
4. The Compliance Specialist will update the spreadsheet once the items have been recorded in the DYRS Database.

E. Quarterly TDM Meetings/Services Analysis

1. Using the list of TDM/Multi-Disciplinary Team (MDT) Meetings conducted during the most recent quarter, Compliance Specialists and Office of Research and Evaluation staff will review the TDM Notes and the subsequent Success Plan (i.e., goals).
2. Using this information they will compare the services that were recommended for the youth to the past/current enrollments in programs and services. This review will help assess program participation and whether youth are enrolled in the services recommended during their team meetings.



3. A presentation will be prepared with charts showing the percentages of youth that have been enrolled in the recommended services as well as services that are being received, but where these recommendations are not documented in the youth's "Decision Making Meeting" notes or the Success Plan (*for an electronic copy of a Sample Quarterly Services Analysis Report, refer to the Resource Location Lists in Appendix B*). This information will be provided to the Care Planning and Coordination Program Manager and Unit Supervisors as well as the TDM Supervisor, to improve care planning practices and as an accountability tool.

F. 90-Day Youth Case File Audits

1. Unit Supervisors are to audit the files for each committed youth on a quarterly basis. A three-month schedule, prepared by the Performance Improvement Manager, will be sent to the Care Planning and Coordination Program Manager at the beginning of each quarter with a date by when each youth's file should be audited (i.e., the weekly schedule).
2. Using the Audit Template (v. 1 April 2016), Unit Supervisors will check the youth's file for up-to-date and accurate data (*for an electronic copy of the blank template, refer to the Resource Location Lists in Appendix B*).
3. On a monthly basis, the Unit Supervisor will review one (1) randomly selected case file from his or her caseload to ensure the Care Coordinator's compliance with this task.
4. The Unit Supervisor should note the completion date of the audit, any notable errors or omissions and that they have reviewed the results with the Care Coordinator.
5. Compliance Specialists will check the DYRS Database to ensure that a "Case Note" has been made in the youth's file after the audit was completed.
6. Compliance Specialists will provide the report of "non-compliance" to the Care Planning and Coordination Program Manager and Performance Improvement Manager by the 15th of the month after which the audits were to be completed.





Appendix A: Glossary of Terms

Abscondence: Youth status when they have left a DYRS authorized placement without permission or not returned as required, in addition to youth who have lost communication with Care Coordinators and the youth's whereabouts are unknown.

Achievement Centers (AC): Two DYRS sites that provide drop-in activities as well as structured programming and classes that foster career development, life skills and healthy living and community service. The programs include classes and activities that educate youth, prepare them to enter the workforce and teach them valuable life and leadership skills.

Assertive Community Treatment (ACT): Intensive mental health service provided by a Core Service Agency to assist adults with success in the community.

Assessment Specialist: The Licensed Social Worker in the Youth Assessment Unit (YAU) who completes the youth and family assessment during the pre-commitment phase and creates and presents the DYRS treatment plan to Court Social Services, the youth and family and the Superior Courts of the District of Columbia (DCSC) prior to commitment.

Awaiting Placement: Status of committed youth when they are waiting for a DYRS placement.

Capacity-Building and Administrative Partner (CAP): A member of a three-way partnership between DYRS, an administrative organization and a coalition of community-based service providers that supports the delivery of services to DYRS youth and their families. The Capacity-Building Administrative Partner provides technical assistances and administrative support to the Service Coalition as well as manages special events and programs that occur at each Achievement Center site.

Care Coordinator: A DYRS Licensed Social Worker or non-licensed Case Manager providing holistic case management services and support to committed youth at DYRS.

Care Planning Meeting: Any meeting that provides the youth with an opportunity to review current goal progress, strengths and needs. This meeting type will involve at least the youth, youth's family, Care Coordinator, and any community or agency partners.

Child and Adolescent Functional Assessment Scale (CAFAS): Comprehensive assessment based on information collected in a routine clinical interview through observation and review of the youth's case file from the past 90 days. These assessments are not administered; rather, they guide the clinician to objectively document day-to-day functioning across important life domains: school, home, community, behavior towards others, moods/emotions, substance use, self-harm, and thinking. DYRS uses this tool as part of the citywide System of Care Initiative monitored by the Department of Behavioral Health. CAFAS are done every 90 days.

Child and Family Services Agency (CFSA): The public child welfare agency in the District of Columbia responsible for protecting child victims and those at risk of abuse and neglect and assisting their families. One of several DYRS "Sibling Agencies," DYRS may serve youth that are also under the care of CFSA during the youth's commitment.



Commitment: Court Order from the Superior Courts of the District of Columbia (DCSC) remanding adjudicated youth to the care and custody of DYRS after unsuccessful probation or because a youth is identified by the court requires more intensive services and supervision than probation can provide.

Committed Case Management (CCM): Youth status in the “Enrollment” section of the DYRS Database identifying him or her as a committed youth to DYRS.

Committed Youth: Youth who have been adjudicated and committed to the care and custody of DYRS for a period of time determined by a Superior Courts of the District of Columbia (DCSC) Judge.

Community Based Intervention (CBI): Intensive community support mental health service for eligible youth, provided by a Core Service Agency. Youth are typically engaged in services at least three (3) times per week up to age 18.

Community Placement Agreement (CPA): Required contract between all committed youth in the community and DYRS, which establishes clear expectations for youth.

Community Services and Offender Supervision Agency (CSOSA): A federal, executive branch agency, created by Congress to perform the offender supervision function for District of Columbia (DC) Code offenders. It does so in coordination with the Superior Courts of the District of Columbia (DCSC) and the US Parole Commission. DYRS may serve youth, age 18 or older, who are under the supervision of CSOSA during their commitment.

Community Status Review Hearing (CSRH): DYRS’ internal administrative hearing where a youth’s performance in the community is reviewed to determine if he or she needs a higher level of placement restriction.

Community Support Worker (CSW): Mental health service provided by the youth’s CSA to assist youth with success and support in the community.

Comprehensive Adult Student Assessment System (CASAS): Reading and math appraisal for pre-employment and workforce development programs. The results are used to help the Office of Education and Workforce Development to work with youth to improve skills related to gaining employment and career pursuit.

Core Service Agency (CSA): Clinical home for youth with District of Columbia (DC) Medicaid that provides a variety of community-based services for youth and adults with mental health diagnoses.

Correctional Treatment Facility (CTF): An annex to District of Columbia (DC) Jail, which holds female offenders and juveniles being charged as adults.

Court Social Services (CSS): The District of Columbia’s juvenile probation agency. The Family Court Social Services Division is responsible for serving and supervising juveniles involved in the “front-end” of the District’s juvenile justice system. Those juveniles include: all newly arrested youth entering the court system in juvenile delinquency cases, “Persons In Need of Supervision (PINS)” cases and truancy cases as well as probation and diversion matters.



Covenant of Peace: An anti-violence initiative geared at addressing systemic issues of violence by engaging DYRS youth in intensive group workshops based on seven (7) pillars for helping youth develop strategies for living at home, the community and beyond.

Covering Care Coordinator: DYRS Care Coordinator who is temporarily assigned to provide youth and family case coverage while the regularly assigned Care Coordinator is on leave.

The Credible Messenger Initiative: Neighborhood leaders, experienced youth advocates and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence. They serve youth whose needs go far beyond the traditional mentoring approach of companionship, confidence-building and typical academic, social or career guidance. Credible Messengers are able to connect with the most challenging youth because they:

- Come from the same communities
- Were formerly incarcerated or involved in the justice system
- Have turned their lives around
- Demonstrate integrity and transformation
- Are skilled and trained in mentoring youth

Criminal Justice Coordinating Council (CJCC): Serves as the forum for identifying issues and their solutions, proposing actions and facilitating cooperation that will improve public safety and the related criminal and juvenile justice services for District of Columbia residents, visitors, victims, and offenders. The CJCC draws upon local and federal agencies and individuals to develop recommendations and strategies for accomplishing this mission.

Custody Order: A juvenile arrest warrant, signed by a Superior Courts of the District of Columbia (DCSC) Judge, ordering for a youth to be taken into custody and brought before the court when apprehended.

DC YouthLink (DCYL): A coalition of District of Columbia community-based service providers contracted to serve DYRS youth. Services focus on Positive Youth Development (PYD) principles and Positive Youth Justice (PYJ) domains.

Department of Behavioral Health (DBH): Provides prevention, intervention and treatment services and supports for children, youth and adults with mental and/or substance use disorders including emergency psychiatric care and community-based outpatient and residential services. One of several DYRS “Sibling Agencies,” DBH establishes the Level of Care (LOC) for youth who require a Psychiatric Residential Treatment Facility (PRTF) Placement. It is also the way a DYRS youth in need of mental health treatment in the community is linked to a Core Service Agency (CSA).

Department of Employment Services (DOES): Provides career counseling, resume assistance, job placement, vocational training, access to online services and information about local and national labor markets. One of several DYRS “Sibling Agencies,” DOES assists with orientation for the Summer Youth Employment Program (SYEP) of DYRS youth, provides post-commitment employment referral opportunities and offers older youth, up to age 24, and adults employment services support.



Department of Health Care Finance (DHCF): The District of Columbia's state Medicaid agency. DHCF also administers insurance programs for immigrant children, the State Child Health Insurance Program (S-CHIP or CHIP) and Medical Charities (a locally funded program). DHCF monitors the Managed Care Organizations (MCO) that support DYRS youth.

Department of Human Services (DHS): Provides residents of the District of Columbia with connections to work opportunities, economic assistance and supportive services. One of several DYRS "Sibling Agencies, DHS assists eligible DYRS youth and their families with entitlements such as Temporary Assistance to Needy Families (TANF), food stamps and housing support.

Department of Youth Rehabilitation Services (DYRS also known as the Agency): The DYRS is responsible for the supervision, custody and care of young people charged with a delinquent act in the District of Columbia in one of the following circumstances:

- Detained in a DYRS facility while awaiting adjudication.
- Committed to DYRS by a District of Columbia Family Court judge following adjudication.

Youth can be initially committed to the Agency until the age of 18 and may remain in the care of DYRS until the age of 21. The Agency provides comprehensive support services to committed youth, both in its secure facilities and within the community and is designed to help young people get on the right track and successfully transition into adulthood. DYRS works with other District agencies, community partners and juvenile justice experts to implement innovative, research-based models that are in line with best practices in the juvenile justice and youth development fields.

Department of Youth Rehabilitation Services Foster Care Home: A family home where committed youth can be placed in the community to receive individualized support and work toward family reunification.

Detainer: A juvenile custody order that is submitted to the Superior Courts of the District of Columbia (DCSC) and signed by a judge to ensure committed youth who are detained at DC Jail, or facilities in other jurisdictions, will be returned to DYRS custody upon their release.

District of Columbia Office of the City Administrator (OCA): The City Administrator is appointed by the Mayor and is responsible for the day-to-day management of District government agencies, setting operational goals and implementing the legislative actions and policy decisions of the Mayor and District of Columbia (DC) Council.

District of Columbia Public Schools (DCPS): Serves the public education needs of all school-aged youth in the District of Columbia. One of several DYRS "Sibling Agencies," DCPS maintains student transcripts, provides special education testing, Individualized Education Plans (IEPs) development, and services for youth with special needs. The agency also handles school transfers and student enrollment.

District of Columbia Superior Court, also referred to as the Superior Courts of the District of Columbia (DCSC): Handles all local trial matters, including civil, criminal, family court, probate, tax, landlord-tenant, small claims, and traffic. The DCSC Criminal Division handles all trial matters for youth accused of or involved in a juvenile matter.



District of Columbia Vital Records Office: The division of the Department of Health responsible for collecting, preserving and administering the District’s system of birth and death records.

DYRS Database: The Agency’s web-based client management system (currently known as FAMCare) where youth records are managed and archived.

Early Periodic Screening, Diagnosis and Treatment (EPSDT): Medicaid program called for children under the age of 21. States must offer all of the Medicaid mandatory and optional services and treatments to children.

Economic Security Administration Automated Client Eligibility Determination System Database (ESA ACEDS): ESA is part of the District of Columbia Department of Human Services (DHS) and determines eligibility or benefits under the following programs:

- Temporary Cash Assistance for Needy Families (TANF)
- Medical Assistance
- Supplemental Nutrition Assistance Program (SNAP) (formerly Food Stamps)
- Child Care Subsidy, Burial Assistance, Interim Disability Assistance
- Parent and Adolescent Support Services (PASS)
- Refugee Cash Assistance

The District of Columbia Health and Human Services Division of Information Systems plans, develops, oversees, and supports the Automated Client Eligibility Determination System (ACEDS) and the TANF Information System.

Electronic Monitoring Unit (Currently referred to as the “Youth and Public Safety Team”): The DYRS Unit responsible for linking and monitoring youth who require electronic monitoring (GPS) supervision.

Exclusion Zone: Area or areas defined by the Care Coordinator that the youth is prohibited from entering, or within which they may not engage in any activity. Care Coordinators will receive alerts when youth on electronic monitoring enter exclusion zones.

Family Group Conference (FGC): CSS’s youth and family team meeting model.

Fee-for-Service Medicaid: A payment model where healthcare providers receive a fee for each service that they perform (e.g., an office visit, test or procedure).

Fleet Share: The District of Columbia Government’s car fleet, which can be used to reserve vehicles to do field work and transport youth.

Flex Funds: Funding available through DC YouthLink (DCYL) to assist youth in the community with payment for necessary items such as clothing and furniture as well as classes and services outside of what DCYL can offer.

Functional Family Therapy (FFT): A short-term family therapy intervention and juvenile diversion program helping at-risk children and delinquent youth to overcome adolescent behavior problems, conduct disorder, substance abuse, and delinquency. Therapists work with families to assess family behaviors that maintain delinquent behavior, modify dysfunctional family communication and train family members to negotiate effectively, set clear rules about privileges and responsibilities and generalize changes to community contexts and relationships (<http://www.blueprintsprograms.com/factsheet/functional-family-therapy-fft>).



Global Appraisal of Individual Needs Short Screen (GAIN-SS): The GAIN-SS is a screener for three things: 1) it identifies youth who might have one or more behavioral health disorders so they may be referred to behavioral health services; 2) it can be used as a quality assurance tool to ensure consistency of service delivery; and 3) it serves as a measure of change over time in behavioral health.

Global Positioning System (GPS): Electronic monitoring device used to identify a youth's whereabouts at any time.

Group Home: A facility that provides 24-hour care for residents. A youth group home maintains staff to meet the physical, emotional and developmental needs of their residents and provide supervision, guidance and recreation for their residents.

Health Services for Children with Special Needs (HSCSN): Medicaid Waiver Insurance provider for youth with special needs (SSI eligible) that provides care planning management for enrolled youth.

Healthy Families/Thriving Community Collaboratives: (“The Collaboratives”): Neighborhood-based social service agencies that provide services to families with children under 18 years of age residing in the District of Columbia. The Collaboratives are: Edgewood/Brookland, East River, Far Southeast, Georgia Avenue, and Collaborative Solutions for Communities.

Human Care Agreement: A written agreement for the procurement of education, special education, health, human or social services, to be provided directly to individuals who have disabilities or are disadvantaged, displaced, elderly, indigent, mentally ill, physically ill, unemployed, or minors in the custody of the District.

Individualized Education Program (IEP): A written statement for any child qualifying for special education services that is developed, reviewed and revised at least annually. It describes the amount of time that the child will spend receiving special education services, any related services the child will receive and academic/behavioral expectations.

Inpatient Substance Abuse Treatment: Intensive residential treatment for substance use disorders, typically lasting 30-45 days.

Interactive Voice Response (IVR): District of Columbia (DC) Medicaid automated call-in system to identify a youth's DC Medicaid status and current insurance provider.

Interstate Compact of Juveniles (ICJ): The agreement pertaining to the legally authorized transfer of supervision and care as well as the return of juveniles from one member state to another.

Interstate Compact for the Placement of Children (ICPC): The legal authorization from a receiving state for youth to be placed in residential facilities outside the District of Columbia.

Justice Information System (JUSTIS): The District of Columbia's designated Integrated Justice Information System (IJIS) and is maintained and administered by the Criminal Justice Coordinating Council (CJCC). It is comprised of two main components: the information portal and the system-to-system exchange (aka “data feed”) module. The information portal allows users from authorized agencies to view information from multiple source agencies within a single, secure interface. The data feed module permits agencies to transfer entire data sets to



authorized agencies in close to real time throughput, day and night. JUSTIS serves as a vital tool for enhancing public safety by facilitating various federal and local criminal justice agencies' ability to share mission critical data quickly, efficiently and securely.

Juvenile Interstate Data System (JIDS): The electronic database for the monitoring of youth being supervised through the Interstate Compact on Juveniles (ICJ).

Juvenile Justice Institutional Counselor (JJIC): A Case Manager located in a facility [(e.g., New Beginnings Youth Development Center (NBYDC) or Youth Services Center (YSC)], who serves as the liaison between the Care Coordinator and the facility, supports the youth with family engagement and ensures the youth receives appropriate support while in the facility.

Letter of Acceptance (LOA): Document received by DYRS when a youth is accepted to any placement outside of the home.

Level of Care (LOC): Authorization from the District of Columbia (DC) Department of Behavioral Health when a youth meets "Medical Necessity" for a Psychiatric Residential Treatment Facility (PRTF) placement funded by DC Medicaid.

Managed Care Organization (MCO): Managed Care is a healthcare delivery system organized to manage cost, utilization and quality. Medicaid Managed Care provides for the delivery of Medicaid health benefits and additional services through contracted arrangements between state Medicaid agencies and MCOs that accept a set, per member per month (capitation) payment for these services. The MCO is contracted with the District of Columbia (DC) to provide medical and health services to beneficiaries to DC Medicaid Recipients.

Mayhem: A crime in which an individual willfully, maliciously and intentionally causes permanent disabling injury to another.

Medicaid: Healthcare program that pays for medical services for low-income and disabled individuals. For those eligible for full Medicaid services, the program pays for providers, including physicians, hospitals and pharmacies that accept Medicaid enrollment.

Medical Necessity (aka Medically Necessary): The healthcare services that a physician, exercising prudent clinical judgment, would provide to a patient for the purpose of evaluating, diagnosing or treating an illness, injury, condition, disease, or its symptoms and that are:

- a. In accordance with the generally accepted standards of medical practice;
- b. Clinically appropriate, in terms of type, frequency, extent, site, and duration and considered effective for the patient's illness, injury, condition, or disease; and
- c. Not primarily for the convenience of the patient or physician, or other physician and not more costly than an alternative service or sequence of services at least as likely to produce equivalent therapeutic or diagnostic results as the diagnosis or treatment of that patient's illness, injury, condition, or disease.

Multidisciplinary Team Meeting (MDT): Any meeting held with the youth that involves multiple stakeholders, including the Care Coordinator. This meeting is used to review and create treatment goals or Success Plans for youth while committed to DYRS.

Multi-Systemic Therapy (MST): Intensive mental health service provided by a specialty provider for youth under the age of 18 who are placed at home or within 30 days of being placed at home. The services are utilized to support families of adjudicated youth and assist with behavior modification in the home.



New Beginnings Youth Development Center (NBYDC): DYRS' 60-bed secured residential treatment center that serves both male and female youth. It is located at 8400 River Road in Laurel, MD.

No Show List: Weekly list generated by the Community-Building and Administrative Partner (CAP) that highlights the youth who did not show up for their scheduled DC YouthLink (DCYL) services.

Notice of Intent to Recommend Commitment (NOITRC): The notice sent to DYRS when Court Social Services or Superior Courts of the District of Columbia (DCSC) believe a youth should be committed.

Office of the Attorney General (OAG): The District of Columbia agency that legally advises the Executive Branch and other District agencies, defends the city in court and protects the city's residents. This agency prosecutes juvenile delinquent and status offenders in the District of Columbia.

Office of Contracting and Procurement (OCP): The District of Columbia's contract approval authority for the city's government agencies.

Office of the State Superintendent of Education (OSSE): The State Education Agency for the District of Columbia charged with raising the quality of education for all District of Columbia residents. OSSE serves as the District's liaison to the U.S. Department of Education and works closely with the District's traditional and public charter schools to achieve its key functions. OSSE provides financial support for youth with special needs and will conduct residential testing for youth if needed to determine their educational needs.

Order to Terminate Jurisdiction (i.e., Commitment): A legal order signed by a Superior Courts of the District of Columbia (DCSC) Judge officially ending a youth's commitment.

Placement Review Committee: The multidisciplinary DYRS Committee that reviews cases when a Care Coordinator believes a youth's needs can only be served in an out-of-home placement. The purpose of the Placement Review Committee is to ensure that youth are: 1) being served in the appropriate and least restrictive environment; 2) served as close to home as possible given his or her treatment needs; and 3) in a manner consistent with public safety.

PeopleSoft: An online DYRS Human Resource Management tool.

Positive Youth Development (PYD): An intentional, pro-social approach that engages youth within their communities, schools, organizations, peer group, and families in a manner that is productive and constructive. PYD recognizes, utilizes and enhances youth's strengths and promotes positive outcomes for youth by providing opportunities, fostering positive relationships and providing the support needed to build on their leadership strengths.

Positive Youth Justice (PYJ): A framework for youth justice intervention informed by Positive Youth Development (PYD). The Positive Youth Justice Model targets juvenile offenders and focuses on assets needed by all youth—learning/doing, attaching/belonging—and developing these assets within the context of six (6) separate life domains: Work, Education, Relationships, Community, Health, and Creativity.

Probable Cause Determination: Form signed by the Deputy Director of Youth and Family Programs (or designee) indicating that there is substantial reason or evidence to hold a youth in a secure detention pending a Community Status Review Hearing (CSRH).



Procurement: The process by which placements, goods and services, as well as travel and training are paid for by DYRS.

Psychiatric Residential Treatment Facility (PRTF): An out-of-community treatment center for youth with significant mental health concerns.

Quash Order: Legal document signed by a Superior Courts of the District of Columbia (DCSC) Judge terminating a Juvenile Custody Order because it is no longer needed (e.g., the youth has returned to custody on his or her own).

Residential Treatment Center (RTC): Out-of-community treatment center for youth with significant behavioral concerns.

Restrictive Commitment: Determination on the Commitment Court Order that indicates the youth's case cannot be closed until the commitment term is completed, unless DYRS requests that the restriction be lifted.

Service Care Meeting (SCM): Multidisciplinary team meeting held to connect a youth to DC YouthLink (DCYL) services, address barriers to service compliance and review youth's progress in services to assist with care planning.

Sibling Government Agency (also known as Sibling Agencies): Describes any of several District of Columbia agencies (e.g., CFSA, DBH, DHS, DCPS) with which DYRS regularly collaborates to support the care planning and coordination for pre-committed and/or committed youth.

SMART Goals: Goals that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic/**R**esults-focused, and **T**ime-bound. DYRS uses these goals for the development of youth Success Plans and employee performance plans.

Structured Decision Making (SDM): Risk assessment tool to help inform initial placement upon commitment as well as placement after a youth is found involved in a new charge during commitment.

Success Plan (SP): Individual plan of care, which outlines a youth's SMART goals and progress. Updated, at minimum, every 90 days after the youth's TDM Meeting.

Superior Courts of the District of Columbia (DCSC): Handle all local trial matters, including civil, criminal, family court, probate, tax, landlord-tenant, small claims, and traffic. The DCSC Criminal Division handles all trial matters for youth accused of or involved in a juvenile matter.

Team Decision Making (TDM) Meeting: A TDM Meeting draws upon the youth's and family's strengths, experiences, knowledge, and resources to create a plan for the youth while committed to DYRS. Participants include the youth, TDM Team member, Care Coordinator, family members as well as community and agency stakeholders. They occur every 90 days while the youth is committed. Team Decision Making is based on these six principles:

1. Everyone wants respect.
2. Everyone needs to be heard.
3. Everyone has strengths.
4. Judgments can wait.
5. Partners share power.
6. Partnership is a process.



Transition to Independence Program (TIP): Mental Health service for youth 17-24 years of age to prepare them for independence and self-sufficiency.

Transitional Assertive Community Treatment (TACT): Intensive mental health service provided by a Core Service Agency to assist transitional aged youth (ages 17-24) with success in the community. Eligible youth are engaged in services at least three (3) times per week.

Treatment Manager: The supervisors of each unit at New Beginnings Youth Development Center (NBYDC) responsible for overseeing youth progress.

Unrestricted Commitment: Determination on the Commitment Court Order that indicates DYRS has the discretion to request early closure of the case if the youth demonstrates successful rehabilitation. The Superior Courts of the District of Columbia (DCSC) must approve this request.

Utilization Specialist: Tracks, monitors and assesses the quantity and cost of service delivery for community services and residential placements at DYRS.

Waiver of Community Status Hearing Review: Document signed by youth, parent(s)/guardian(s) and attorney indicating the youth is waiving the right to the Community Status Review Hearing (CSRH), and raising the level of restriction.

Ward Letter: A document that indicates that a youth is committed to DYRS, and therefore a Ward of the District of Columbia. This document can be used to verify D.C. residency for purposes such as obtaining an Identification card, enrolling youth in school, etc.

Writ of Attachment (Often synonymous with “Custody Order” in other jurisdictions): A court order to “attach” or seize an asset. A court issues it to a law enforcement officer or sheriff. The writ of attachment is issued in order to satisfy a judgment issued by the court.

Youth Assessment Unit (YAU): The DYRS Unit that receives all NOITRC Referrals from Court Social Services (CSS) and completes a thorough assessment of both the youth and parent(s)/guardian(s) to determine the most appropriate treatment plan for the youth, if committed to DYRS.

Youth Engagement Specialist (working at Achievement Centers): DYRS employees who engage community youth in Positive Youth Development (PYD) activities through Achievement Center programming and community outreach.

Youth Engagement Specialist (working with Youth and Public Safety Team): DYRS employees who link and monitor youth participating in the Electronic Monitoring Program. They locate youth that have absconded and bring the youth into custody.

Youth and Public Safety Team (YPST): Formerly known as the Abscondence Unit and the Electronic Monitoring Unit. The YPST is responsible for connecting and monitoring youth who have been referred and placed on an Electronic Monitoring (also known as Global Positioning System or GPS) Device, and/or youth that have absconded from their placements. The YPST provides an additional layer of supervision of youth, with the goal of improving public safety.

Youth Services Center (YSC): The District of Columbia’s 88-bed short-term detention center located at 1000 Mount Olivet Road, NE in Washington, DC.





Appendix B: Resource Location Lists

DYRS Database Resources

The following forms are referenced in the handbook and listed below in the order in which they appear. They can be found in the DYRS Database.

- Community Status Review Hearing Request Form
- Decision Making Meeting Form
- DYRS Service Referral Form
- Home Assessment
- Letter of Introduction

DYRS Intranet

The following forms are referenced in the handbook and listed below in alphabetical order. They can be found on the DYRS Intranet:

- Anchored in Strength Referral Form
- Article VI Motion Template and Questionnaire
- Case Closure Memorandum Sample
- Case Closing Summary Sample
- Case Closing Summary Template
- Case Presentation Template
- Child Stress Disorders Checklist – District of Columbia (CSDC-DC)
- Community Activity Field Sheet
- Community Placement Agreement
- Community Status Review Form
- Consent for Treatment Form
- Counties Memorandum
- Court Report Template Community
- Court Report Template Residential
- Covenant of Peace
- Custody Order Request Form
- Custody Order Withdrawal Form
- District of Columbia Fleet Share Policy
- District of Columbia Public Schools (DCPS) Annual Enrollment Form
- District of Columbia Public School (DCPS) Community Service Form
- District of Columbia Public Schools (DCPS) Non-Public Unit-Residential and Surrounding Education Records Request Form
- Flex Fund Request Form
- GPS Referral Form
- Level of Care Request
- Monthly Case Summary Template
- Noncompliance Letter
- OCA Training, Travel and Reimbursement



- Out-of-State Court Memorandum Sample and Template
- Out-of-State Placement Request Form
- Placement Packet Checklist
- Post-Commitment Services Request Form
- Post-Secondary Education Supports Referral Form
- Pre-Commitment Court Report Template
- Prince George's County Public Schools (PGCPS) Tuition Contract
- Probable Cause Determination Form
- Release of Information Form
- Statement of Work Template
- SDM Override Request Form
- TDM Meeting Snapshot Demographic Summary (TDM Referral Form)
- Transfer Summary Template
- Transportation Request Form
- Unusual Incident Form
- Virginia Department of Education Immediate Enrollment of Child in Foster Care Form
- Waiver of Community Status Review
- Youth Council Criteria and Referral Form
- Youth Release Memorandum





Appendix C: Reference Guides for Case-by-Case Needs

The following items are resources to be used on a case-by-case basis for DYRS youth. Each is also available on the DYRS Intranet.

- Clothing Authorization Protocol for Youth in Out-of-State Placements
- Educational Funding Payment and Invoice Submission Instructions for Youth in Out-of-State Placements
- Health Insurance Verification and Billing Protocols for Medicaid Funded Out-of-State Placements
- Health Insurance Verification and Billing Protocols when DYRS is Responsible for Room and Board
- How to Determine DC Medicaid Status
- How to Determine Medicaid Status for Out-of-State Placement
- How to Petition for a Level of Care through the District of Columbia Department of Behavioral Health
- How to Petition Managed Care Organizations for Pre-Authorization
- Internal Process for Fee-for-Service Medicaid
- State Placements and Surrounding County Schools





Broken Cycle

*What is a broken cycle?
When you repeat and you stop?
Or is it a back and forth in your mind?
My life is like a washing machine
Wish wash
Wish washes off on off on
My family calls me
But sometimes they don't want to talk
What is a broken cycle?
Getting locked up
Back and forth in the juvenile system
Clink clank
The sound of doors slamming chains rattling
Only I can break this cycle.*

By J.

***Power without love is reckless and abusive,
and love without power is sentimental and anemic.
Power at its best is love implementing the demands of justice,
and justice at its best is power
correcting everything that stands against love.***

Martin Luther King, Jr.
Civil Rights Activist, Minister, Author, Nobel Prize Winner

I leave you love.

Mary McLeod Bethune
American Educator And Civil Rights Activist





**Department of Youth
Rehabilitation Services**

450 H Street, NW
Washington, DC 20001
Phone: (202) 299-5362
Fax: (202) 299-5608
TTY: (746) 777-7776



COUNCIL OF THE DISTRICT OF COLUMBIA
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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 FY19 and FY20, to date.

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

Awaiting Placement LOS	
FY19	FY20 YTD 12.31.19
13.2	13.4



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Historical Data & Trends 1

For FY10, FY11, FY12, FY13, FY14, FY15, FY16, FY17, FY18, FY19 and FY20 to date please provide the following information:

a. The number of newly committed youth by race/ethnicity by gender by FY;

	FY09*	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD (1.8.20)
Male	265	297	208	160	151	132	103	73	116	82	85	31
Black/African American	254	288	198	151	144	131	103	69	111	80	76	29
Hispanic/Latino	11	9	10	8	6	1	0	4	5	2	8	1
White	0	0	0	1	1	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	1	1
Female	25	32	35	22	23	24	26	25	24	21	11	3
Black/African American	23	32	34	21	23	24	26	24	24	21	11	2
Hispanic/Latino	1	0	1	0	0	0	0	0	0	0	0	1
White	1	0	0	1	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	1	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
	290	329	243	182	174	156	129	98	140	103	96	34
*missing the first quarter of data												

b. The number of newly committed youth by felony and misdemeanors by gender by calendar year;

	FY09*	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD (1.8.2020)
Male	265	297	208	160	151	132	103	73	116	82	85	31
Felony	170	180	110	80	75	64	67	39	54	38	59	26
Misdemeanor	92	111	92	73	75	60	33	30	60	43	25	5
PINS	1	3	5	6	0	3	3	1	1	1	0	0
Other	2	3	1	1	1	5	0	3	1	0	1	0
Female	25	32	35	22	23	24	26	25	24	21	11	3
Felony	7	7	8	8	7	4	10	9	8	5	8	1
Misdemeanor	11	15	17	8	14	15	13	9	13	12	1	2
PINS	3	6	9	4	1	5	3	6	3	4	1	0



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Other	4	4	1	2	1	0	0	1	0	0	1	0
*missing the first quarter of data												

c. The number of newly committed youth by offense by gender by calendar year;

	FY09*	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD 1.10.20
Female	25	32	35	22	23	24	26	25	24	21	11	3
Aggravated Assault	1				1	1		1	1			
Aggravated Assault Knowingly											1	
Arson											1	
Assault on Police Officer	2	2	3	3	3		7	4	1	1		
Assault W/Dangerous Weapon	1		1			2			2			
Assault w/Intent to Commit First Degree Sexual Abuse (Force)						1						
Assault with Significant Bodily Injury							1				1	
Assaultive Behavior											1	
Burglary I										1		
Carry Dangerous Weapon				1								
Child in Need of Supervision	1	2	1	1				4	1	3		
Cruelty to Children									1			
Cruelty to Children Second Degree									1			
CSA (Dist)		1										
Destruction of Property Less than \$1000				1								
Destruction of Property Over \$200									1			
Destruction Property Under \$200	1	1	3									
Disorderly Conduct							1					
False Report to Police	1											
Fleeing a Law Enforcement Officer					1							



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Habitual Runaway		2	3	2		4	3	2	2	1	1	
Habitually Truant From School	2	2	5	1	1	1						
Involuntary Manslaughter			1									
Leaving the Scene of a Crime								1				
Murder II									1			
No Permit		1										
Other Charge								1				
Possession of a destructive device-Taser									1			
Possession of Prohibited Weapon					1		1	1				
Prostitution	2	1										
Prostitution-Solicit, Lewd Purpose	1	2	1									
Receiving Stolen Property - Misd						2	1					
Robbery	2	2	2	2	3		2	3	2	2	4	1
Sexual Solicitation				2								
Shoplifting		2	2		1	1						
Simple Assault	10	9	9	5	7	7	8	5	8	11	1	2
Simple Assault - Domestic		1	1									
Theft 1st Degree				1	1							
Theft 2nd Degree		1		1	3	2	1		1	1		
Threats to do Bodily Harm		1	2		1	2			2			
Threats to do Bodily Harm-Misd											1	
Threats to Kidnap or Injure a Person				1			1					
Unauthorized Use of Vehicle		2	1									
Unlawful Entry						1		1				
UUV	1			1				1		1		
Male	265	297	208	160	151	132	103	73	116	82	85	31
Aggravated Assault	8	7	4			2			3			
Aggravated Assault Knowingly											1	
Armed Carjacking							1			1	1	
Armed Robbery	1											
Arson								1				



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Assault on Police Officer	12	13	5	6	11	6	7	3	1			
Assault on Police Officer Misd		1										
Assault on Police or Fire Dept.		1										
Assault w/ Intent to Commit Robbery	1	4	2	4	1	4	2		1	1	1	2
Assault W/Dangerous Weapon	5	3	6	5	5	4	9	4	3	6	3	2
Assault w/Intent to Murder		1			2							
Assault With a Deadly Weapon-Domestic											2	
Assault with Significant Bodily Injury			3	2	3	2	2		4	1	1	
Assaultive Behavior											1	1
Assault-Threat in Menacing Manner									1			
Att. To Commit a Crime - Burglary I		1										
Attempt to Commit Crime-Robbery					1		1	2	1	1	1	
Attempted Murder I						1						
Attempted Murder II										1		
Burglary I	1	1			1			1			2	1
Burglary II	4	2	1	2	5	3	4		3		1	1
Carjacking	6	1							1	2		
Carry Dangerous Weapon	2			1		2	1				1	
Carry Dangerous Weapon-Gun	1	1							3			
Carry Dangerous Weapon-Misd			1								1	
Carry Pistol W/O Lic (Misd)											2	
Carry Pistol W/O Lic - Outside Home/Business												2
Carrying a Pistol outside Home/Business			2	3	3	2	2	1			1	
Child in Need of Supervision						1		1	1	1		
Consumption of Marijuana in a Public Place								1				
Contempt						2						



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Contempt - Misd					1						
Craps						1					
Credit Card Fraud			1	1							
CSA (Dist)	5	4	2	1				1			
CSA (Poss w/I Dist)	8	7	1		1		1		3		1
CSA (Poss)	13	24	17	7	7	3	2			1	
CSA Cocaine (Poss W/I Dist)		1									
CSA Cocaine (Poss)	1										
CSA Heroin (Poss w/I Dist)	1										
CSA Marijuana (Dist)											1
DCCSA (Poss W/I Dist)			1								
DCCSA Cocaine (Poss)			1								
DCCSA Marijuana (Poss W/I Dist)	2										
DCCSA Marijuana (Sale)	1	3									
Destruction of Property								1			1
Destruction of Property \$1000 or more										1	
Destruction of Property Less than \$1000				6	4	3			5	4	1
Destruction of Property Over \$200	1	2	2								
Destruction Property Under \$200	10	10	8	2					1		
Discharge of Firearms								1			
Disorderly Conduct	1							1			
Dist of Marijuana - Misd			1								
Escape - Custodial Officer			1								
Failure to Obey Officer				1							
Failure to Pay Fare								1	1		
False Fire Alarm						1					
Felony Murder				1							
Felony Murder- Unarmed	1										
Felony Murder-Armed Gun											1
Fleeing a Law Enforcement Officer		1									
Habit. Disobedient/Ungovernable				2							
Habitual Runaway		1	2	2		1					



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Receiving Stolen Property - Fel	1	4	1	1								
Receiving Stolen Property - Misd	4	4	4	2	3		1	2	1	2	4	
Robbery	41	40	36	25	20	26	12	18	13	13	22	14
Robbery - Armed		1							1	1	1	1
Robbery-Pursesnatch							1	1				
Sexual Abuse	1											
Sexual Abuse First Degree	1	1						1				
Sexual Abuse First Degree - Force					1							1
Sexual Abuse First Degree-Child		1										
Sexual Abuse Fourth Degree	2	3	1				1		1			
Sexual Abuse Fourth Degree - Others				1		1	3					
Sexual Abuse Fourth Degree - Intoxicant							1					
Sexual Abuse Misdemeanor	1	1		2					1			
Sexual Abuse Second Degree								1				
Sexual Abuse Second Degree-Child	2											
Sexual Abuse Third Degree	1	2										
Sexual Abuse Third Degree-Force											2	
Sexual Abuse Third Degree-Threats							1					
Sexual Solicitation								1				
Shoplifting	2	6	2	6	3	1	2	3	4	5		
Simple Assault	34	34	33	25	33	24	14	14	31	16	6	
Tampering w/Auto		1										
Tampering with a Detection Device						1						
Theft 1st Degree	2	2	2			2		1			1	1
Theft 2nd Degree	4	8	12	8	10	12	1	3	3	8	1	
Threats Made Repeatedly								1				
Threats to Damage Property		1										
Threats to do Bodily Harm	5	7	4	3		3	2	1	4	3		



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Threats to do Bodily Harm-Misd																					1	
Threats to Injure Person	5	3	3																			
Threats to Kidnap or Injure a Person				4	1	2	1	6														
Throwing Stones or Missiles	2									1												
Unarmed Carjacking						2	1															4
Unauthorized Use of Veh. - Driver		1																				
Unauthorized Use of Vehicle		45	28	11			2	4														
Unlawful Entry	10	7	2	5	6	2	1	1	6													2
Unlawful Entry Of A Motor Vehicle							1															
Unlawful Possession of Pistol	11	22										1	3	2								
UUUV	42				9	13	3	5	2	6	3	6	3	6	1							
*missing the first quarter of data																						

d. The number of newly committed youth by ward of home residence by calendar year;

Ward	FY09*	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD 1.10.20
1	1	2	3	3	5	7	2	5	2	2	6	2
2		1		1	2	1	1	1		1	0	0
3					1		1		2	1	1	0
4		3	6	9	13	14	10	8	7	6	11	3
5	2	8	3	7	16	33	16	11	22	18	11	3
6	4	1	7	6	16	11	13	10	13	5	10	7
7	7	8	7	12	24	32	27	18	32	20	14	7
8	5	14	3	16	34	43	40	36	45	33	33	10
GA	1											
MD	1	2	2	9	17	14	19	9	17	17	10	2
VA					1	1						
(blank)	269	290	212	119	45							
*missing the first quarter of data												

e. The number of newly committed youth by SDM risk score at the time of commitment;



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	FY09*	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20 YTD 1.10.20
High	73	94	68	48	46	47	50	36	47	29	34	16
High or Medium	37	27	13	16	9	14	8	1	4	7	8	6
Medium	84	108	73	45	49	48	32	33	55	29	26	4
Medium or Low	41	24	19	16	19	8	10	5	4	6	9	3
Low	52	73	70	54	47	39	26	23	28	32	18	4
Missing SDM	3	3		3	4		3		2		1	1
*missing the first quarter of data												

- 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:

- a. “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;
- b. “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;
- c. “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.
- d. “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.
- e. “Total youth” is the sum total of individual, non-duplicative youth served by the agency during the fiscal year.

	FY15	FY16	FY17	FY18	FY19	FY20 YTD 12.31.19
Overnight Only	482	875	926	882	873	263
Pre-Disposition Only*	151	392	48	47	14	6
Committed	528	410	357	335	301	214



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Post-Committed Only	24	16	3	27	41	34
Total Youth Served	2253	2252	1973	1648	1550	704



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Tracking Youth Success 1

Please list the top ten charges that resulted in the commitment of youth to DYRS in FY19 and the number of youth who received each charge by gender.

Top 10 Charges Resulting in Commitment in FY 19			
Charge	# Males	# Females	# Youth
Robbery	22	4	26
Simple Assault	6	1	7
UUV	6	0	6
Receiving Stolen Property-Misd	4	0	4
Unarmed Carjacking	4	0	4
Assault w/ Dangerous Weapon	3	0	3
Aggravated Assault Knowingly	1	1	2
Assault w/ Significant Bodily Injury	1	1	2
Assault With a Deadly Weapon-Domestic	2	0	2
Assaultive Behavior	1	1	2



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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 FY20.

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. *Implementation of a new youth and family service framework focusing on individualized care in both the secure facilities and in the community.*

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, DOC, DCPL, 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.*



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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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Education 2

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

Disability Type	Number of Committed Youth as of 1/9/2020
Autism	1
Emotional Disturbance	27
Multiple Disabilities	29
Other Health Impairment	13
Specific Learning Disability	23
Speech or Language Impairment	1
Grand Total	94

*Data may not capture all disabilities.



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Placement and Monitoring 2

For FY18, FY19 and FY20, 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.

	FY 2018			FY 2019			FY 2020 YTD 1.8.2020		
	Unique Youth	% of Committed Population	ALOS	Unique Youth	% of Committed Population	ALOS	Unique Youth	% of Committed Population	ALOS
Youth Services Center	188	56.1%	7.2	185	61.5%	9.5	79	36.7%	9.6
New Beginnings	117	35.9%	79.2	50	16.6%	147.6	31	14.4%	218.5
Family Home	257	76.7%	94.7	209	69.4%	110.0	104	48.4%	95.3
ILP	15	4.5%	131	2	0.7%	37.5	0	N/A	N/A
CFSA Foster	7	2.1%	160	3	1.0%	129.6	2	0.9%	215.0
DYRS Foster	52	15.5%	94.7	45	15.0%	78.9	20	9.3%	50.3
Group Home (Local)	80	23.9%	36.7	68	22.6%	33.9	19	8.8%	37.6
Out of State Group Home (by state)									
AZ	3	0.9%	245	4	1.3%	102.5	3	1.4%	93.0



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MD	28	8.4%	116	21	7.0%	120.1	7	3.3%	71.0
VA	5	1.5%	237	5	1.7%	159.0	2	0.9%	N/A
Youth Shelter Home	26	7.8%	20.4	65	21.6%	16.7	15	7.0%	13.4
RTC	14	4.2%	234	21	7.0%	180.0	8	3.7%	197.0
PRTF	16	4.8%	209	10	3.3%	231.9	4	1.9%	300.0
Substance Abuse In Patient	12	3.6%	85.6	6	2.0%	75.5	2	0.9%	N/A
Jail/FCI	84	25.1%	68.2	97	32.2%	58.6	39	18.1%	34.7
Other (Job Corp, Military Academy, Hospital, Halfway House)	17	5.1%	39.3	17	5.6%	60.0			
Abscondence	119	35.5%	19	116	38.5%	17.8	44	20.5%	28.3
Total Unique Committed Youth	335			301			215		

*ALOS only uses enrollments that have closed



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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

Please provide the number of youth committed to DYRS in FY19 and FY20, 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;
 - i. *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;
- f. Whether the committed youth have experienced homelessness;
 - i. *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.

	FY 19		FY 20 YTD (1.9.2020)		Current (1.9.2020)	
Male	49	16%	182	85%	160	87%
Female	252	84%	33	15%	24	13%
Age						
13 -	14	5%	9	4%	8	4%
14	29	10%	22	10%	18	10%
15	77	26%	57	27%	52	28%
16	81	27%	65	30%	54	29%
17	62	21%	45	21%	36	20%
18 +	38	13%	17	8%	16	9%
Ward						
Ward 1	11	4%	9	4%	9	5%
Ward 2	1	0%	1	0%	1	1%
Ward 3	3	1%	3	1%	2	1%
Ward 4	19	6%	20	9%	17	9%



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Ward 5	37	12%	26	12%	21	11%
Ward 6	32	11%	23	11%	20	11%
Ward 7	51	17%	38	18%	34	18%
Ward 8	107	36%	71	33%	59	32%
MD	40	13%	24	11%	21	11%
Misdemeanor						
Misdemeanor	135	45%	73	34%	63	34%
Felony						
Felony	146	49%	132	61%	115	63%
PINS						
PINS	11	4%	6	3%	4	2%
Other						
Other	9	3%	4	2%	2	1%
High SDM						
High SDM	97	32%	83	39%	70	38%
High or Medium SDM						
High or Medium SDM	22	7%	20	9%	19	10%
Medium SDM						
Medium SDM	89	30%	53	25%	47	26%
Medium or Low SDM						
Medium or Low SDM	17	6%	13	6%	12	7%
Low SDM						
Low SDM	74	25%	43	20%	35	19%
Missing SDM						
Missing SDM	2	1%	3	1%	1	1%
Total						
Total	301	100%	215	100%	184	100%

***Chart represents total unique committed youth in each FY**



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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.

The Jerry M. litigation continues and the District remains under the parameters of the operative orders in the case, including but not limited to, the Consent Decree and Work Plan. The District engaged in extensive, protracted settlement discussions with the Office of the Special Arbiter and Plaintiffs’ counsel but has not yet been able to reach a mutually agreeable settlement.

While settlement discussions continue, DYRS also continues to work towards compliance with those remaining indicators left under Court supervision. In November 2019, in order to move the case forward, Judge Dixon ordered the District to submit status reports on each of those remaining areas left under Court supervision. Those areas are as follows: Medical, Behavioral Health, Critical Incidents and Assaults, and Fire Safety. Following submission of those reports, the Special Arbiter has also been ordered to report on the status of District compliance in these areas; following submission of her reports, status hearings will be held.

With regard to staffing, in 2019, following a report of compliance from the Special Arbiter, the Court vacated those Work Plan indicators related to staffing. Nonetheless, as sustainability of reforms is an important issue in this case, DYRS continues to comply with the Court-ordered staffing plans at both DYRS secure facilities.



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Education 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 FY18, FY19 and FY20.

Row Labels	FY19 2.4.19
Alternative High School	77
GED	8
Nonpublic (Private)	36
Public Charter	30
Traditional High School	39
Grand Total	190

Row Labels	FY20 1.15.20
Alternative School	57
GED School	8
Regular School	82
SSD School	2
Charter School	2
Other	11
Grand Total	162

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

There are no employees currently detailed to or from DYRS.

Personnel 3

For FY 19 and FY 20, 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 FY 20 Bonuses and Special Awards

FY2020-No Payouts 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
Gorantla, Surekha	Nurse Practitioner	Certification Bonus	\$500	FY19
Jackson, Michelle	Clinical Nurse II	Certification Bonus	\$1,000	FY19
Tebid Mbah, Esabella	Nurse Practitioner	Certification Bonus	\$500	FY19
Akodu, Adenike O	Clinical Nurse II	Certification Bonus	\$500	FY19
Deloney, Renee H	Clinical Nurse II	Certification Bonus	\$500	FY19
Kinlow, Tiye A.	Attorney Advisor	Exceptional Performance Award	\$1,346.07	FY19
Thomas, Charles L.	Administrative Law Judge	Exceptional Performance Award	\$1,672.11	FY19
Pressley, Hanifa	Attorney-Advisor (Hearing Examiner)	Exceptional Performance Award	\$1,406.16	FY19
Key, Kenya	Deputy Director, Health Services	Relocation Bonus	\$5,000	FY19
Key, Kenya	Deputy Director, Health Services	Additional Income Allowance	\$14,996	FY19



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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;
 - 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.

SDM at Time of Commitment							
	High	High/Medium	Medium	Medium/Low	Low	No SDM	Grand Total
Youth Services Center (88 total beds)	13	3	4	3	7	0	30
New Beginnings (60 total beds)	16	2	5	1	1	0	25
Non-Secure Community Placement in DC	16	10	20	4	12	1	63
Residential Treatment Facility in DC (Includes DC Jail, Military Academy)	2	0	0	0	3	0	5
Secure Outside of DC (Includes non DC Jail, RTC, PRTF)	8	0	5	1	3	0	17
Non-Secure Community Placement Outside of DC	11	3	11	3	4	0	32
Abscondence	3	2	3	0	4	0	12
Grand Total	69	20	48	12	34	1	184

*Data pulled on 1.13.2020



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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.



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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 FY19 and FY20, to date;
- b. Established an Individual Success Plan in FY19 and FY20, 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 FY19 and FY20, to date; and
- d. Were matched with a Credible Messenger in FY19 and FY20, to date.

		FY19	FY20 Q1
TDM Conducted (unique youth)*	#	191	74
	%	63%	35%
Success Plan Created (unique youth)**	#	221	90
	%	73%	42%
Services provided (Rate of total services provided before the next TDM out of total recommended)	# received	107	26
	# recommended	224	72
	% recommended that were received	47.8%	36%***
Matched with Credible Messenger	#	273	165
	%	91%	77%

*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 committed population.

***Q1 data is tentative as youth may still be connected prior to their next meeting



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Historical Data & Trends 3

Please provide a daily census for committed youth by placement type (home, community based residential, etc.) for July 31st, 2010; July 31st, 2011; July 31st, 2012; July 31st, 2013; July 31st, 2014; July 31st, 2015; July 31st, 2016; July 31st, 2017; July 31st, 2018; and July 31st 2019.

July 31st Census*											
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Home	245	370	336	237	128	121	101	56	89	101	62
Community Based Residential	136	146	187	167	148	114	94	63	66	40	36
Abscondence	73	74	60	41	37	24	13	10	12	11	19
DYRS Secure Facility	53	88	72	69	86	53	64	40	37	31	39
Secure Residential	196	136	182	141	91	70	34	33	24	11	9
Jail	91	135	136	111	50	38	34	30	14	24	21
Missing Enrollment Information	122	53	6	1	4	0	0	0	0	0	0
Total Committed Youth	916	1002	979	767	544	420	340	232	242	218	186

*Please note that data prior to 2015 was transferred from the previous data management system and therefore is not verifiable.



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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 FY19 and FY20, to date;**

No.	Vehicle Number	Year	Make	Model	Type	Location	Local Motion (Y or N)	Own / Lease
1	DC10133	2013	TOYOTA	PRIUS	SEDAN	450-300 Mass Avenue NW	Yes	Own
2	DC10134	2013	TOYOTA	PRIUS	SEDAN	450-300 Mass Avenue NW	Yes	Own
3	DC10135	2013	TOYOTA	PRIUS	SEDAN	450-300 Mass Avenue NW	Yes	Own
4	DC10136	2013	TOYOTA	PRIUS	SEDAN	MLK-2101 MLK Avenue SE	Yes	Own
5	DC10137	2013	TOYOTA	PRIUS	SEDAN	YSC-1000 Mt Olivet Road NE	Yes	Own
6	DC10372	2015	NAVISTAR	PC00500	BUS	DPW -Okie Street NE	No	Own
7	DC10576	2013	CHEVROLET	EXPRESS	15 PASSENGER VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
8	DC10784	2015	CHEVROLET	EXPRESS	15 PASSENGER VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
9	DC10788	2015	HONDA	CIVIC LX	SEDAN	MLK-2101 MLK Avenue SE	Yes	Own
10	DC10912	2017	CHEVROLET	SILVERADO	PICK-UP TRUCK	NB-Laurel, MD	No	Own
11	DC10931	2017	CHEVROLET	SILVERADO	PICK-UP TRUCK	NB-Laurel, MD	No	Own
12	DC10932	2017	CHEVROLET	SILVERADO	PICK-UP TRUCK	YSC-1000 Mt Olivet Road NE	No	Own
13	DC10933	2017	CHEVROLET	SILVERADO	PICK-UP TRUCK	NB-Laurel, MD	No	Own
14	DC11506	2016	HONDA	CIVIC	SEDAN	450-300 Mass Avenue NW	Yes	Own
15	DC11507	2016	HONDA	CIVIC	SEDAN	450-300 Mass Avenue NW	Yes	Own



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16	DC11508	2016	DODGE	GRAND CARAVAN	MINI VAN	450-300 Mass Avenue NW	Yes	Own
17	DC11509	2016	DODGE	GRAND CARAVAN	MINI VAN	450-300 Mass Avenue NW	Yes	Own
18	DC11534	2016	CHEVROLET	EXPRESS 2500	CARGO VAN	NB-Laurel, MD	Yes	Own
19	DC11538	2016	CHEVROLET	EXPRESS 2500	CARGO VAN	NB-Laurel, MD	Yes	Own
20	DC11539	2016	CHEVROLET	EXPRESS 2500	CARGO VAN	NB-Laurel, MD	Yes	Own
21	DC11540	2016	HONDA	CIVIC	SEDAN	Fort Lincoln Rec. Center FT Lin Dr. NE	No	Own
22	DC11554	2016	CHEVROLET	EXPRESS 2500	CARGO VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
23	DC11796	2000	FORD	F-650	BUCKET TRUCK	NB-Laurel, MD	No	Own
24	DC11807	2017	FREIGHTLINER	S2C BUS	BUS	NB-Laurel, MD	No	Own
25	DC12081	2018	TOYOTA	SIENNA	MINI VAN	NB-Laurel, MD	Yes	Lease 2018-2023
26	DC12435	2018	TOYOTA	SIENNA	MINI VAN	Kendell Street NE	No	Own
27	DC8839	2014	CHEVROLET	VOLT (HYBRID)	SEDAN	YSC-1000 Mt Olivet Rd NE	Yes	Own
28	DC8840	2014	CHEVROLET	VOLT (HYBRID)	SEDAN	NB-Laurel, MD	Yes	Own
29	DC8844	2014	TOYOTA	PRIUS	SEDAN	450-300 Mass Avenue NW	Yes	Own
30	DC8845	2014	TOYOTA	PRIUS	SEDAN	450-300 Mass Avenue NW	Yes	Own
31	DC8847	2014	HONDA	CIVIC HYBRID	SEDAN	MLK- 2101 MLK Avenue SE	Yes	Own
32	DC8920	2017	CHEVROLET	SILVERADO	PICK-UP TRUCK	450-300 Mass Avenue NW	No	Own
33	DC9318	2012	CHEVROLET	EXPRESS	8 PASSENGER VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
34	DC9319	2012	CHEVROLET	EXPRESS	8 PASSENGER VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
35	DC9681	2013	FORD	E-350SD	15 PASSENGER VAN	YSC-1000 Mt Olivet Road NE	Yes	Own
36	DC9682	2013	FORD	E-350SD	15 PASSENGER VAN	NB-Laurel, MD	Yes	Own



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37	DC12700	2018	TOYOTA	COROLLA	SEDAN	MLK-2101 MLK Avenue SE	Yes	Lease 2018-2023
38	DC12703	2018	TOYOTA	COROLLA	SEDAN	MLK-2101 MLK Avenue SE	Yes	Lease 2018-2023

DYRS Accident Claim No.	Loss Date	Vehicle#	Summary	Total Cost	Notes
1	March 25, 2019	12435	Third party swiped the left rear side panel	\$0	No repairs required-minor damage
2	April 3, 2019	10932	Driver backed up into parked vehicle with left side quarter panel	\$0	No repairs required-minor damage
3	April 10, 2019	10932	Driver backed up into parked vehicle with right side quarter panel	\$4,495.63	
4	April 19, 2019	11807	Busted glass/entry door-possible land scaping contractor	\$2,056.56	
5	June 6, 2019	11796	Busted glass/entry door-possible land scaping contractor	\$1,170.39	
6	July 20, 2019	11807	Busted glass/entry door-possible land scaping contractor	\$1,143.97	
7	July 25, 2019	10576	Third party rear-ended vehicle	\$0	Waiting for DPW to determine whether repairs required - minor dent
8	August 26, 2019	10509	Third party hit passenger side front and side door	\$3,299.72	
9	August 27, 2019	11554	Driver backed up into vehicle 10576 at YSC parking lot	\$0	No repairs required-minor damage
9	August 27, 2019	10576	Employee driving another government vehicle (#11554) backed up into vehicle at YSC parking lot	\$0	Waiting for DPW to determine whether repairs required - minor dent



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10	August 28, 2019	10585	Driver hit the driver side mirror of a parked vehicle	\$0	DPW has not yet scheduled replacement of mirror
11	September 19, 2019	12700	Third party backed into vehicle	\$0	No repairs required-minor damage
12	September 23, 2019	10372	Front tag missing	\$200.00	Tag replaced
13	October 28, 2019	9681	Third party rear-ended vehicle	\$0	Waiting for DPW to determine whether repairs required - minor dent
14	November 20, 2019	10921 plow	Food truck backed into truck plow and pushed it into an employee's vehicle	\$0	No repairs required-minor damage
15	December 3, 2019	10136	Third party hit vehicle while parked	\$2,660.72	
16	December 12, 2019	11509	Driver backed into another vehicle	\$0	No repairs required-minor damage

General Questions 4(c)

Please provide the Committee with a list of employee bonuses or special award pay granted in FY19 and FY 20 to date

DYRS FY 20 Bonuses and Special Awards

No payments 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
Gorantla, Surekha	Nurse Practitioner	Certification Bonus	\$500	FY19
Jackson, Michelle	Clinical Nurse II	Certification Bonus	\$1,000	FY19
Tebid Mbah, Esabella	Nurse Practitioner	Certification Bonus	\$500	FY19
Akodu, Adenike O	Clinical Nurse II	Certification Bonus	\$500	FY19
Deloney, Renee H	Clinical Nurse II	Certification Bonus	\$500	FY19
Kinlow, Tiye A.	Attorney Advisor	Exceptional Performance Award	\$1,346.07	FY19
Thomas, Charles L.	Administrative Law Judge	Exceptional Performance Award	\$1,672.11	FY19
Pressley, Hanifa	Attorney-Advisor (Hearing Examiner)	Exceptional Performance Award	\$1,406.16	FY19
Key, Kenya	Deputy Director, Health Services	Relocation Bonus	\$5,000	FY19
Key, Kenya	Deputy Director, Health Services	Additional Income Allowance	\$14,996	FY19



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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 crisis and immediate needs that can impede the ability to remain connected to long-term DC YouthLink (DCYL) programs. To remedy these challenges, the Case Management team, the Credible Messengers, and our providers collaboratively work together to ensure these needs are met, allowing our youth and families to focus on their long-term programming.



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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. Currently, GED prep courses are not offered at YSC. However, GED prep courses and the exam will be offered at YSC when Title 16 youth are transferred to the facility from New Beginnings. The Agency is actively engaged in conversations around improving education throughout the Agency – for youth in secure facilities and youth in the community.

We are continually collaborating with DCPS to improve the educational offerings at YSC. Below are some changes which have occurred or will occur in the near future:

Competency-Based Education:

- *DCPS personnel are training on how to administer Competency-Based learning.*
- *The instruction, assessment, and grading will be based on the student's ability to demonstrate understanding and the skills necessary to progress through the course.*

School Structure:

- *In planning for the Title 16 transition, DCPS is modifying the youths' daily schedule to more closely emulate a traditional school setting.*

Monthly DCPS/YSC Meetings:

- *Monthly, there will be a monthly meeting with the following personnel to discuss opportunities for growth, successes, upcoming events, and disruptive residents:*
 1. *Assistant Program Manager*
 2. *DCPS Principal*
 3. *Team Leader*
 4. *Teaching Coach*
 5. *Grade 9 YDR*

MASTER AGREEMENT

BETWEEN

THE AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES
LOCALS 383, 2737, 2741, 3406, 3444 AND 3871

AND

THE GOVERNMENT OF THE DISTRICT OF COLUMBIA

EFFECTIVE THROUGH SEPTEMBER 30, 1995

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PREAMBLE

This Agreement is entered into between the District of Columbia (hereinafter referred to as the Employer) and the American Federation of Government Employees, District of Columbia Locals (hereinafter referred to as the Union).

The Employer and the Union recognize the need to provide efficient service to the public and to maintain and increase the quality of service. Both parties further agree to the need for establishing and maintaining a sound labor-management relationship and mutually agree to continue working toward this goal. Each side has been afforded the opportunity to put forth all its proposals and to bargain in good faith. Both parties agree this Agreement expresses the results of their negotiations. Each party declares without reservation the contents of the Agreement. Therefore, to ensure the stability of the Agreement, no new provisions shall be proposed during the term of this Agreement, unless provided for elsewhere in this Agreement or such proposal is entertained by mutual agreement of the parties.

The Preamble is intended to provide the background and purpose of the collective bargaining agreement. Alleged violations of the Preamble per se will not be cited as contract violations.

ARTICLE 1 RECOGNITION

The District of Columbia Government (Metropolitan Police Department, Office of Planning, Office of Energy, Department of Administrative Services, Department of Recreation and Parks, and Department of Human Services), pursuant to the appropriate Employer recognition, certifications of the Public Employee Relations Board (PERB) and its predecessor, the Board of Labor Relations, hereby recognizes for the purposes of collective bargaining the following American Federation of Government Employees, District of Columbia Locals: 383, 2737, 2744, 3406, 3444 and 3871.

ARTICLE 2 GOVERNING LAWS AND REGULATIONS

SECTION 1:

In the event any D.C. Government-wide rule or regulation or Department rule, issuance or policy is in conflict with this Agreement, the terms of this Agreement shall prevail.

SECTION 2:

Except in emergency situations, the Department will consult with the Union prior to implementing any Department-wide rule, regulation or policy which is in conflict with this Agreement.

ARTICLE 3
UNION SECURITY AND DUES DEDUCTION

SECTION 1:

The terms and conditions of this Agreement shall apply to all employees in the bargaining unit without regard to Union membership. Employees covered by this Agreement have the right to join or refrain from joining the Union.

SECTION 2:

The Employer agrees to deduct Union dues from each employee's bi-weekly pay upon authorization of D.C. Form 277. Union dues withholding authorization may be canceled upon written notification to the Union and the Department thirty (30) days prior to each annual anniversary date (effective date) of this Agreement, regardless of the provisions of D.C. Form 277. When Union dues are canceled, the Department shall withhold a service fee in accordance with Section 3 of this Article. This provision shall supersede any other dues deduction agreement in effect prior to the effective date of this Agreement.

SECTION 3:

Because the Union is responsible for representing the interests of all bargaining unit employees without discrimination and without regard to Union membership, Management agrees to deduct a service fee from each non-Union member's bi-weekly pay, without written authorization. Upon the showing of the Local Union that sixty percent (60%) of the eligible employees in the bargaining unit for which it has certification, are Union members, the Department shall begin withholding, not later than the second pay period after this Agreement becomes effective and the showing of sixty percent (60%) is made, a service fee applicable to all employees in the bargaining unit(s) who are not Union members. The service fee and/or Union dues withheld shall be transmitted to the Union, minus a collection fee of five cents (\$.05) per deduction per pay period. The service fee withholding shall continue for the duration of this Agreement. Payment of dues or service fees through wage deductions shall be implemented in accordance with procedures established by the Department and this Article. Employees who enter the bargaining unit where a service fee is in effect shall have the service fee or Union dues withheld by the appropriate Department after the sixty percent (60%) showing is made.

SECTION 4:

The service fee applicable to non-Union members shall not exceed the amount of the Union dues. Payment of dues or service fees shall not be a condition of employment.

SECTION 5:

When a service fee is not in effect, the Union may require that an employee who does not pay dues or service fee shall pay all reasonable costs incurred by the Union in representing such employee(s) in grievance, adverse actions or appeal proceedings in accordance with the provisions of the Comprehensive Merit Personnel Act (CMPA).

SECTION 6:

The Union shall indemnify, defend and otherwise hold the Department harmless for any good faith errors, or omissions in carrying out the provisions of this Article.

SECTION 7:

When an employee is permanently separated from the bargaining unit, he/she will submit a request to have Union dues or service fee deductions canceled. Upon request, on a quarterly basis, Management will provide the Union with a list of names of bargaining unit members.

ARTICLE 4
UNION RIGHTS

SECTION 1:

- A. Officers, stewards, and all other official representatives are authorized to perform Union duties during duty hours and will suffer no loss of pay, no adversarial action, no retaliatory action or loss of any other benefits as a result thereof. Performance evaluations of an employee will be adjusted to accommodate the performance of these official duties.
- B. Officers and stewards shall not be denied the right to meet with employees or to act on behalf of employees in the bargaining unit.

SECTION 2:

- A. Presidents and their designee shall be granted reasonable official time to carry out their responsibilities as

authorized representatives of the Local. They shall not be denied official time except under conditions of unusual work necessity.

- B. Reasonable official time shall also be granted to other Local Union Officers and stewards to carry out their responsibility as authorized representatives of the Local.
- C. If Management denies official time to a Union representative, the representative will be notified, at the time of denial, when they will be released. If the release is delayed for more than twenty-four (24) hours, the Local President or designee may request that the Management Official state the denial and the reason for denial. Such statement will be provided in writing within two (2) work days.
- D. Labor-Management business shall include, but not be limited to the following:
 - 1. Preparation, investigation, and presentation of all grievances and appeals heard by the Agency, OEA, PERB, OHR, Personnel, Arbitration, etc.;
 - 2. Negotiations, consultations meetings and training involving Union representatives exclusively and/or between Union representatives and authorized Management officials concerning topics of interest to employees in the bargaining unit or subject which will enhance and improve labor-management relations;
 - 3. Representation on labor-management committees; and
 - 4. Other Union related matters such as assisting, investigating, researching regulations in conjunction with representational responsibilities.

SECTION 3:

The Union shall supply in writing, and shall maintain with the Employer on a current basis, a complete list of all authorized stewards, which shall be posted on appropriate bulletin boards.

SECTION 4:

Employee representatives are authorized to perform and discharge labor-management duties related to representing employees in the unit.

A Union representative may be required to leave his/her assigned work area to transact permissible labor-management business. When it becomes necessary for an officer or steward to transact permissible labor-management business away from the

assigned work area during work hours, the officer or steward must request and receive permission from his/her immediate supervisor. If the immediate supervisor is unavailable, permission shall be requested from the next level Management official.

Before entering a work area other than his/her own, a Union representative shall request from the appropriate supervisor of his/her desire to visit or meet and confer with an employee in that work area. If the supervisor is unable to grant the request, the representative will be advised of an appropriate time to meet with the employee.

SECTION 5:

Management agrees to recognize the officers and duly designated representatives of the Union who are not employees and shall be advised by the Union of the names of its officers and representatives.

SECTION 6:

The Union will be consulted prior to any change in shift assignments of duly appointed stewards. The Union will be consulted prior to the organization of new shifts that would affect the members of the unit. The Union will have the right to select a steward for each newly organized shift. In the event a shop steward is detailed or reassigned, he/she will be given reasonable time to complete all pending matters in which he/she is involved.

SECTION 7:

Management agrees to inform all new or rehired employees to the Union's exclusive recognition and to have them introduced to their shop steward when they are assigned to a duty post. The shop steward will be given an opportunity to meet with the new employee.

SECTION 8:

During orientation of new employees or when new employees come on board, the Union president or his/her designee shall be granted up to one (1) hour for the purpose of informing employees of the Union's exclusive recognition, union benefits, and employee rights under the negotiated agreement as well as distribution of any Union related materials.

SECTION 9:

The Employer agrees, upon request, to notify the Union of new employees in the bargaining unit listed by organization unit with title and grade.

SECTION 10:

Upon request, the Employer agrees to provide the Union with a list in alphabetical order, of all employees in the Department. The list shall contain name, job title, grade, date of employment, job status, date of NTE for temporary/term employees, when applicable, and CBU codes.

SECTION 11:

Each Local shall notify the Office of Labor Relations and Collective Bargaining (OLRCB) in advance of Union sponsored training, with the names of the Union officials and stewards who are to attend. The Employer shall grant official time, up to forty (40) hours, for stewards and officers and up to eighty (80) hour each for the local president and one (1) designee from January 1 through December 31 of each year. It is understood that these hours pertain to the positions described and not individuals.

ARTICLE 5
LABOR-MANAGEMENT RELATIONS

SECTION 1 - CONSULTATION AND COMMUNICATION:

The parties agree that consultation and communication on working conditions matters should be maintained at all levels between the Union and Management.

SECTION 2 - LABOR-MANAGEMENT RELATIONS COMMITTEE:

A. The parties agree to establish a Labor-Management Relations Committee. Unless agreed to otherwise on a Departmental Basis, this Committee will be composed of five (5) Union representatives and five (5) Management representatives. Union and Management shall independently establish methods related to appointment and tenure of Committee representatives. The Committee shall meet quarterly or on an as needed basis mutually agreed upon. The parties shall provide an agenda five (5) working days prior to the scheduled meeting. The meetings will be co-chaired by one (1) Union and one (1) Management representative.

B. The Labor-Management Relations Committee may establish subcommittees as may be necessary and agreed upon by the Committee representatives. The Labor-Management Committee may make recommendations to the Department but shall have no authority to renegotiate, amend or otherwise alter this Agreement. The parties agree that appeals, grievances or problems of individual employees shall not be subjects of discussion at these meetings.

C. When either party has agreed to furnish to the other party information relevant to a topic discussed in the Labor-Management Relations Committee, the information shall be provided within fifteen (15) working days. The fifteen working day time limit may be waived upon mutual agreement.

SECTION 3 - LEVEL MEETINGS:

For the purpose of establishing open communications, upon request, Management will meet on an as needed basis to confer with or consult with the unit's Local Presidents or designated officials provided either party furnishes the other with an itemized agenda setting forth the topics of discussion five (5) working days prior to the meeting. When preparing the agenda called for in this Section, Management and Union will provide space on the agenda for appropriate issues which may arise after the agenda is submitted. If the parties mutually agree that other meetings are necessary, such meetings shall be scheduled to discuss the specific issue(s).

SECTION 4:

The Department Director may meet quarterly with Local President and the Executive Board in his/her Department provided either party furnishes the other an itemized agenda fifteen (15) working days prior to the meeting.

ARTICLE 6 EMPLOYEE RIGHTS

SECTION 1:

The Employer and the Union agree that all employees shall have the right to join, organize or affiliate with the Union or to refrain from any such activity. Except as expressly provided herein, the Comprehensive Merit Personnel Act (CMPA) or the District Personnel Manual (DPM), the freedom shall be recognized to extend to participation in the management of the Union and acting for it in the capacity of a Union representative, including representation of its views to the officials of the Executive Branch, the D.C. City Council or other appropriate authority.

SECTION 2:

Employees shall be free from restraint, interference, coercion, or discrimination in the exercise of their right to organize and designate representatives of their own choosing for the purpose of collective bargaining and the prosecution of grievances.

SECTION 3:

The parties agree that employees and Management shall maintain mutual respect. Therefore, to the extent possible, communication pertaining to employee guidance should be made in an atmosphere that avoids public embarrassment.

SECTION 4:

It is understood that the employees in the bargaining unit shall have full protection of all Articles in this Agreement as long as they remain in the bargaining unit.

SECTION 5:

The terms of this Agreement do not preclude any bargaining unit employee from bringing matters of a personal concern to the attention of the appropriate officials of Management and/or the Union.

SECTION 6:

Employees may be granted administrative leave when requested to attend scheduled meetings with Management officials outside the Department, officials of the Executive Branch, the D.C. City Council, or other appropriate authorities.

The employee receiving such a request is responsible for immediately informing the appropriate Management official in advance of the request. The employee is also responsible for informing the official of its source, as well as submitting a written request.

SECTION 7:

Employees elected to Union office which takes them away from their employment with the Department may, at the written request of the employee and the Union at least thirty (30) working days in advance, be granted a leave of absence without pay. The leave of absence shall not exceed one (1) year. Contributions for continued benefits shall be paid by the Union.

SECTION 8:

A labor representative of the appropriate bargaining unit will be given the opportunity to be present at any examination of an employee by a Management official in connection with an investigation (1) if disciplinary action could result, and (2) the employee requests representation.

If a Union representative is not available, the employee will be given a reasonable amount of time to obtain representation.

Employees requested to reply to proposed disciplinary actions will be informed of their right to have present a Union representative or representative of their choosing if the employee so desires.

ARTICLE 7
CLASSIFICATION AND POSITION DESCRIPTION

SECTION 1 - CLASSIFICATION:

An employee may request a review of his/her classification in terms of title, series, grade or description with his/her supervisor. Such a request must be presented orally or in writing to the supervisor. If the review does not settle the matter, the employee may request a review through the D.C. Office of Personnel, using the District Personnel procedures.

Any appeal of a classification action shall be processed exclusively in accordance with the grievance procedure outlined in the District Personnel Manual.

SECTION 2 - POSITION DESCRIPTIONS:

Employees shall be furnished a copy of the description of the position to which assigned at the time of the assignment or upon request. An employee detailed or reassigned to an established position shall be given a position description at the time of assignment. An employee detailed to an unestablished position shall be furnished with statements of duties at the time of assignment to the detail.

SECTION 3:

If the Union is representing an employee or group of employees and needs a position description to facilitate the representation, the Union may request a copy(ies) of the position description(s) from the D.C. Office of Personnel. All requests must be submitted in writing, identifying the name(s), series, and grade(s) of position(s) requested.

SECTION 4:

The Union will be given the opportunity to review and consult on substantial changes in job descriptions prior to implementation.

SECTION 5:

When changes are made to a position description, the affected employee will be informed, prior to implementation.

SECTION 6:

When the phrase "other duties as assigned" is used in a position description, the phrase shall mean the employee(s) may be

assigned to other duties related to those listed in the position description.

SECTION 7:

The principle of equal pay for equal work will be supported in accordance with the provisions of D.C. Code Section 1-612.1 and applicable D.C. Personnel regulations and instructions.

SECTION 8:

Alleged violations of equal pay for equal work law shall be handled in accordance with law and procedures of the District Personnel Manual.

ARTICLE 8
MERIT STAFFING

SECTION 1:

The parties agree that merit promotion principles should be applied as prescribed in the DPM.

SECTION 2:

All vacancies in the bargaining unit shall be filled in accordance with the D.C. Office of Personnel Merit Staffing and Employment Plan.

SECTION 3:

The Department agrees that vacancy announcements shall be posted in accordance with Personnel regulations for a period of at least ten (10) workdays prior to the expiration date throughout the Department. If such announcements are limited to Department only, they may be posted five (5) working days, consistent with District Personnel regulations. Such announcements shall provide a synopsis of duties to be performed, qualifications required, any special knowledge, skills or ability that will be given consideration. The Union president or designee shall be furnished a copy of all vacancy announcements, cancellations, corrections or amendments, when issued.

SECTION 4:

All vacancy announcements will contain appropriate information specific to the position advertised.

SECTION 5:

When there are more than ten (10) qualified applicants for a position, and qualified applicants are excluded from the certificate, the Union shall be notified, and if requested, a rating panel shall be convened.

SECTION 6:

When a rating panel is convened for positions in the bargaining unit, the Union may send one (1) representative. The panel shall meet to review the candidates' applications and rank the candidates in accordance with the District's Merit Staffing Plan. Such Union representative must meet qualifications for panel membership as required by the District Merit Staffing Plan.

SECTION 7:

The Department agrees to notify the Union at least five (5) working days prior to the convening of the rating panel. The Union agrees to furnish the name of the Union representative appointed to the panel. Such Union representative must meet all conditional qualifications for panel membership as required by the D.C. Office of Personnel's Merit Staffing Plan.

SECTION 8:

Employees wishing to be considered for the vacancy(ies) will apply in writing to the appropriate Personnel Office.

SECTION 9:

Applicants will be evaluated based on established guidelines, and a list of best qualified candidates will be referred to the selecting official. If one candidate on the best qualified list is interviewed for the position, all candidates on the list shall be interviewed.

SECTION 10:

All applicants will be notified by the D.C. Office of Personnel of the action taken on their applications.

SECTION 11:

No employee may grieve non-selection unless there has been a procedural violation of the Merit Staffing and Employment Plan, as cited in this Article. Complaints of non-selection due to discrimination are appealable to the D.C. Office of Human Rights and are not subject to the negotiated grievance procedure.

SECTION 12:

In accordance with the Merit Staffing Plan, an employee is entitled to request the following information from the Personnel Office concerning any position for which he/she has applied pursuant to specific Merit Staffing announcement:

- a. Any record of performance or supervisory evaluation not submitted by the candidate which was used in considering him or her for selection;
- b. Whether he or she was found eligible on the basis of minimum qualifications;
- c. The name of the individual selected; and
- d. His or her categorical ranking.

Such requests must meet the criteria set forth in the Merit Staffing Plan.

SECTION 13:

Prior to the hiring or transfer of employees into specially funded term positions, the D.C. Office of Personnel will adequately explain all employment and funding contingencies of the position and will document such employment and funding contingencies on the Personnel Action Form 1 and provide a copy to the employee.

ARTICLE 9
CAREER LADDER

SECTION 1:

A career ladder is a series of positions in the same line of work with increase in difficulty from the entrance level to the level established as full performance. Employees may be promoted without further competition until reaching the full performance level when competition was held at an earlier stage. Management and the Union agree that career ladder promotion will be made only when:

1. Recommended by the appropriate supervisor;
2. The Employee meets the appropriate minimum qualifications, including selective factors. For example:
 - a. Time in grade requirement,

- b. Demonstrated potential for the skill involved,
- c. Demonstrated to the satisfaction of the supervisor, the ability to perform at the next higher level.

SECTION 2:

An employee may receive successive career promotions until he/she reaches the full performance level in a career ladder after meeting the qualifications requirements for each level. At grades above the journeyman level, positions are filled under competitive promotion procedures.

SECTION 3:

An employee in a trainee position may receive a career promotion upon satisfactory completion of the training period.

SECTION 4:

An employee who is an apprentice in a recognized trade or craft may receive career promotions through the various phases of is/her apprentice program, up to and including assignment to a journeyman position.

ARTICLE 10
DETAILS AND TEMPORARY PROMOTIONS

SECTION 1 - DETAILS:

- A. A detail is the temporary official assignment of an employee to a different position for a specified time period with the employee returning to his/her regular duties at the end of the detail. The employee on detail shall at all times be considered the incumbent of his/her regular position.
- B. Details shall not be made as a means of retaliation or discipline. Nothing in this Agreement prevents the Department from detailing an employee to maintain and preserve the efficiency of the service or the health, safety or welfare of the Department.
- C. Details may be rotated among qualified employees.
- D. Details may be used for meeting temporary needs of the Department's work program and for on-the-job training. Details may be appropriately used to meet emergencies occasioned by, among other things, abnormal work loads, changes in mission or organization, unanticipated absence, or to complete special projects.

- E. Employees will be detailed to lateral positions in accordance with the time limits provided in the DPM.
- F. Employees detailed to work in a higher graded position shall be entitled to the pay associated with that position after undertaking the duties of the higher grade for a period of ninety (90) consecutive days. Therefore, beginning on the ninety-first (91st) day, the employee is entitled to acting pay as long as he/she remains in the detail.
- G. A record of all employee details or assignments to higher-graded positions in excess of thirty (30) working days shall be documented and placed in his/her personnel file. Notification of a detail or assignment shall be given to the affected employee as soon as practicable prior to the proposed detail.
- H. Any employee covered by this Agreement shall not forfeit any benefits to which otherwise entitled under this Agreement while on detail or assignment to another activity, provided, however, such employee will be expected to conform to the rules and regulations governing such matters as hours of work in effect at the temporary duty activity.
- I. Employees on detail to a lower-graded position shall maintain the pay of his/her incumbent position.

SECTION 2 - TEMPORARY PROMOTIONS:

- A. A career employee may be given a temporary promotion to meet a temporary need. At the end of the specified period of time, the employee shall be returned to the same or comparable position from which the employee was temporarily promoted.
- B. Except in emergency circumstances, advance notice shall be given to the Union of temporary promotions of the Local Officers and Stewards. The notification shall include the position, title, grade, effective date, and location.
- C. A temporary promotion of 120 days or less may be made without regard to merit promotion requirements.
- D. A temporary promotion of more than 120 days shall be made in accordance with merit promotion procedures.

ARTICLE 11
SPECIALLY FUNDED POSITIONS

The Employer agrees, prior to the hiring or transfer of employees into specially funded positions, to adequately explain all employment and funding contingencies of the position and to

document such employment and funding contingencies on the Personnel Action Form 1 and provide a copy to the employee.

ARTICLE 12
TEMPORARY AND TERM EMPLOYEES

SECTION 1:

Subject to fund availability, Agency needs and in keeping with the Comprehensive Merit Personnel Act (CMPA) and governing regulations, term or temporary positions may be converted to permanent positions.

SECTION 2:

Employees appointed non-competitively to such term or temporary positions who have performed at a satisfactory level shall be given the opportunity to apply for permanent status under the provisions of the CMPA and governing regulations should such positions be converted to permanent.

SECTION 3:

Employees appointed competitively to such term or temporary positions who have performed at a satisfactory level may be converted to permanent status without further competition, provided that the position vacancy announcement from which the employee was selected so stated.

ARTICLE 13
REASSIGNMENTS

SECTION 1:

Requests for reassignments may be made by an employee. Employees requesting reassignment within the same organizational unit or to other organizational units shall submit a request in writing, inclusive of the supportive reasons, to their immediate supervisor. The supervisor will respond to the written request in writing within fifteen (15) days. The notification periods in Sections 2 and 3 below will not apply to reassignments made pursuant to request.

SECTION 2:

If an employee is reassigned, he/she will be given advance notice of the reassignment except in cases of shortage or emergencies. If a reassignment involves relocation to a different facility or building, seven (7) working days advance notice will be

given to the employee, unless an emergency situation necessitates the reassignment. When an employee is reassigned, a personnel action will be prepared to initiate the action.

SECTION 3:

If a reassignment or relocation of a Union representative is planned, the Union President will be given a ten (10) day advance written notice provided that the Department has been notified that the employee listed is an authorized Union representative prior to reassignment.

ARTICLE 14
PERFORMANCE EVALUATION

The present system used to evaluate performance will continue in use until such time as the performance rating plan described in Title XIV of the CMPA is established.

1. Each Department shall ensure that each employee's supervisor discusses performance with him or her, employees shall be commended for good work and counseled where improvement is necessary; this shall be done in the course of day-to-day activities as the supervisor observes the employee's performance.
2. When the annual performance appraisal is issued by the immediate supervisor, a conference shall be held. The performance appraisal rating shall make allowances for job related factors beyond the control of the employee, mutually agreed to by the employee and the supervisor, which may have caused him or her not to have achieved a specific level of performance. Performance evaluations shall not be carried out in a retaliatory manner. At such conference, the supervisor will discuss the rating with the employee and describe how the employee can receive a higher rating.
3. Supervisors shall not ask employees and an employee shall not be required to sign incomplete or blank forms. Any alterations, changes, corrections, modifications, deletions or additions shall require the initials of the employee being rated. The employee shall, upon signing, receive a copy of the appraisal and be advised in writing of his/her appeal rights.
4. If an employee disagrees with his/her rating, then the employee may exercise his/her rights under relevant provisions of the DPM.

5. Employees who are alleged to be working at an unsatisfactory level will be given an opportunity to improve performance for a period of at least ninety (90) days. The employee and supervisor will develop a work plan that will enable the employee to improve his/her deficiencies.

ARTICLE 15
TRAINING AND UPWARD MOBILITY

The Employer and the Union recognize the need for cooperation in the areas of employee training and upward mobility.

SECTION 1 - INFORMATION:

The Department will assist employees in implementing individual career development plans by publicizing training programs and current training opportunities.

SECTION 2:

When information on training is received the Department agrees to post such information on bulletin boards.

SECTION 3 - RECORDS:

A record of satisfactorily completed training courses may be filed by each employee in his/her Official Personnel File.

SECTION 4 - IN-HOUSE TRAINING:

Training which is authorized and approved by the Department under the terms of this Agreement shall be conducted during duty hours where practicable. This does not apply to reading assignments given as part of training. The Department reserves the right to schedule training sessions. Multiple training sessions will not be scheduled to accommodate all duty hours. Nothing in this Article prevents an employee from choosing to participate in a training program on his/her own time. Shift employees shall not lose any monies because of training in accordance with the District Personnel Manual, Chapters 12 and 13.

SECTION 5 - MANDATORY TRAINING:

When the Department introduces new equipment into the work site which impacts upon the position and/or duties of an employee in the bargaining unit, the Department will provide necessary training.

SECTION 6 - OPTIONAL TRAINING:

a. Bargaining unit employees will be given an opportunity to apply for and participate in appropriate training and educational programs. Requests for training and educational opportunities shall be processed timely.

b. Employees shall be notified in timely manner of their selection or non-selection for a training or educational opportunity for which they applied or were nominated. In cases where a training request or nomination has been denied, the employees may request and receive an explanation for the denial.

SECTION 7:

Subject to availability of training and educational funds, the Department may pay or help pay tuition for approved training offered outside of the Department.

SECTION 8 - LABOR REPRESENTATIVE TRAINING:

The Department agrees that administrative leave, not to include travel or per diem, may be granted to an employee representative to attend training approved by the Office of Labor Relations and Collective Bargaining (OLRCB), which is designed to advise representatives on matters of mutual concern to the Department and Union within the scope of the Comprehensive Merit Personnel Act (CMPA).

ARTICLE 16
CONTRACTING OUT/PRIVATIZATION

SECTION 1:

The parties agree that, the decision to contract out is a Management Right pursuant to applicable laws, regulations and policies.

SECTION 2:

It is agreed that issues regarding contracting out or privatization, are appropriate for Labor/Management meetings. The Department agrees to discuss such issues, as well as alternatives to contracting out or privatization (existing and future work) with the Union. The Employer agrees to consider existing resources, to consult with the Union, and further agrees to consider the views, recommendations, and suggestions offered by the Union. When requested by either party, Union proposals and Agency responses will be reduced to writing.

SECTION 3:

The Employer agrees to give the Union at least thirty (30) days advance notice, except in emergency situations, of the intent to contract out work which has not previously been contracted out.

SECTION 4:

The Employer agrees to notify the Union at least sixty (60) days in advance of any contracting out actions which may displace any bargaining unit employees. The Employer agrees to minimize displacement actions by reassigning, retraining, restricting hiring, and taking other actions necessary to retain bargaining unit employees consistent with applicable laws and regulations.

SECTION 5:

When requested, the Employer agrees to provide the Union with current information on contracts within the Agency.

ARTICLE 17
REORGANIZATION OR REALIGNMENT

SECTION 1:

Reorganization is defined as that action which results in the transfer of, consolidation of, abolition of, or authorization with respect to functions and hierarchy, between or among agencies, and which affects the structure or structures thereof; which reorganization is subject to adoption by legislative action, including consideration of the District of Columbia Council in accordance with the Government Reorganization Procedures Act of 1981, Sections 4-1-299.1 through 1-299.7, D.C. Code (1981).

SECTION 2:

Realignment is defined as a change in the internal structure or functions of the Agency which affects a substantial number of employees in the bargaining unit but which does not constitute a reorganization.

SECTION 3:

At least thirty (30) days prior to a Department's effecting a reorganization, the Department shall notify the Union in writing and shall provide the following information:

- a. A description of the purpose and nature of the changes;
- b. Organizational chart(s) existing and proposed;

- c. Mission and function statements existing and proposed;
- d. Staffing patterns existing and proposed; and,
- e. Any relevant information deemed necessary for consultation.

SECTION 4:

When a realignment occurs, the Director or his/her designee shall confer with the Union and provide the relevant information deemed necessary prior to the action.

SECTION 5:

Within ten (10) working days after written notice to the Union of the Department's intent to effect a reorganization, the Director or his/her Designee shall arrange to confer with the Union prior to the implementation of the reorganization.

ARTICLE 18
REDUCTION IN FORCE (RIF) / FURLOUGHS

SECTION 1:

The Employer agrees to explore and consider possible alternatives prior to implementing a RIF/Furlough. When RIFs/Furloughs are under consideration the Union shall be notified and when possible given thirty (30) days to offer alternatives for further consideration. The City shall notify the Union of all alternatives considered, whether they have been accepted or rejected and on what basis.

SECTION 2:

The Employer agrees to immediately notify the Union in writing of the Mayor's intent to approve the conducting of a RIF/Furlough. Such notice shall be prior to a general notice to employees and will include:

- a. The reason for the action to be taken;
- b. The approximate number of employees who may be affected initially;
- c. The types of positions anticipated to be affected initially; and
- d. The anticipated effective date.

SECTION 3:

- A. The Employer further agrees to minimize the effect on bargaining unit employees to whatever extent possible through reassignment, retraining, or restructuring recruitment and any other means to avoid separation of employees in full compliance with all laws and regulations of the District of Columbia.
- B. Priority re-employment rights will be afforded to employees separated through reduction in force, prior to filling vacant positions of the same or similar job classifications, (except when the Employer fills positions through in-service placement action) in accordance with the District Personnel Manual (DPM).

SECTION 4:

Once a RIF/Furlough is announced, employees will be granted time to update their personnel folders and provide any other information necessary for retention registers. The Employer will provide a memorandum to all employees instructing them to this and notifying them of what type of information should be provided to personnel.

SECTION 5:

Upon request, the Union shall be provided reports on positions filled by priority reemployment and any other positions filled.

SECTION 6:

The Unions shall be provided a copy of the relevant retention register. Prior to the effective date of a RIF, the Union shall at its option, meet with Management to resolve issues which may impact an bargaining unit employee. The Union in accordance with the collective bargaining agreement shall have the right to file grievances on unresolved issues.

SECTION 7:

The Employer shall implement reductions in force in accordance with Title 1, Chapter 6, Subchapter XXV of the D.C. Code (1981 ed.) and Chapter 24 of the D.C. personnel regulations.

SECTION 8:

Furlough days will not effect holiday pay or overtime pay.

SECTION 9:

The Agency and Union shall bargain on the impact of furloughs and RIF's.

SECTION 10:

Any alleged violation(s) of this Article and/or RIF procedures may be grieved in accordance with the negotiated Grievance Procedure or may be appealed to the Office of Employee Appeals (OEA).

SECTION 11:

The Employer shall implement the provisions of the Compensation Agreement for Compensation Units 1 and 2 concerning layoffs and furloughs.

ARTICLE 19

EQUAL EMPLOYMENT OPPORTUNITY

SECTION 1:

Management and the Union agree to cooperate in providing equal opportunity for all qualified persons, to prohibit discrimination because of age, sex, race, creed, color, national origin, or other criteria prohibited and, to promote the full realization of equal opportunity through positive and continuing efforts. Complaints of discrimination are not subject to the grievance procedure and must be processed in accordance with the Equal Employment Opportunity Rules governing complaints of discrimination in the District of Columbia Government, 31 DCR 56. All employees shall be provided these rules.

SECTION 2:

Through the procedures established for Union-Management cooperation each party agrees to advise the other of equal opportunity problems of which they are aware. The Employer and the Union will jointly seek solutions to such problems through personnel management procedures and programs provided in the Agreement and in the Employer's rules and regulations.

SECTION 3:

Management agrees to promote the Affirmative Action Program ensuring that:

- A. All personnel actions and employment practices are based on merit and fair and equitable treatment; and,
- B. Any complaints of, or known discriminatory personnel management policy, procedure or practice, shall be given prompt and fair consideration and corrected where found.

SECTION 4:

Upon request, the Employer shall provide the Local Presidents with a copy of the Affirmative Action Plan.

SECTION 5:

The Employer agrees that the Union may submit names of Employees for consideration for appointment as an EEO Counselor. The Union shall be promptly notified in writing of the name and telephone number of the EEO Counselor.

SECTION 6:

The name and telephone number of the EEO Counselor shall be posted on all bulletin boards.

SECTION 7:

The Employer and the Union recognize that sexual harassment is a form of misconduct that undermines the integrity of the employment relationship and adversely affects employees opportunities. All employees must be allowed to work in an environment free from unsolicited and unwelcomed sexual overtures. Sexual harassment is defined in Equal Opportunity rules governing complaints of discrimination in the District of Columbia Government (31 DCR 56).

SECTION 8:

Employees alleging discrimination or sexual harassment shall contact the Department's EEO Counselor for assistance in processing such complaints. EEO complaints are not grievable under the collective bargaining agreement.

ARTICLE 20
CONSULTATION AND COUNSELING

SECTION 1:

The parties recognize that alcoholism, drug abuse and emotional illness or other personal problems may cause excessive absenteeism, disruptive behavior, or directly affect an employee's

job performance. As such, the Department shall make best efforts to assist employees experiencing these conditions by referring them to the appropriate District Government counseling or treatment program.

SECTION 2:

Prior to initiation of discipline, employees accepting a referral will be provided reasonable time to improve work performance and/or attendance, provided, however, that the employee adheres to the requirements of the service or program and the employee's work performance and/or attendance satisfactorily improves.

SECTION 3:

If the employee refuses to seek counseling and/or there is not an adequate improvement in work performance and/or attendance, as determined by the supervisor, disciplinary action or appropriate administrative action may be taken by the Department.

SECTION 4:

The Department may grant excused leave, in accordance with the DPM (i.e., annual leave, sick leave, advanced sick leave, or leave without pay), to an employee who accepts referral for the time he/she participates in a program. Such leave must be requested in advance.

SECTION 5:

To the extent available, the Department will post a notice describing the D.C. Government consultation or treatment program.

SECTION 6:

With respect to any programs or counseling attended by employees pursuant to this Article, the employee shall sign a release of information form to provide the Department or supervisor with information on the employee's attendance and adherence to the program or service.

SECTION 7:

Management reserves its right to take disciplinary action against employees. In appropriate cases, when an employee accepts a referral, Management will give due consideration to an employee's satisfactory attendance and/or conduct and/or improved job performance prior to initiating disciplinary action. Due consideration will be given to the recovery process. Management may also verify an employee's participation in a program or service prior to initiating disciplinary action.

ARTICLE 21
LEAVE ADMINISTRATION

SECTION 1 - APPLICATION OF LEAVE:

Any request for a leave of absence shall be submitted in writing on SF-71 by the employee to his immediate supervisor. The request shall state the type of leave requested and the length of time off the employee desires.

Any employee's request for immediate sick leave due to family sickness or death shall be answered immediately.

An advance request for a short leave of absence, not to exceed three (3) days shall be answered as soon as possible, or no later than twenty-four (24) hours after the request is submitted.

Any advance request for a leave of absence exceeding two (2) weeks shall be answered within five (5) days, except for scheduled vacations, as provided for elsewhere in this Agreement. If the request is disapproved, the supervisor shall return the SF-71 with the reasons for the disapproval indicated.

Employees shall be returned to the same grade and classification they held at the time the leave of absence was granted. However, if an employee is returning from an excused leave for educational purposes during which he/she has acquired the qualifications for a higher rated position, he/she shall not have lost any of his/her rights in being evaluated for a higher graded position.

SECTION 2 - CALL IN TIME

A. The Employer agrees that the request for leave shall not be unreasonably denied. However, the Union and employees recognize that workload and scheduling considerations ~~will not always allow~~ the grant of previously unscheduled leave requests. Employees are required to request leave for illness or emergencies at least one (1) hour before the start of their tour of duty and normally no later than two (2) hours after the normal reporting time.

B. All requests shall be called into the employee's immediate supervisor. If the immediate supervisor is not on duty, or cannot be reached, the employee should call the Ward Office/ Facility Manager's Office. The supervisor receiving the call shall convey the request to the proper supervisor.

SECTION 3 - VACATION SCHEDULES:

The Employer reserves the right to determine the number of

employees in each job category who may be on scheduled annual leave at any given time. Vacation schedules shall be based on employee requests and upon supervisory approval and shall be posted as early in the leave year as possible. Once posted, the schedule may not be changed except by mutual agreement of the parties concerned or in case of emergency. Scheduling conflicts will be resolved first by discussion with employees involved and then based on the needs of the service. When the needs of the service are met, scheduling of leave will be resolved on a first come, first served basis.

SECTION 4 - PAID LEAVE:

A. ANNUAL LEAVE: Employees shall earn annual leave from the date of hire if the appointment is for ninety (90) days or longer. Employees shall be eligible to take vacation (annual leave) as of the first day of employment if the appointment is for ninety (90) days or longer.

Requests to use annual leave shall be submitted by the employee on Standard Form-71, Application for Leave, normally in advance of the date such leave is to commence. Leave may be used for personal business in hourly amounts.

1. Accumulation: Annual leave will be earned as follows:
(Based on full-time employment in a pay status)

- a. Less than three years service - 1/2 day each pay period.
- b. More than three years service - 3/4 day each pay period.
- c. More than fifteen years service - 1 day each pay period.

2. Annual leave may be accrued, however no more than 30 days annual leave may be carried forward into the next leave year unless any of the following conditions are met:

- a. to correct an Administrative error;
- b. when annual leave was scheduled in advance but its use denied because of exigencies of the public business; or,
- c. when the annual leave was scheduled in advance but its use was precluded because of illness or injury.

If at the end of any leave year an employee has annual leave in excess of the normal permissible carry over because of one or more of the above reasons, he/she shall not forfeit the excess. All restored annual leave

must be taken within two (2) years from the date of restoration. It is understood that all decisions relating to this matter are in the authority of the Office of Financial Management, D.C. Controller.

Employees shall receive a lump sum payment for all annual leave not used upon resignation, retirement or separation.

B. SICK LEAVE:

1. Call in and reporting time for request for emergency annual or sick leave shall be specified in the Article "Call In Time" of this Agreement.

2. Advance sick leave may be granted to permanent or probationary employees up to thirty (30) days. Employees requesting such leave must submit a satisfactory medical certificate.

3. Sick leave shall be granted to employees incapacitated by illness, for appointments with physicians, dentists, diagnostic examinations, x-rays or for any other purposes set forth in DPM Chapter 12. Employees shall request sick leave in advance when appointments have been previously scheduled for medical, dental or optical treatment.

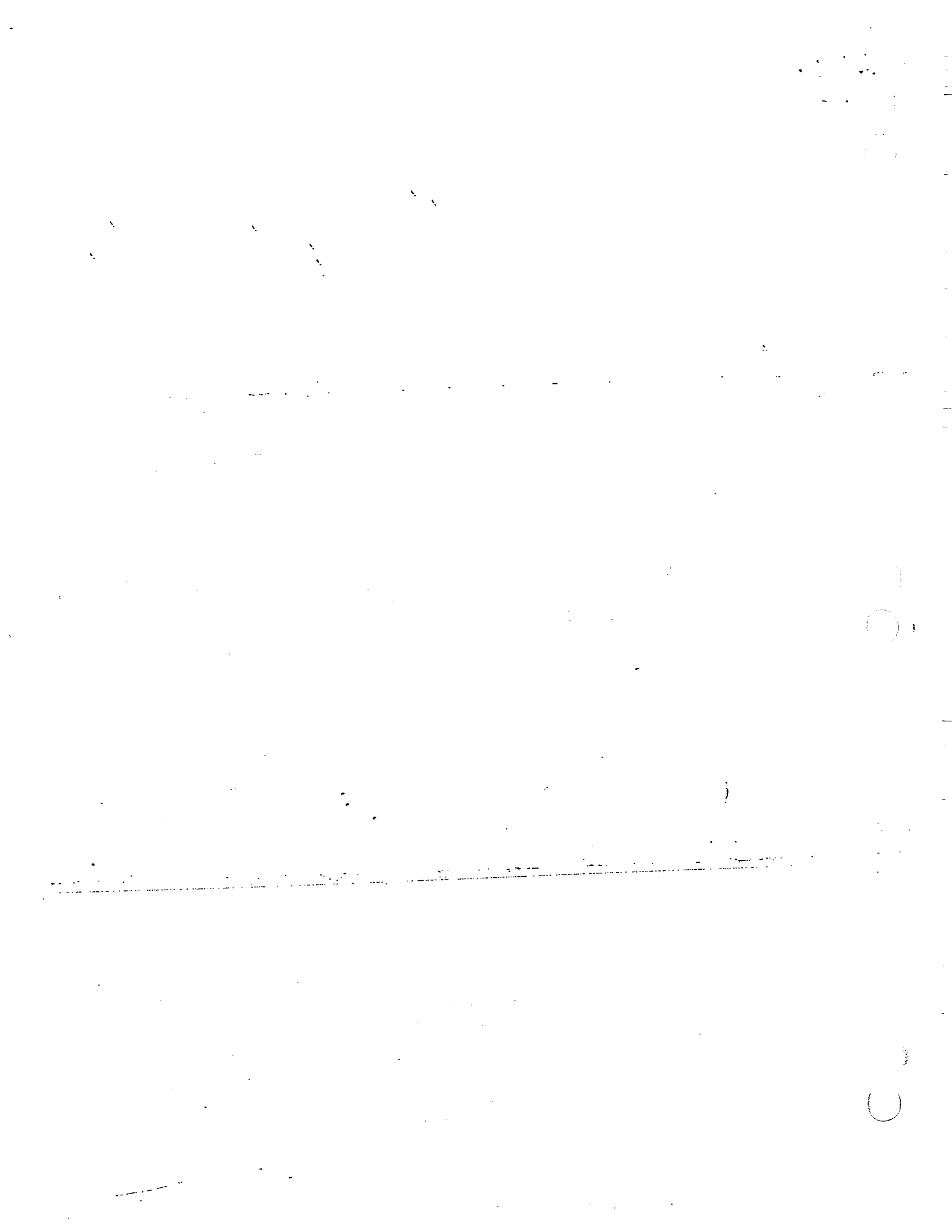
4(a) In accordance with Chapter 12B of the DPM, an employee may be required to furnish a satisfactory medical certificate to the Employer for any absence of more than three (3) days. When a physician's services are not used, the employee's signed statement and Form 71 may be accepted in lieu of the medical certificate if the Supervisor is assured sick leave privileges are not being abused.

(b) Such certificate for shorter periods can be required from employees proven to have abused sick leave privileges.

(c) An ongoing review shall be made of the employee's sick leave record. Once the employee has demonstrated an improvement in this use of sick leave, a notice rescinding the medical certification requirement shall be issued to the employee.

5. Employee shall start to earn sick leave from their date of hire, at the rate of one-half day each bi-weekly pay period, and shall accumulate sick leave as long as they are in the service of the Employer in a pay status.

6. Employees shall be credited unused sick leave by having such leave counted as time in service for retirement purposes. Sick leave for employees who terminate employment



other than by retirement shall remain to their credit for three (3) years.

C. MILITARY LEAVE:

Military leave shall be granted in accordance with Title XII of the Comprehensive Merit Personnel Act, D.C. Law 2-139.

D. COURT LEAVE:

Employees shall be granted leave of absence with pay any time they are required to report for jury duty or to appear as a witness on behalf of the District Government or the U.S. Government.

If an employee testifies in a non-official capacity on behalf of a private party, thereby having to take annual leave or leave without pay, he/she is entitled to the usual fees and expenses related to such witness service as provided by Court.

E. VOTING AND REGISTRATION:

Where the polls are not open at least three (3) hours either before or after an employee's regular hours of work, he/she may be granted an amount of excused leave which will permit him/her to report for work three (3) hours after the polls open or leave work three (3) hours before the polls close, whichever requires the lesser amount of time off.

F. FUNERAL LEAVE:

1. Funeral leave not to exceed three (3) work days shall be granted to an employee in connection with the funeral of, or memorial service for his/her immediate relative who died as a result of wounds, disease, or injury incurred while serving as a member of the Armed Forces in a combat zone, without loss of pay, charge to leave or credit for time or service, and without affecting his/her performance or efficiency rating.

2. In the event of a death in the immediate family (parents, sister, brother, spouse, child, mother-in-law, sister-in-law, brother-in-law, son-in-law, or daughter-in-law) of any employee, Annual Leave or LWOP will be granted.

G. OTHER (ADMINISTRATIVE LEAVE):

Duty time (administrative leave) may be granted for other purposes as provided by the DPM, or elsewhere in this Agreement.

SECTION 5 - UNPAID LEAVE:

A. Leave Without Pay (LWOP):

Leave of absence without pay for limited period may be granted for a reasonable purpose. Such leave shall be requested on SF-71 for an absence of eighty (80) hours or less and on the appropriate Department Form for an absence of more than eighty (80) hours. Reasonable purposes in each case shall be agreed upon by the employee and the Employer.

B. Union Business:

1. Employees elected to any Union office or selected by the Union to do work which takes them from their employment with the Employer shall, at the written request of the employee and the Union, be granted a leave of absence without pay. The initial leave of absence shall not exceed one (1) year. Leave of absence for Union officials may be extended for similar periods. No more than one (1) employee of the bargaining unit shall be on such leave at the same time.

2. Attendance at Union sponsored programs will be on approved annual leave or leave without pay unless Administrative leave has been approved by the Director, D.C. Office of Labor Relations and Collective Bargaining.

C. TRAINING LEAVE:

After completing one (1) year of service, an employee, upon request may be granted a leave of absence for educational purposes. The period of the leave of absence may not exceed one (1) year but it may be extended at the Employer's discretion.

D. MATERNITY/ PATERNITY LEAVE:

Maternity/ Paternity leave before child-birth and following child-birth shall be granted at the request of the employee. Extensions of this period not to exceed a total of one (1) year shall be made for medical reasons upon proper certification. Extensions for non-medical reasons shall be at the option of the Employer. (NOTE: Maternity leave may be accumulated annual leave, sick leave, or leave without pay). Sick leave shall be requested and approved in accordance with Section 3B of this Article.

E. MILITARY FURLOUGH:

An employee who enlists or is ordered to active duty in the Armed Forces can claim restoration rights within ninety (90) days of release from active duty under honorable conditions.

The Department shall restore an eligible employee as soon as possible after he/she applies, but in any case it shall restore him/her within thirty (30) days after it receives his/her application.

ARTICLE 22
USE OF PRIVATE VEHICLES

SECTION 1:

A. To the extent possible, the Department may provide vehicles for the use of employees who need transportation to perform their duties.

B. In the event a vehicle is not available for an employee who needs transportation to perform his/her duties, the employee may use either his/her private vehicle or public transportation.

SECTION 2:

A. Employees who use their personal vehicles in the performance of their duties shall be reimbursed at the rate provided in the Compensation Units 1 and 2 Agreement, consistent with Departmental rules and regulations. The Department shall reimburse employees for the actual cost of public transportation use consistent with Departmental rules and regulations.

B. Employees who use public transportation in the performance of their official duties shall not be adversely affected in the Department's evaluation. An employee's use of public transportation will not be used as an excuse for non-performance of duties.

SECTION 3:

The Department will make available to employees information concerning the procedures for, and the Department's role in the adjudication of parking violations received during the performance of official duties.

SECTION 4:

Employees shall not be required to operate government vehicles that are not properly registered.

SECTION 5:

An employee whose vehicle is rendered inoperable during the course of official duties shall be granted reasonable time, upon notification to the supervisor, to make minor repairs or get the vehicle to a garage and return to the office.

ARTICLE 23
SAFETY

SECTION 1:

The Employer, the Union and the Employees shall work cooperatively to provide and maintain safe and healthful working conditions.

SECTION 2:

The Employer and the Union will cooperate in keeping each other informed of unhealthy and unsafe conditions in the work place.

SECTION 3:

An employee shall not be required to work in dangerous conditions until such conditions have been removed, remedied, rendered reasonably safe or adequate protection provided for the condition encountered. The Employer agrees that an employee will not be required to operate equipment that he/she is not qualified to operate, which by doing so might endanger himself/herself or other employees. The Employer shall ensure that equipment and work areas are maintained at a level to insure safe working conditions.

SECTION 4:

- A. The Employer agrees to furnish the appropriate protective clothing and equipment necessary for the performance of assigned work. The Union may, at its discretion, recommend new protective clothing and equipment modifications to existing equipment for consideration by the Employer.
- B. Safety and protective equipment that is issued or made available by the Employer shall be worn or utilized, as the case may be, by the employees.
- C. The Employer will provide proper eye protection for all employees where duty responsibilities so require.

SECTION 5:

Employees shall report to Management when first aid kits need maintenance. Management shall be responsible for replenishing first aid kits.

SECTION 6:

The Union, the employee and the Employer will make every effort to prevent accidents of any kind. Should accidents occur,

Section B above for each level consistent with Personnel regulations.

4. Grades above the Full Performance Level positions shall be filled under the Merit Staffing Procedures.

SECTION C:

A joint Labor-Management Committee shall submit its recommendation to appropriate Departmental officials for review and approval. Upon departmental approval, the proposed Apprentice Program will be submitted to the D.C. Office of Personnel for review and approval consistent with applicable DPM regulations.

SECTION D:

There will be established a formal process of communication between employees and the Chief of Printing relating to issues involving the training process in the Division. Employees may at any time submit official suggestions or examples of Formal Training Programs to the Chief of Printing. The Chief of Printing shall consider all submittals and either reject them, put them into effect, or refer them (if necessary) to other officials of the Department of Administrative Service for further consideration.

however, a primary consideration will be the welfare of the injured personnel.

SECTION 7:

When it becomes known that an accident has resulted in a work injury, the Employer agrees to notify a Union representative promptly, and provide the injured employee with the proper Workmans Compensation forms/information, including but not limited to the workers hotline within 72 hours.

SECTION 8:

Transportation shall be provided if needed, to the nearest health facilities in the event of an injury requiring emergency medical treatment beyond immediate first aid.

SECTION 9:

The Employer is committed to providing safety training. Such safety training, (e.g., CPR and other first aid techniques) shall be provided to Union and Management volunteers by the Employer within six (6) months after the effective date of this Agreement. This training will be scheduled by the Employer in conjunction with each safety committee covered by this Agreement.

SECTION 10:

The Employer will provide upon request, the manufacturer's material safety data sheet concerning chemicals used at the Employer's facilities to the Union.

SECTION 11:

The Employer agrees to maintain clean and sanitary locker and lunch rooms and other related personal facilities. Employees are responsible for leaving such facilities in an orderly condition.

SECTION 12:

No employee will be required to perform duties involving hazards without first receiving sufficient training concerning the hazards, proper work methods, and the protective measurers and equipment to be used.

SECTION 13:

In the event of excessive temperatures or equipment failure, employees shall be reassigned or released.

Excessive temperatures are listed her for informational

purposes:

- 85 degrees Fahrenheit - 50% humidity (minimum)
- 86 degrees Fahrenheit - 47% humidity
- 87 degrees Fahrenheit - 45% humidity
- 88 degrees Fahrenheit - 42% humidity
- 89 degrees Fahrenheit - 40% humidity
- 90 degrees Fahrenheit - 37% humidity.

Any temperature above 95 degrees Fahrenheit during extremely cold weather conditions, the Employer agrees that affected employees, working inside building will be dismissed or relocated when the temperature in a particular building is below 65 degrees Fahrenheit.

Employees who are required to work outside shall not be required to perform those duties during period of severe inclemency.

SECTION 14:

A safety committee of three (3) representatives from the Union and three (3) representatives from Management, one (1) of whom shall be the Agency Safety Officer, will be established in the Agency. One (1) Management and one (1) Union representative shall serve as co-chairpersons. The Committee will:

- A. Meet once a month, or at the call of either co-chairperson to review special conditions which may develop.
- B. Conduct safety surveys and make joint recommendations to the appropriate administrator, through the safety officer. Final reports from the appropriate administrator shall be provided to the Safety Committee within a reasonable period on all matters initiated by the Committee.
- C. Coordinate the development and conduct of appropriate health and safety training programs. All training must be coordinated with the Office of Administration and Management.
- D. Consult with, and render assistance to the Agency safety officer upon request.

SECTION 15:

The Employer and the Union mutually recognize the need for protection of employees from assault and intimidation and will work cooperatively to obtain appropriate protective measures in this regard.

SECTION 16:

The Employer agrees to provide to potentially exposed employees and the Union, all information available to the Employer concerning hazardous substances. A listing of all chemicals used by the Department along with their generic names shall be provided upon request to the Union. Such listing shall indicate chemical use by work area. Emergency shower/wash facilities shall be provided at locations where employees are required to be exposed to hazardous substances.

SECTION 17:

The Employer agrees to take necessary steps to ensure the safety of employees who are required to work alone. The Employer agrees to immediately and periodically review all present security/safety measures affecting the employees and to ensure that these procedures are known and carried out by all employees. Where necessary, the Employer agrees to revise and/or implement security measures for the protection of the employees. A continuous review of security safety measures shall be the joint responsibility of Management and the Union.

SECTION 18:

- A. The Employer shall provide full yearly physical examinations to all employees upon request of the employee, who because of the nature of their work may be exposed to biological or man made health risks.
- B. The Employer shall provide full yearly physical, hearing and optical examinations to all employees, who because of the nature of their work may suffer physical or optical damage.
- C. The examinations in A and B above shall be on official time and at no cost to the employee.

SECTION 19:

The Employer will institute measures to control the spread of occupationally acquired infectious diseases. The Employer will consider all patients and clients as potentially infected and will rigorously apply infection control precautions to minimize the risk of exposure to blood and body fluids of all clients and patients. Rubber gloves and other appropriate equipment will be provided to all employees who may be subject to exposure.

ARTICLE 24
CORRECTIVE AND ADVERSE ACTION

SECTION 1:

1. Corrective and Adverse Actions, as defined in Personnel regulations, may be imposed on employees only for cause, in accordance with the provisions of the Comprehensive Merit Personnel Act (CMPA) D.C. Law 2-139, as amended and the DPM.
2. Corrective and Adverse Actions will be appropriate to the circumstances, with due regard to the principles of progressive discipline in accordance with Chapter 16 of the DPM.
3. Employees may either grieve these actions through the negotiated grievance procedure or appeal them to the Office of Employee Appeals (OEA), but not both. Employees shall select either of these procedures in writing and once the selection is made, it cannot be changed. Adverse Action grievances shall be filed in accordance with Article 16, Section 5.

SECTION 2:

1. It is understood that correction and discipline by supervisors will be done in accordance with the circumstances so as not to subject the employee to unnecessary embarrassment, i.e., privacy.
2. An employee and the Union shall be notified in writing of any proposed disciplinary or adverse action within forty-five (45) days, no including Saturdays, Sundays, or legal holidays, after the date that the Employer knew or should have known of the act or occurrence.

In the event that the act or occurrence allegedly constituting cause for discipline is the subject of an ongoing criminal investigation, the 45-day limit imposed by the previous paragraph of this section shall be tolled until the conclusion of the criminal investigation.

The failure of the Employer to issue such notice shall preclude the discipline pursuant to the law.

Employees are also entitled to a written final decision of the proposed action within 45 calendar days of the date charges are preferred against the employee, except that in the event there is an ongoing criminal prosecution.

3. Employees requested to reply during investigative or proposal stages of a disciplinary action shall be informed of their right to have a Union representative present.

4. Employees shall not be required to write or sign incident statements in regard to possible disciplinary actions.
5. Employees shall be given a copy of the Report of Findings Determination made by the disinterested designee at the time of its issuance.
6. The removal of an employee during his/her probationary period is not grievable and shall be done in accordance with the DPM.

ARTICLE 25
HOLIDAYS

The District of Columbia Government Comprehensive Merit Personnel Act (CMPA) and the District Personnel regulations prescribe the procedures for legal public holidays for employees of the District Government.

1. As stipulated in D.C. Code, §1-613.2(a) (1987 Repl.), the following days are legal public holidays for employees of the District Government:

- a. New Year's Day, January 1;
- b. Dr. Martin Luther King, Jr.'s Birthday, the third Monday in January;
- c. President's Day, the third Monday in February;
- d. Memorial Day, the last Monday in May;
- e. Independence Day, July 4;
- f. Labor Day, the first Monday in September;
- g. Columbus Day, the second Monday in October;
- h. Veteran's Day, November 11;
- i. Thanksgiving Day, the fourth Thursday in November;
and,
- j. Christmas Day, December 25.

2. January 20th of each 4th year starting in 1981, Inauguration Day, is a legal public holiday for the purpose of pay and leave of employees scheduled to work on that day. When January 20th of any 4th year falls on Sunday, the next succeeding day selected for public observance of the Inauguration of the President is a legal public holiday.

ARTICLE 26
IMPROVED BENEFITS

Any future legislation, ordinance, or order of the D.C. Government which improves the benefits now received by employees covered by this Contract automatically will be applied to such employees.

ARTICLE 27
PERSONNEL ISSUES

SECTION 1:

The Department, through the D.C. Office of Personnel, will continue to provide counseling to employees who are of retirement age. This counseling will include information on voluntary deductions, benefits, insurance, and assisting employees in preparing all necessary retirement papers. Further, to the extent training is available, the Department, in conjunction with the DCOP, shall continue to provide training on the retirement program, and shall ensure that notices announcing the program will be posted on appropriate bulletin boards.

SECTION 2:

The Department agrees that employees shall be directed to the appropriate Office of Personnel for such questions as: retirement, death benefits and disability compensation.

ARTICLE 28
SUPPLEMENTAL NEGOTIATIONS

SECTION 1:

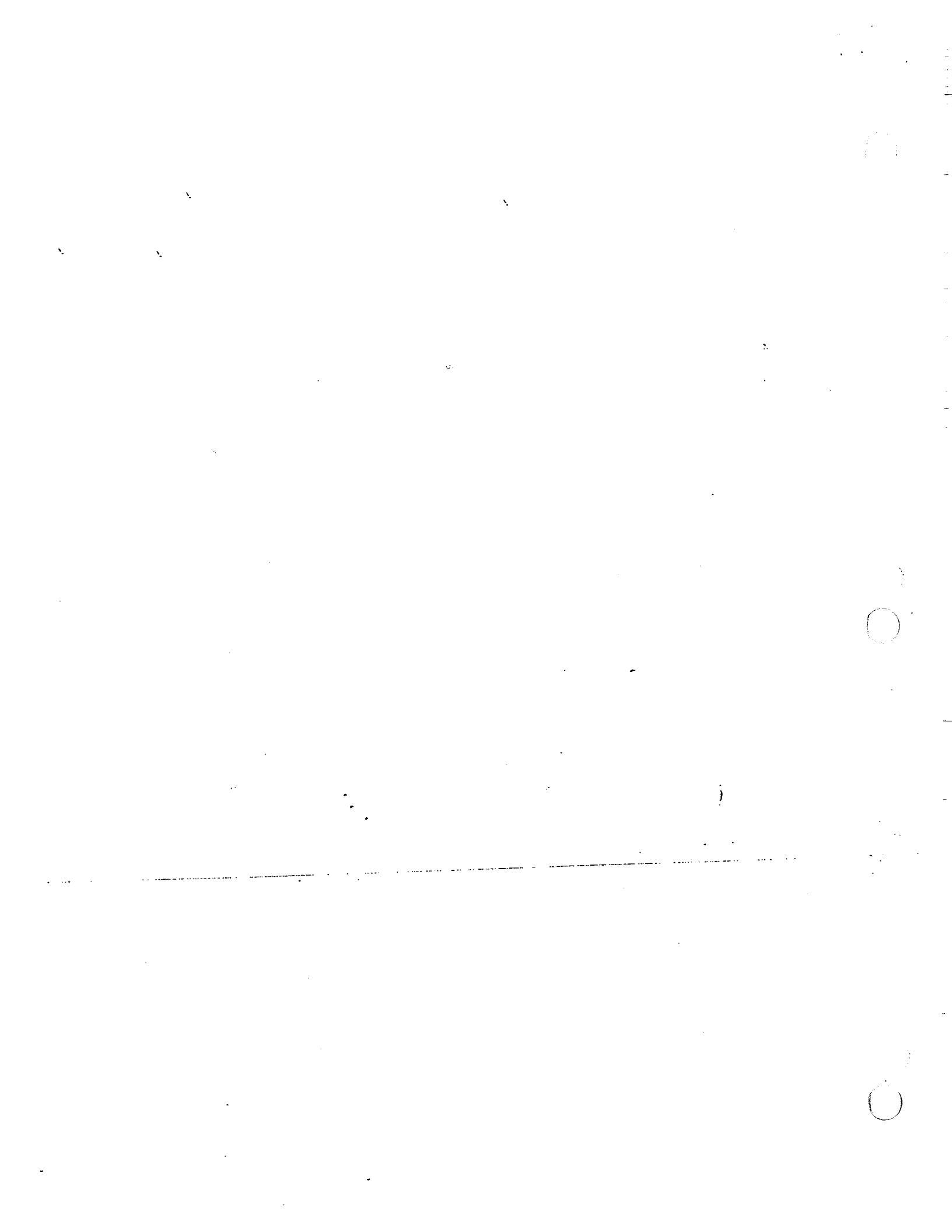
Each of the Local's listed in Article One (1) of this Agreement is free to negotiate supplement agreements on working conditions not covered by this Agreement.

SECTION 2:

Any such supplemental agreement may include subjects such as, transfer of facility; uniforms; transportation of clients; etc.

SECTION 3:

Any such supplemental agreement shall be incorporated by reference in this Agreement and shall be enforced by Article 36 of this Agreement.



ARTICLE 29
WORK ON HOLIDAYS

SECTION 1:

In accordance with the DPM Chapter 12, for full-time employees whose basic workweek is Monday through Friday, if a legal holiday occurs on Saturday, the Friday immediately before is a legal public holiday and if a legal holiday occurs on Sunday, the Monday immediately following is a legal public holiday.

SECTION 2:

In accordance with the DPM Chapter 12, when a holiday falls on a regular weekly nonworkday of an employee whose basic workweek is other than Monday through Friday, the workday immediately before that regular weekly nonworkday is a legal public holiday for the employee.

The DPM issuance regarding the holiday schedule for the calendar year will be posted on the employee bulletin boards.

SECTION 3:

Except for emergency operations or continuous or shift operations, any necessary work performed on a holiday may be performed by qualified volunteers. If there are insufficient qualified volunteers to perform the work, the Department reserves the right to require employees to work on holidays.

ARTICLE 30
GRIEVANCE PROCEDURE

SECTION 1 - PURPOSE:

A. The purpose of this grievance procedure is to establish an effective procedure for the fair, expeditious and orderly adjustment of grievances. Grievances may be settled informally at any step of the process. Therefore, the parties or their authorized representatives have the authority to settle a grievance at any stage of the grievance procedure.

B. Most grievances arise from misunderstandings or disputes which can be settled promptly and satisfactorily on an informal basis at the immediate supervisory level. The Employer and the Union agree that every effort will be made by Management and the aggrieved party(ies) to settle grievances at the lowest possible level. Inasmuch as dissatisfactions and disagreements arise occasionally among people in any work situation, the filing of a grievance shall not be construed as reflecting unfavorably on an

employee's good standing, his/her performance, or his/her loyalty or desirability to the organization. Reasonable time during working hours will be allowed for employees and the Union representative to discuss, prepare for and present grievances, including attendance at meetings with Employer officials.

C. All time limits may be extended by mutual consent.

SECTION 2 - SCOPE:

A grievance is any alleged violation of this Agreement or applicable provision of the Compensation Agreement, or any misapplication or misinterpretation of Personnel rules, regulations or statutes that affect terms and conditions of employment. It is agreed that EEO complaints shall not be grievable.

SECTION 3 - PRESENTATION OF GRIEVANCES:

A. This procedure is designed to enable the parties to settle grievances at the lowest possible administrative level.

B. Grievances not responded to by Management in a timely manner may be advanced to the next level by the Union.

C. Categories of Grievances:

1. **PERSONAL** - A grievance of a personal nature requires the consent of the aggrieved employee at Step 2 of this procedure even if the Grievant is represented by his/her Union. In the case of an individual Grievant proceeding without Union representation, the Union must be given an opportunity to be present and offer its views at any meeting held to adjust the grievance.

2. **GROUP** - A grievance involving a number of employees in the unit may be filed at whatever step resolution is possible.

3. **UNION/CLASS** - A grievance involving employees in the bargaining unit may be filed and signed by the Union President or designee directly at Step 3 of the grievance procedure. Grievances so filed will be processed only if the issue raised is common to bargaining unit employees. A class grievance must contain all information specified in Section 4 of the grievance procedure and the Administrator or his/her designee shall respond in writing within twenty-one (21) working days of receipt.

SECTION 4 - PROCEDURAL STEPS/PERSONAL AND GROUP GRIEVANCES:

A. STEP 1:

Grievances (except Adverse Action and Union/Class) shall first be taken up orally or in writing by the concerned employee or Union representative with the appropriate Employer representative in an attempt to settle the matter. Grievances must be presented within twenty (20) work days from the date the employee or Union became aware of the grievance. The Union representative must be present if the employee so desires. However, if an employee(s) presents a grievance directly to the Employer for adjustment consistent with the term of this Agreement, the Union shall have an observer present. The Employer representative shall communicate the decision within ten (10) working days from the presentation of the grievance. The Employer shall present a written response when the grievance is presented in writing and an oral response when the case is presented orally.

B. STEP 2:

If the matter is not satisfactorily settled at Step 1 of the presentation of grievance, the employee(s) or the Union representative may, within ten (10) working days, submit the matter in writing to the next level Employer representative. The Employer representative will meet with the Union representative and the aggrieved employee(s) within five (5) working days after receipt of the grievance. The Employer representative shall give the employee(s) and the Union her/his written response within five (5) working days after the meeting.

The grievance at this and at every further step shall contain:

1. A statement of the specific provision(s) of the Agreement alleged to be violated.
2. The date(s) on which the alleged violation occurred.
3. A brief description of how the alleged violation occurred.
4. The specific remedy or adjustment sought.
5. Authorization by the employee if Union representation is desired.

Should the grievance not contain the required information, the Grievant or Union representative shall be so notified and given fifteen (15) working days from receipt of notification to resubmit the grievance. Failure to resubmit the grievance within the fifteen (15) day period shall void the grievance.

C. STEP 3:

If the grievance is not settled at Step 2, the employee(s) or the Union may within ten (10) working days forward the grievance to the Department Head for further consideration. The Department Head will review the grievance, consult with the employee(s) and the Union, and give the employee(s) and the Union his/her written answer within ten (10) working days after receipt of the grievance.

D. STEP 4:

If the grievance is not satisfactorily settled at Step 3, the Union may refer the matter to arbitration.

SECTION 5 - ADVERSE ACTION GRIEVANCES:

A. STEP 1:

A grievance which involves an adverse action, a removal or reduction in grade based on unacceptable performance shall be presented in writing by the concerned employee and the Union representative with the Agency Head within forty-five (45) calendar days of the final notice of action. The Employer will have fifteen (15) working days in which to answer the complaint in writing.

B. STEP 2:

If the matter is not satisfactorily settled at Step 4, the Union can invoke arbitration within twenty (20) working days of receipt of the Employer's decision at the Step 4 level.

The Union may, prior to the implementation of the penalty, request that the deciding official consider delay of the implementation of the decision pending the outcome of the arbitration. The Union and Management agree that such arbitrations will be scheduled and heard within 30 days after the Agency Head's decision to delay implementation. A withdrawal of the arbitration or delay in scheduling of such arbitration by the Union will result in the immediate implementation of the penalty. If the Agency Head denies the request to consider the delay of the implementation of the penalty, then Steps 1 and 2 of this Section shall apply.

SECTION 6 - UNION/CLASS GRIEVANCES:

STEP 1: The Employer and the Local President or his/her designee will meet within five (5) working days after receipt of the grievance to discuss the grievance.

STEP 2: The Department Head shall give the Local President his/her written response within ten (10) working days after the meeting. If the grievance is not settled by this method, the Union may refer the matter to arbitration. Nothing herein will preclude

Other party from attempting to settle such grievances informally at the appropriate level.

SECTION 7 - ARBITRATION:

A. SELECTION OF AN ARBITRATOR: The parties agree that a panel of arbitrators will be selected by the parties within thirty (30) working days of the signing of this Agreement to hear arbitrations. The panel will consist of seven (7) arbitrators who will be selected alternately to hear cases.

B. A committee of Union representatives and Management officials that are party to this agreement will meet quarterly to review the status of grievances, the selection of arbitrators and other issues related to this grievance procedure.

C. When mutually agreed by both parties, the following expedited arbitration procedures shall be used:

1. The arbitration will be held within thirty (30) working days of the request to arbitrate.

2. There shall be no stenographic record of the proceedings.

3. The hearing shall be conducted by the Arbitrator in whatever manner that will most expeditiously permit full presentation of the evidence and arguments of the parties. The Arbitrator shall make appropriate minutes of the proceedings. Normally, the hearing shall be completed within one (1) day. In unusual circumstances and for good cause shown, the Arbitrator may schedule an additional hearing to be held within seven (7) days.

4. There shall be no posthearing briefs.

5. Time of Award - The award shall be rendered promptly by the Arbitrator and unless otherwise agreed by the parties, no later than seven (7) days from the date of the closing of the hearing.

6. Form of Award - The award shall be in writing and shall be signed by the Arbitrator. If the Arbitrator determines that an opinion is necessary, it shall be in summary form.

D. The parties agree that arbitrations not heard under the expedited arbitration procedure will be scheduled and heard within ninety (90) days unless the parties mutually agree to extend the time limits.

SECTION 8 - GENERAL:

1. Witnesses shall be sequestered upon request of either party.
2. If either party desires a verbatim record of the proceedings, it may order such record. The party desiring the record shall make the record available to the other party and pay full costs of the transcript. Upon mutual agreement, the expenses may be shared.
3. The parties shall request that the arbitration award be in writing and set forth the Arbitrator's findings, reasoning and conclusions, within thirty (30) days after the conclusion of the hearing. Time limits may be extended by mutual agreement except in the case of expedited arbitrations.
4. The Arbitrator shall not have the power to add to, subtract from, or modify the provisions of this Agreement through the award.
5. The Arbitrator's award shall be binding upon both parties. Nothing in this Section prevents either party from appealing an award pursuant to the negotiated grievance procedure, in accordance with D.C. Code §1-605.2. Either party may submit the award for reconsideration by filing an Arbitration Review Request with the Public Employee Relations Board (PERB) within the time prescribed by law and regulation. Whenever an Arbitrator's decision is appealed, the decision shall remain in effect pending the outcome of the appeal process.
6. A statement of the Arbitrator's fee and expenses shall accompany the award. The fee and expense of the Arbitrator shall be born by the losing party. In cases where it is unclear whether or not a party has lost the case, the Arbitrator will make the determination.
7. Any dispute over the application of an Arbitrator's award, the Arbitrator shall retain jurisdiction.

SECTION 9 - APPEAL AND GRIEVANCE OPTIONS:

An aggrieved employee affected by a removal or reduction in grade based on unacceptable performance, or adverse action may at his/her option raise the matter under a statutory appellate procedure or the negotiated grievance procedure, but not both.

For the purpose of this Section and employee shall be deemed to have exercised his/her option under this Section when the employee files a notice of appeal under the appellate procedure or files a grievance in writing under the negotiated grievance procedure.

UNION 10 - QUESTIONS OR GRIEVABILITY:

In the event either party should assert a grievance non-grievable or non-arbitrable, the original grievance shall be considered amended to include this issue. Any dispute of grievability or arbitrability shall be referred to arbitration as a threshold issue(s).

ARTICLE 31
MANAGEMENT RIGHTS

The Department shall retain the sole right, authority and complete discretion to maintain the order and efficiency of the public service entrusted to it, and to operate and manage the affairs of the District in all aspects, including but not limited to, all rights and authority held by the Employer prior to the signing of this Agreement.

Such management rights shall not be subject to the negotiated grievance procedure or arbitration, unless specifically abridged and abrogated in a separate distinctive Article of this Agreement. The Employer retains the following rights, which in accordance with applicable laws, rules and regulations which in no way are wholly inclusive:

1. To direct employees of the Department;
2. To hire, promote, transfer, assign and retain employees in positions within the agency and to suspend, demote, discharge or take other disciplinary action against employees for cause;
3. To relieve employees of duties because of lack of work or other legitimate reasons;
4. To maintain the efficiency of the District government operations entrusted to them;
5. To determine the mission of the agency, its budget, its organization, the number of employees and the number, types and grades of positions or employees assigned to an organizational unit, work project or tour of duty, and the technology of performing its work; or its internal security practices; and,
6. To take whatever actions may be necessary to carry out the mission of the District government in emergency situations.

ARTICLE 32
NO STRIKE OR LOCKOUT

SECTION 1:

Under the provisions of D.C. Code Section 1-618.5, it is unlawful to participate in, authorize or ratify a strike.

SECTION 2:

The term "strike," as used herein means a concerted refusal to perform duties/attend work or any unauthorized concerted work stoppage or slowdown.

SECTION 3:

The Union agrees to disarm any strikes or any unauthorized concerted work stoppage or slowdown.

SECTION 4:

No lockout of employees shall be instituted by the Employer during the term of this Agreement, except that the Department in a strike situation retains the right to close down any facilities to provide for the safety of employees, property or the public.

ARTICLE 33
SAVINGS CLAUSE

In the event any Article, Section or portion of the Agreement shall be held invalid and unenforceable by any court or higher authority of competent jurisdiction, such decision shall apply only to the specific Article, Section or portion thereof specified in the decision, and upon issuance of such a decision, the Employer and the Union agree to negotiate a substitute Article, Section or portion thereof.

ARTICLE 34
DURATION

SECTION 1:

This agreement shall remain in full force and effect until September 30, 1995. This Agreement shall become effective upon the Mayor's approval in accordance with provisions of Section 1715 of the CMP. If disapproved because certain provisions are asserted to be contrary to applicable law, the parties shall meet within thirty (30) days to negotiate a legally constituted replacement provision for the offensive provision, or the offensive provision shall be deleted.

SECTION 2:

This Agreement shall automatically be renewed for a one (1) year period thereafter, unless either party gives to the other party written notice of intention to terminate or modify the Agreement one-hundred fifty (150) days and no later than ninety (90) days prior to its anniversary date. In the event that either party requests modification of any Article or parts of any Article, or the inclusion of additional provisions, only the related Articles and/or parts of the Articles shall be affected and unrelated Articles or parts of Articles shall continue in full force and effect.

SECTION 3:

The parties acknowledge that this Agreement represents the results of negotiations during which both parties had unlimited right and opportunity to make demands and proposals with respect to any mandatory negotiable subject matter.

SECTION 4:

It is agreed that any request by either party for further negotiations due to change in legislation, rules or regulations affecting any article in this Agreement shall be for the purpose of amending, modifying or supplementing provisions agreed to and included in this Agreement. If the parties mutually agree in writing during the term of this Agreement that modifications to the Agreement are necessary, it may be modified.

Signed this _____ day of _____, 1994.

FOR THE EMPLOYER

FOR THE UNION

Debra McDowell, Director
D.C. Office of Labor Relations
and Collective Bargaining

David Schlein

David Schlein, National V.P.
American Federation of
Government Employees, AFL-CIO

Vincent Gray, Director
Department of Human Services
Services

Hugh Battle, President
AFGE Local 383

Carole Hill Lowe, Director
Department of Recreation
and Parks

Thomas M. Proctor
Thomas Proctor, President
AFGE Local 2741

Bruce Marshall, Director
Department of Administrative
Services

Sandra Addison
Sandra Addison, President
AFGE Local 3406

Chief Fred Thomas
Metropolitan Police Department

Ralph Bell
Ralph Bell, President
AFGE Local 3444

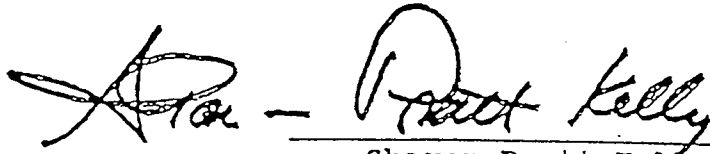
Al Dobbins, Director
Office of Planning and
and Energy

Paul Hart
Paul Hart, President
AFGE Local 3871

Claretta Carpenter
Claretta Carpenter, President
AFGE Local 2737

APPROVAL

This Collective Bargaining Agreement between the District of Columbia Government and the American Federation of Government Employees Locals 383, 2737, 2741, 3406, 3444 and 3871 dated _____ has been reviewed in accordance with Section 1715(a) of the District of Columbia Comprehensive Merit Personnel Act of 1978 (§1-618.15(a), D.C. Code, 1987 Repl.), and is hereby approved this 12th day of September, 1994.



Sharon Pratt Kelly
Mayor

COLLECTIVE BARGAINING UNIT CODE DESCRIPTIONS

CBU CODE	UNIT DESCRIPTION	UNION/ LOCAL	COMPENSATION BARGAINING UNIT	DEPARTMENT/ AGENCY
BCA	Nonprofessional employees at the Detoxification Center for Alcoholics, ADASA.	AFGE 2737	1 & 2	DHS
BCB	Professional employees at Karrick Hall - Rehabilitation Residential Center, ADASA.	AFGE 2737	1 & 13	DHS
BCC	Nonprofessional employees at Karrick Hall - Rehabilitation Residential Center, ADASA.	AFGE 2737	1 & 2	DHS
BKA	Employees of the Printing and Reproduction Division.	AFGE 3406	1 & 2	DAS
BPA	All employees of the Office of Planning and Development.	AFGE 3871	1	Office of Planning
BPB	All employees in the Office of Energy.	AFGE 3871	1	Office of Energy
BPC	All employees in the mail room of Department of Administrative Services.	AFGE 3871	1	DAS
BHA	All employees in the Department of Recreation and Parks.	AFGE 2741	1 & 2	DRP
BMA	Wage grade employees of the Property Division and Fleet Management Division.	AFGE 3444	2	MPD
BBA	DS employees of Laurel, MD, in the Institutional Care Services Administration and Forest Haven excluding guards, teachers and instructors, and nurses, CSS.	AFGE 383	1	DHS
BBB	Guards at Laurel, MD, in the Institutional Care Services Division and Forest Haven, CSS.	AFGE 383	1	DHS
BBC	Teachers and Instructors at Laurel, MD, Institutional Care Services Division and Forest Haven, CSS.	AFGE 383	1	DHS
BBD	Nonprofessional employees of the Forensic Psychiatry Division, Mental Health Administration, CMHS.	AFGE 383	1	DHS

CBU CODE	UNIT DESCRIPTION	UNION/ LOCAL	COMPENSATION BARGAINING UNIT	DEPARTMENT/ AGENCY
BBE	Nonprofessional employees of Area B (Psychiatric Division) and Emergency Mental Health Services, Mental Health Administration, CMHS.	AFGE 383	1 & 2	DHS
BBF	Nonprofessional employees of the Youth Group Homes Branch, Youth Services Administration, CSS.	AFGE 383	1 & 2	DHS
BBG	Nonprofessional employees of Area C Community Mental Health Center, CMHS.	AFGE 383	1 & 2	DHS
BBH	Employees of the Developmental Services Center, Mental Retardation/Developmental Disabilities (MRDDA), CSS.	AFGE 383	1 & 2	DHS
BBI	Nonprofessional employees in the Community Care Services Division, Youth Services Administration, CSS.	AFGE 383	1	DHS
BJ	Nonprofessional employees of the Office of Planning and Evaluation, Research and Statistics Division.	AFGE 383	1	DHS
SED	All nonprofessional, nonsupervisory employees in CMHS, DHS, excluding nonprofessional employees of the Construction, Electrical, Mechanical, Preventive Maintenance, Garage and Fabric Care Sections.	AFSCME 2095 & AFGE 383	1 & 2	DHS
BBK	Nonprofessional employees of the Alcohol Drug Abuse Services Administration, CPH.	AFGE 383	1 & 2	DHS

DEPARTMENT OF ADMINISTRATIVE SERVICES AND
THE AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES, LOCAL 3406
SUPPLEMENTAL AGREEMENT

ARTICLE I
BULLETIN BOARDS

SECTION A:

The Employer agrees to provide designated Bulletin Boards in appropriate work areas for the posting of material relative to the activities of the Union.

SECTION B:

Material posted must be readily identified as representing the Union. The Employer shall require the Union President to remove any posted material that fails to comply with provisions of Section C.

SECTION C:

Material must not contain any statement that could be construed to identify it as an official release of the District of Columbia Government. The contents of the material posted must be related to the activities of the Union. Material relating to partisan political matters or sectarian religious subjects may not be posted. Material must not contain derogatory or abusive statements on individuals.

ARTICLE II
EMPLOYEE COUNSELING PROGRAM

In addition to the regulations outlined in ARTICLE 20, Consultation and Counseling, of the Master Agreement, the parties agree that when troubled employees are identified, they are to be handled in a forthright manner with the agency's personnel administrative procedure. All records pertaining to the employee will be handled in the strictest of confidence.

ARTICLE III
PERSONNEL FILES

SECTION A:

An employee or his/her designated representative shall have the right to view his/her personnel file and, upon request, inspect or copy any document appearing in his/her official personnel file folder consistent with release of official information as prescribed in Title 31 of the Comprehensive Merit Personnel Act.

SECTION B:

The Employer will assist the employee or his/her representative (designated in writing) to obtain photo-copies of any such document.

SECTION C:

The right of employees pertaining to their official personnel files as stipulated in Section A and B above shall be extended to

apply to an employee's personnel file kept by the Printing Division.

ARTICLE IV
USE OF DISTRICT GOVERNMENT FACILITIES

SECTION A:

The Employer may approve requests for the use of District Government facilities for Union meetings during non-working hours. The Union agrees to exercise reasonable care in using such space and will leave it in a clean and orderly condition. When use of the facilities are to be scheduled after 4:15 p.m., the Union will request their use five (5) days in advance.

SECTION B:

The Employer agrees to provide a space for the Union stewards to meet in private with an aggrieved employee and for the maintenance of union records. This space may be used during breaks and at lunch. This space may not be used during duty hours unless with permission of the Division Chief.

ARTICLE V
OVERTIME ASSIGNMENTS

SECTION A:

The Employer agrees to assign overtime assignments on a fair and equitable basis.

SECTION B:

Each employee volunteering for overtime will be given the opportunity on a rotation basis, dependent on the skills required and those of the employee.

SECTION C:

A list of available personnel for overtime will be maintained by the supervisor and a copy provided to the Union President.

ARTICLE VI
HOURS OF WORK

SECTION A:

The basic forty (40) hour work week shall be Monday through Friday.

SECTION B:

The Employer will provide a reasonable amount of time, consistent with the nature of the work performed, for employees to clean up prior to lunch and at the end of the work day.

SECTION C:

Employees detailed out of their sections for periods of one (1) day or less will be allowed a reasonable amount of time to put away equipment and personal property.

SECTION D:

The Bureau will provide two (2) paid fifteen (15) minute rest periods on each tour of duty, one for each four (4) hour period worked, as close to the middle of each four (4) hour period as feasible. Rest periods shall in no case immediately precede, or follow, the beginning or ending of the regular work day or meal period.

ARTICLE VII
APPRENTICE CAREER DEVELOPMENT PROGRAM

SECTION A:

A joint Labor-Management Committee shall be established to develop recommendations for an Apprentice Career Development Program. This joint Labor-Management Committee shall consist of three (3) Union representatives and three (3) Management representatives. A Management and Union representative shall act as co-chairpersons.

The parties agree that the Apprentice Career Development Program should apply to a series of positions in the same line of work which increase in difficulty from entrance level to the level established as Full Performance by the Position Classification Standards of the D.C. Office of Personnel (DCOP).

SECTION B:

The Program Development Guidelines shall be as follows:

1. Employees in the Program may be promoted without further competition when competition was held at an earlier stage, until reaching the Full Performance Level.
2. The Employer and the Union agree that Apprentice Career Development Promotions will be made only when:
 - a. Recommended by the appropriate supervisor and approved by Management.
 - b. The employee meets the appropriate minimum qualification including selective factors, and has:
 1. Demonstrated potential for the skill involved.
 2. Demonstrated to the satisfaction of the supervisor, the ability to perform at the next higher level.
 3. An employee in the Apprentice Career Development Program may receive successive Career Promotions until he/she reaches the Full Performance Level after meeting the qualification requirements of

11

12

13

14

Section B above for each level consistent with Personnel regulations.

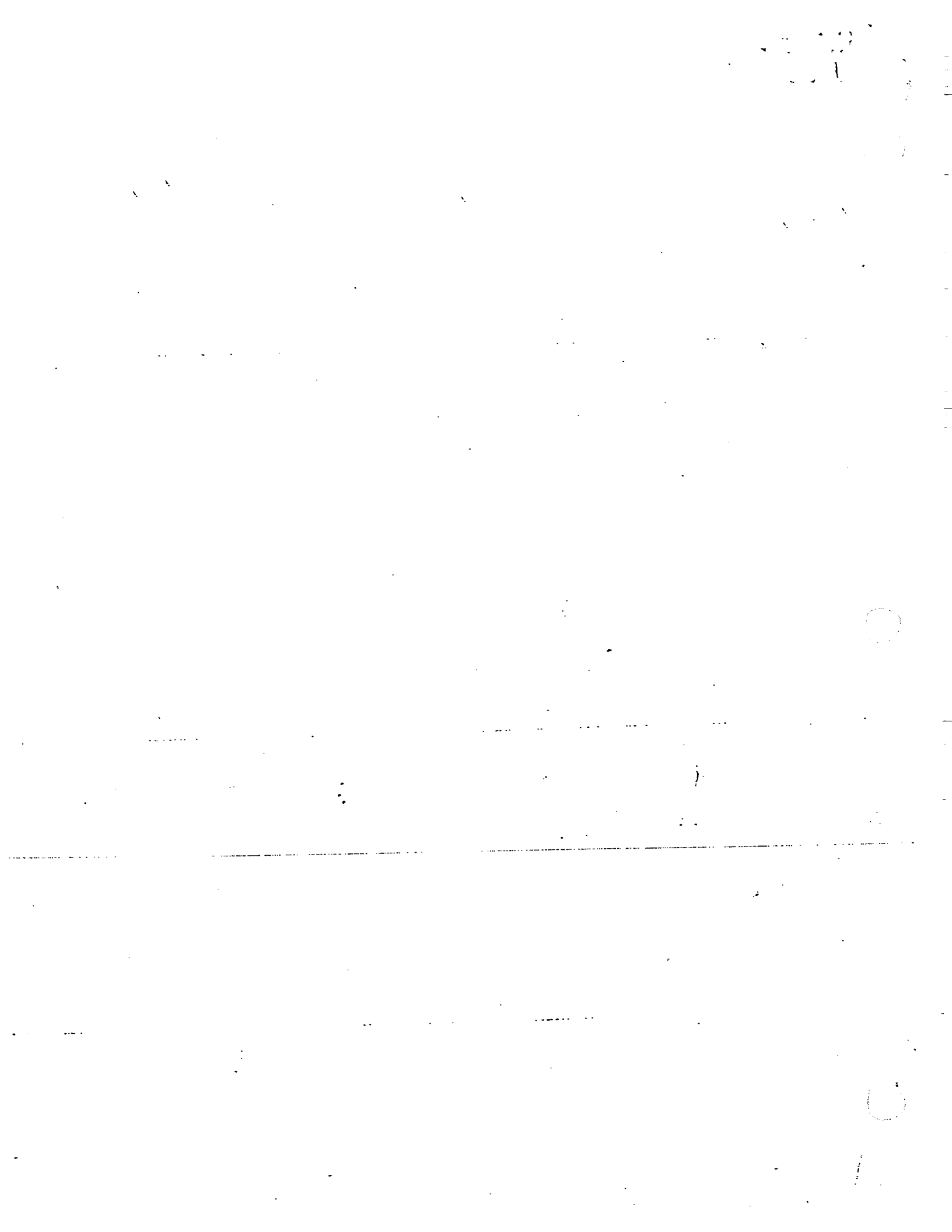
4. Grades above the Full Performance Level positions shall be filled under the Merit Staffing Procedures.

SECTION C:

A joint Labor-Management Committee shall submit its recommendation to appropriate Departmental officials for review and approval. Upon departmental approval, the proposed Apprentice Program will be submitted to the D.C. Office of Personnel for review and approval consistent with applicable DPM regulations.

SECTION D:

There will be established a formal process of communication between employees and the Chief of Printing relating to issues involving the training process in the Division. Employees may at any time submit official suggestions or examples of Formal Training Programs to the Chief of Printing. The Chief of Printing shall consider all submittals and either reject them, put them into effect, or refer them (if necessary) to other officials of the Department of Administrative Service for further consideration.



MASTER AGREEMENT

BETWEEN

**THE AMERICAN FEDERATION OF STATE,
COUNTY AND MUNICIPAL EMPLOYEES,
DISTRICT COUNCIL 20,
AFL-CIO**

AND

**THE GOVERNMENT OF THE
DISTRICT OF COLUMBIA**

EFFECTIVE THROUGH SEPTEMBER 30, 2010

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PREAMBLE

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title I, Chapter 6, Subchapter 1, D.C. Official Code § 1-601.02) states that the Council of the District of Columbia declares that it is the purpose and policy of this act to assure that the District of Columbia Government shall have a modern flexible system of public personnel administration, which shall “provide for a positive policy of labor-management relations including collective bargaining between the District of Columbia and its employees”

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.01) states [t]he District of Columbia Government finds and declares that an effective collective bargaining process is in the general public interest and will improve the morale of public employees and the quality of service to the public.

The District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.01(b) provides for collective bargaining between the Mayor of the District of Columbia and labor organizations accorded exclusive recognition for employee representation for employees of the District of Columbia Government.

Pursuant to the District of Columbia Comprehensive Merit Personnel Act (D.C. Law 2-139, Title 1, Chapter 6, Subchapter XVIII, (D.C. Official Code) Section 1-617.10), various local unions or District Council 20 of the American Federation of State, County and Municipal Employees, AFL-CIO, (herein “AFSCME” or the “Union”) have been certified and/or recognized as the exclusive collective bargaining agent for employees of the District of Columbia Government (hereinafter the “District” or the “Employer”).

Accordingly, AFSCME and the District enter into this Agreement, which shall have as its purposes:

- (1) Promotion of a positive policy of labor-management relations between the District of Columbia Government and its employees;
- (2) Improvement of morale of employees in service to the District of Columbia Government;
- (3) Enhancement of the quality of public service to the citizens of the District of Columbia;
- (4) Creation of a government that works better; and
- (5) Promotion of the rights of District of Columbia Government employees to express their views without fear of retaliation.

AFSCME and the District of Columbia Government declare that each party has been afforded the opportunity to put forth all its non-compensation proposals and to bargain in good faith. Both parties agree that this Agreement is the result of their collective bargaining and each party affirms its contents without reservation. This Preamble is intended to provide the background and purpose of the Collective Bargaining Agreement. Alleged violations of the Preamble per se will not be cited as contract violations.

ARTICLE 1 **RECOGNITION**

Section 1 – Recognition:

The District of Columbia Government (hereinafter referred to as the “District” or “Employer”) hereby recognizes as the sole and exclusive representative for the purpose of collective bargaining, the American Federation of State, County and Municipal Employees, AFL-CIO, District of Columbia District Council 20, and its affiliated Local Unions (hereinafter referred to collectively as the "Union" or "AFSCME") for each of the bargaining units under the personnel authority of the Mayor for which AFSCME is the certified collective bargaining representative.

Section 2 - Bargaining Units Descriptions:

This Agreement may also include agencies with independent personnel authority if they have executed an addendum opting to be covered by the provisions herein.

Section 3 - Coverage:

AFSCME, the certified exclusive representative of all employees in the bargaining unit referenced above, shall be responsible for representing the interests of employees in the units without discrimination as to membership; provided, however, that an employee who does not pay dues or service fees may be required by the Union to pay reasonable costs for personal representation.

Section 4 – New Units:

Bargaining units of employees under the administrative jurisdiction of the Mayor of the District of Columbia certified during the term of this Agreement shall be covered by the provisions of this Agreement, if agreed to by the parties.

Section 5 – Unit Clarification(s):

The Union and the Employer shall file a Joint Petition with the Public Employee Relations Board (hereinafter referenced as PERB) to clarify and correct inaccuracies contained on the current unit certifications. Prior to filing of the joint petition, the Union and Employer shall confer on the revised unit descriptions.

ARTICLE 2
MANAGEMENT RIGHTS

Section 1 – Management Rights in Accordance with the Comprehensive Merit Personnel Act (CMPA):

(a) Management's rights shall be administered consistent with D.C. Official Code §1-617.08, 2001 edition as amended.

(b) All matters shall be deemed negotiable except those that are proscribed by this subchapter. Negotiations concerning compensation are authorized to the extent provided in Sections 1-617.16 and 1-617.17 (as amended).

Section 2 - Impact of the Exercise of Management Rights:

Management rights are not subject to negotiations; however, in the Employer's exercise of such rights, the Union may request the opportunity to bargain the impact and effects, where there has been an adverse impact upon employees regarding terms and conditions of employment.

ARTICLE 3
UNION RIGHTS AND SECURITY

Section 1 – Exclusive Agent:

The District shall not negotiate with any other employee organization or group with reference to terms and/or conditions of employment for employees represented by AFSCME. AFSCME shall have the right of unchallenged representation in its bargaining units for the duration of this Agreement in accordance with PERB Interim Rules, Section 502.9(b).

Section 2 – Meeting Space:

Upon request at least one day in advance, the Employer will provide meeting space as available for bargaining unit business. Except as provided elsewhere in this Agreement, meetings will be held on the non-work time of all employees attending the meetings. The Union will be responsible for maintaining decorum at meetings on the Employer's premises and for restoring the space to the same condition to which it existed prior to the meetings.

Section 3 – Access to Employees:

The Union shall have access to all new and rehired employees to explain Union membership, services and programs. Such access shall occur during either a formal orientation session or upon

such employees' reporting to their work site within thirty (30) calendar days of employees' appointment or reappointment.

Section 4 - Dues Checkoff:

The Employer agrees to deduct union dues bi-weekly from the pay of employee members upon proper authorization. The employee must complete and sign Form 277 to authorize the withholding. The amount to be deducted shall be certified to the Employer in writing by the appropriate official of District Council 20. It is the responsibility of the employee and the Union to bring errors or changes in status to the attention of the Employer. Corrections or changes will be made at the earliest opportunity after notification is received but in no case will changes be made retroactively. Union dues withholding authorization may be cancelled upon written notification to the Union and the Employer within the thirty (30) calendar day period prior to the anniversary date of this Agreement. When Union dues are cancelled, the Employer shall withhold a service fee in accordance with Section 5 of this Article.

Section 5 - Service Fees:

In keeping with the principle that employees who benefit by the Agreement should share in the cost of its administration, the Union shall require that employees who do not pay Union dues shall pay an amount (not to exceed Union dues) that represents the cost of negotiation and/or representation. Such deductions shall be allowed when the Union presents evidence that at least 51% of the employees in the unit are members of the Union.

Section 6 - Cost of Processing:

The Employer shall deduct \$.05 per deduction (dues or service fee) per pay period from each employee who has dues or service fees deducted. This amount represents the fair value of the cost to the Employer for performing the administrative services and is payable to the Office of Labor Relations and Collective Bargaining.

Section 7 - Hold Harmless:

The Union shall indemnify, defend and hold the Employer harmless against any and all claims, demands and other forms of liability, which may arise from the operation of this Article. In any case in which a judgment is entered against the Employer as a result of the deduction of dues or other fees, the amount held to be improperly deducted from an employee's pay and actually transferred to the Union by the Employer, shall be returned to the Employer or conveyed by the Union to the employee(s), as appropriate.

ARTICLE 4
LABOR-MANAGEMENT MEETINGS

Section 1 – Labor-Management Partnerships:

Consistent with the principles of the D.C. Labor-Management Partnership Council, the parties agree to establish and support appropriate partnerships within the individual agencies covered by this Agreement. The purpose of such partnership will be to promote labor-management cooperation within a high-quality work environment designed to improve the quality of services delivered to the public.

Agency partnership should ordinarily be made up of equal numbers of high-level officials of labor and management who will meet regularly to consider such issues as they choose to discuss. Decisions by the partnership are by consensus only.

Section 2 – Labor-Management Contract Review Committee:

Appropriate high-level management and union representatives shall meet at least monthly, at either party's request, to discuss problems covering the implementation of this Agreement. The findings and recommendations of the Contract Review Committee will be referred to the Director for action. The Director or his/her designee shall respond in writing to any written finding and recommendation of the committee within a reasonable period.

ARTICLE 5
DISCRIMINATION

Section 1 – General Provisions:

The Employer agrees that it will not in any way discriminate against any employee because of his/her membership or affiliation in or with the Union or service in any capacity on behalf of the Union. Each employee of the District Government has the right, freely and without fear of penalty or reprisal:

- (1) To form, join and assist a labor organization or to refrain from this activity;
- (2) To engage in collective bargaining concerning terms and conditions of employment, as may be appropriate under this law and rules and regulations through a duly designated majority representative; and,
- (3) To be protected in the exercise of these rights.

Neither party to this Agreement will discriminate against any employee with regard to race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, physical handicap, political affiliation, or as otherwise provided by law.

Section 2 – Equal Employment Practices:

The Employer agrees to vigorously continue the implementation of its Equal Employment opportunity Program as approved by the Director, D.C. Office of Human Rights. For the purpose of this Agreement, the Department/Agency's Affirmative Action Plan will be observed. Progress reports will be sent to the Union periodically as to the implementation of the Affirmative Action Plan.

The Union shall designate an Affirmative Action Coordinator who shall, upon request, attend meetings of the Department's Affirmative Action Counselors, and be permitted to meet with Department EEO officials to discuss implementation of the Affirmative Action Plan including Departmental policies and programs.

Vacancy Announcements for Departmental vacancies shall be posted at all work locations. One copy of the notice shall be supplied to appropriate Union Shop Stewards.

Section 3 – Discrimination Charges:

Any charges of discrimination shall be considered by the appropriate administrative agency having jurisdiction over the matter and shall therefore not be subject to the negotiated grievance procedure.

ARTICLE 6
UNION RIGHTS AND RESPONSIBILITIES

Section 1 – Union Stewards:

Union Stewards shall be designated by the Union and shall be recognized as employee representatives. Union Stewards shall be employed at the same work area or shift as employees they are designated to represent. When a union steward is transferred by an action of management (not including promotion or transfer at the employee's request), the steward may continue to act as a steward for his/her former work site for a period not to exceed 45 days from original notification. The Union will supply the Employer with lists of stewards' names, which shall be posted on appropriate bulletin boards. The Union shall notify the Employer of changes in the roster of Stewards. Stewards are authorized to perform and discharge union duties and responsibilities, which may be assigned to them under the terms of this Agreement.

Section 2 – Performance of Duties:

Stewards shall obtain permission from their immediate supervisors prior to leaving their work assignments to properly and expeditiously carry out their duties during a reasonable amount of official time to be estimated in advance whenever possible. Before attempting to see an employee, the Steward will obtain permission from the employee's supervisor. Such permission will be granted unless the employee cannot be immediately relieved from his assigned duties, in which case permission will be granted as soon as possible thereafter. If the immediate supervisor is unavailable, permission will be requested from the next highest level of supervision. Requests by Stewards for permission to meet with employees and/or by employees to meet with Stewards will not require prior explanation to the supervisor of the problems involved other than to identify the area to be visited and the general purpose of the visit i.e., grievance investigation, labor-management meetings, negotiation sessions, etc.

A Steward thus engaged will report back to his/her supervisor on completion of such duties and return to their job. The employer agrees that there shall be no restraint, interference, coercion, or discrimination against a Steward in the performance of such duties.

Section 3 – Union Activities on Employer's Time and Premises:

The Employer agrees that during working hours, on the Employer's premises and without loss of pay, in accordance with Article 6 of this Agreement, Union representatives shall be allowed to:

- A. Post Union notices on designated Union bulletin boards (with a copy given to the Employer);
- B. Attend negotiation meetings;
- C. Transmit communications authorized by the District Council and Local Union or its officers to the Employer or his/her representative;
- D. Consult with the Employer or his/her representative, District Council and Local Union Officers, other Union representatives or employers, concerning the enforcement of any provisions of this Agreement, and other Labor-Management activities. Official time does not include internal Union activities; and
- E. Solicitation of Union membership and distribution of literature shall be confined to the non-working time of all employees involved and out of sight of the public.

Section 4 – Visits by Union Representatives:

The Employer agrees that representatives of the American Federation of State, County and Municipal Employees whether local, Union representatives, District council representatives, or

International representatives shall have full and free access except in secured areas, to the premises of the Employer at any time during working hours to conduct Union business. Advance notification will be given to the appropriate supervisor of the facility to be visited to permit scheduling that will cause minimal disruption of the work activities.

Section 5 – Union Insignia:

The Employer agrees that the employee has a right to participate and identify with the Union as his/her representative in collective bargaining matters; therefore, the Employer agrees that such identification devices as emblems, buttons and pins supplied by the Union to the employees within the bargaining unit may be worn on their uniforms, except for uniformed police.

Section 6 – Official Time:

Union representatives who engage in labor management activities during working hours shall indicate on the “Official Time Report” the activity performed. No Union representative will be disadvantaged in the assessment of his/her performance based on use of documented official time while conducting labor management business.

OFFICIAL TIME REPORT**REPORTING PERIOD (each pay period)****OFFICIAL TIME SPENT ON LABOR-MANAGEMENT ACTIVITIES****FROM:****TO:**

Name of Union Representative (Last Name, First, Middle Initial) Name of Supervisor Submitting Report

Organization (Agency, Division, Branch)

Representational Functions of Official Time (Activity) as identified in the Agreement. [See Reverse Side]

DATE	Requested Time FROM: am/pm TO: am/pm	Activity (1-8) Identify all that apply	Supv. Approving Initials	Actual Time		Total Time Used	Union Rep. Initial	Supv. Approving Initials
				FROM: am/pm	TO: am/pm			

REPRESENTATIONAL FUNCTIONS OF OFFICIAL TIME (Activity)

1	Labor negotiations.
2	Contacts between employee representatives and employees provided for in the negotiated grievance procedure.
3	Grievance meetings and arbitration hearings.
4	Disciplinary or adverse action meetings, if the Union is designated as representative of the employee.
5	Attendance at an examination of an employee who reasonably believe he or she may be the subject of a disciplinary or adverse action and the employee has requested representation.
6	Attendance at board or other committee meetings on which the Union representatives are authorized membership by the Employer or the Agreement.
7	Attendance at meetings between the Employer and the Union.
8	Attendance at agency recognized/sponsored activities to which the Union has been invited.

**Distribution: Original to Office of Labor Relations & Collective Bargaining
Copy kept by Supervisor & Union Representative**

ARTICLE 7 **DISCIPLINE**

Section 1:

Discipline shall be imposed for cause, as provided in the D.C. Official Code § 1-616.51 (2001 ed.).

Section 2:

For the purposes of this Article, discipline shall include the following:

- a. **Corrective Actions:** Written reprimands or suspensions of nine (9) days or less;
- b. **Adverse Actions:** Removal, suspension for more than nine (9) days; or a reduction in rank or grade or pay for cause.

Section 3:

Discipline will be appropriate to the circumstances, and shall be primarily corrective, rather than punitive in nature. After discovery of the incident, the investigations shall be conducted in a timely manner and discipline shall be imposed upon the conclusion of any investigation or the gathering of any required documents, consistent with the principle of progressive discipline and D.C. Office of Personnel regulations.

Section 4:

If a supervisor has reason to discipline an employee, it shall be done in a manner that will not embarrass the employee before other employees or the public.

Section 5:

Unless there is a reasonable cause to believe that an employee's conduct is an immediate hazard to the agency, the employee or other employees, or is detrimental to public health, safety or welfare, an employee against whom adverse action is proposed shall be entitled to at least thirty (30) days advance written notice of proposed adverse action (or fifteen (15) days if corrective action is proposed). The notice will identify the causes and the reasons for the proposed action.

Section 6:

Recognizing that the Union is the exclusive representative of the employees in the bargaining unit, the Department shall in good faith attempt to notify the Union of proposed disciplinary actions. Each Department shall notify the union of the method of notification. Further the Employer agrees

to notify the employee of his or her right to representation in corrective or adverse actions. The material upon which the proposed discipline is based shall be made available to the employee and his/her authorized representatives for review. The employee or his/her authorized representative will be entitled to receive a copy of the material upon written request.

Any information that cannot be disclosed to the employee, his representative, or physician shall not be used to support the proposed action.

Section 7:

Except in the special circumstances referred to in Section 5 above, an employee shall be entitled to at least ten (10) workdays to answer the notice of proposed corrective or adverse action. If the proposed action is removal, the employee shall upon request, be granted an opportunity to be heard prior to a final decision. This opportunity to be heard shall be afforded by a person designated by the agency head. This person shall not be in the supervisory chain between the proposing and/or deciding official(s) and shall not be subordinate to the proposing official. This person shall review the employee's answer, discuss the proposed action with the employee and/or his representative and appropriate representatives of the Employer and make a recommendation to the deciding official who will act upon the recommendation, as he/she deems proper.

Section 8:

The person proposing a disciplinary action shall not be the deciding official unless the proposing official is the agency head or Director of Personnel.

Section 9:

Except in the special circumstances referred to in Section 5 above, an employee against whom a corrective or adverse action has been proposed shall be kept in an active duty status during the notice period.

Section 10:

The deciding official shall issue a written decision within forty-five (45) calendar days from the date of receipt of the notice of proposed action which shall withdraw the notice of proposed action or sustain the proposed action in whole or in part. The forty-five (45) day period for issuing a final decision may be extended by agreement of the employee and the deciding official. If the proposed action is sustained in whole or in part, the written decision shall identify which causes have been sustained and which have been dismissed, describe whether the proposed penalty has been sustained or reduced and inform the employee of his or her right to appeal or grieve the decision, and the right to be represented. The final decision shall also specify the effective date of this action.

Section 11:

In any circumstance in which the Employer has reasonable cause to believe that an employee's conduct is an immediate hazard to the employing agency, to the employee involved or other employees, or is detrimental to public health, safety or welfare the Employer may place an employee on administrative leave whether or not notice of proposed action has been given to the employee.

Section 12:

Notice of final decision, dated and signed by the deciding official, shall be delivered to the employee on or before the time the action is effective. If the employee is not in a duty status at that time, the notice shall be sent to the employee's last known address by certified or registered mail.

Section 13:

Except as provided in Section 14 of this Article, employees may grieve actions through the negotiated grievance procedure, or appeal to the Office of Employee Appeals (OEA) in accordance with OEA regulations but not both. Once the employee has selected the review procedure, that choice shall be the exclusive method of review.

Section 14:

The removal of an employee during his or her probationary period is neither grievable nor appealable and shall be done in accordance with the DPM.

Section 15:

If a final decision is grieved through the negotiated grievance procedure a written grievance shall be filed with the deciding official within fifteen (15) workdays after the effective date of the action.

Section 16 – Troubled Employees:

In appropriate cases, consideration shall be given to correcting the problem through the D.C. Consultation and Counseling Service. When the District implements a new employee assistance program, this shall take the place of the D.C. Consultation and Counseling Service.

Section 17:

Whenever an employee is questioned by a supervisor with respect to a matter for which a disciplinary action is intended against the employee, the employee may, upon request, consult with a union official or other representative. Upon such request, the supervisor will stop the questioning until the employee can consult with such representative, but in no event will such questioning be

delayed beyond the end of the employee's following shift. When and if questioning is resumed, an employee may have a union official or other representative present.

ARTICLE 8

TRAINING AND CAREER LADDER

Section 1 – Basic Training:

Other than skills necessary to qualify for the position, the Employer agrees to provide each employee with basic training or orientation for the safe and effective performance of his/her job. Such training shall be provided at the Employer's expense and, if possible, during the employee's regular workday. If the employee is required to participate in training outside of regular work hours, the employee will be compensated in accordance with the Compensation Units 1 and 2 Agreement. Continued training shall be within budgetary constraints.

Section 2 - Continued Training Opportunities:

The Employer will encourage and assist employees in obtaining career related training and education outside the Department by collecting and posting current information available on training and educational opportunities. The Employer will inform employees of time or expense assistance the Employer may be able to provide.

Section 3 - Career Ladder:

The parties recognize and endorse the value of employee training and career ladder programs. Both parties subscribe to the principles of providing career development opportunities for employees who demonstrate potential for advancement. The feasibility of upward mobility and training programs for unit employees shall be a proper subject for labor-management meetings. Career ladder promotions when effected, shall be in accordance with DPM Chapter 8, Part II, Subpart 8, and Appendix A.

Section 4 - Experience Verification:

When an institution of higher learning provides credit for on-the-job experience, the Employer will, at the request of the employee, provide pertinent information to verify the employee's experience with the District. The employee shall provide the relevant documents and information necessary for the release of the employee's information to the relevant institution.

Section 5 - Union Sponsored Career Advancement Programs:

Management and the Union support the objective of meaningful career advancement for District Government workers in the areas of promotion, transfers and filling of vacancies. In keeping with this objective, the Union will investigate and develop programs to enhance opportunities for

career advancement such as: career counseling services; placement of career planning resource materials on site; correspondence course arrangements with area colleges, universities, vocational and technical schools; and workshops on resume writing and interview skills.

Programs that are developed will be presented and discussed during appropriate labor-management committee meetings for review and consideration.

ARTICLE 9 **SAFETY AND HEALTH**

Section 1 - Working Conditions:

A. The District shall provide and maintain safe and healthful working conditions for all employees as required by applicable laws. It is understood that the District may exceed standards established by regulations consistent with the objectives set by law. The Employer will make every effort to provide and maintain safe working conditions. AFSCME will cooperate in these efforts by encouraging its members to work in a safe manner and to obey established safety practices and regulations.

B. Matters involving safety and health will be governed by the D.C. Occupational Safety and Health Plan in accordance with Subchapter XXI of the Comprehensive Merit Personnel Act (1980, as amended). The District will promptly make every effort to qualify its plan under the Occupational Safety and Health Administration (OSHA) as established by the U.S. Department of Labor.

C. The District shall furnish and maintain each work place in accordance with standards provided within this Section.

Section 2 - Employees Working Alone:

Employees shall not be required to work alone in areas beyond the call, observation or periodic check of others where dangerous chemicals, explosives, toxic gases, radiation, laser light, high voltage or rotary machinery are to be handled, or in known dangerous situations whenever the health and safety of an employee would be endangered by working alone.

Section 3 - Corrective Actions:

A. If an employee observes a condition, which he or she, believes to be unsafe, the employee should report the condition to the immediate supervisor.

B. If the supervisor and employee agree that a condition constitutes an immediate hazard to the health and safety of the employee, the supervisor shall take immediate precautions to protect the employee.

C. If the supervisor and employee do not agree that a condition constitutes an immediate hazard to the health and safety of the employee, the matter may be immediately referred by the employee to the next level supervisor or designee. The supervisor or designee shall meet as soon as possible with the employee and his or her AFSCME representative, and shall make a determination.

D. Employees shall not be required to operate equipment that has been determined by the Employer or the appropriate D.C. Safety Officer to be unsafe to use, when by doing so they might injure themselves or others.

Section 4 - Medical Service: On-the-Job Injury:

A. The District shall make first-aid kits reasonably available for use in case of on-the-job injuries. If additional treatment appears to be necessary, the District shall arrange immediately for transportation to an appropriate medical facility.

B. The need for additional first-aid kits will be an appropriate issue for Safety Committee determination. Recommendations of the Safety Committee will be referred to the appropriate agency officials.

Section 5 - Safety Devices and Equipment:

Protective devices and protective equipment shall be provided by the District and shall be used by the employees.

Section 6 - Safety Training:

A. The District shall provide safety training to employees as necessary for performance of their job. Issues involving safety training may be presented to the Safety Committee established in Section 8(A).

B. The District shall provide CPR training to all employees who request such training.

Section 7 - Information on Toxic Substances:

Employees who have been identified by the Safety Committee and the Department or District Safety Officer as having been exposed to a toxic substance (including, but not limited to asbestos) in sufficient quantity or duration to meet District Government standards shall receive appropriate health screening. In the absence of District Government standards, the Safety Committee and Safety Officer will refer to standards established by other appropriate authorities such as Occupational Safety and Health Administration (OSHA), National Institute for Occupational Safety and Health (NIOSH) or the Environmental Protection Agency (EPA).

Section 8 - Safety Committees:

A. A Safety Committee of three (3) representatives from AFSCME and three (3) representatives from the District is hereby established in each department/agency.

B. One (1) AFSCME and one (1) District representative shall each serve as co-chairpersons of the Committee. The Agency's Risk Management official shall serve on the Safety Committee as one of the Agency's representative.

C. The Safety Committee shall:

1. Meet on a monthly basis, unless mutually agreed otherwise. Prior to regularly scheduled monthly meeting, labor and management must submit their respective agendas to each other at least five (5) days in advance;

2. Conduct safety surveys, consider training needs, and make recommendations to the agency/department head and the Office of Risk Management;

3. Receive appropriate health and safety training.

D. Final reports or responses from agency/department heads (or designees) shall be provided to the Safety Committee within a reasonable period of time on safety matters initiated by the Committee.

E. In departments/agencies where there is more than one Local Union, there shall be a safety committee for each Local Union, unless otherwise agreed upon.

F. Safety Committees may be reorganized upon agreement of both parties.

Section 9 - Medical Qualification Requirements:

The District agrees to abide by the provisions of Chapter 8, Sections 848.19 and 848.20 of the D.C. Personnel Regulations as published in the D.C. Register, Volume 32, April 5, 1985 (32 DCR 1858, 1911).

Section 10 - Light Duty:

A. The District agrees to provide light duty assignments for Employees injured on the job to the extent that such light duty is available as follows:

1. To be eligible for light duty, the employee must be certified by the employee's attending physician. The certification must identify the employee's impairments and the type of light duty he or she is capable of performing.

2. The Employee will be given light duty assignments for which he or she is qualified, initially within his or her own Bureau or organizational unit. If light duty is not available within the Bureau or organizational unit, suitable work will be sought elsewhere in the department/agency.

3. Light duty assignments shall not normally extend beyond 45 working days. However, if there are no other requests for light duty, this period may be extended until such time as the request is made by another employee. Employees unable to perform their regularly assigned duties after the expiration of that time shall make application for disability compensation or exercise such other options as may be available to employees under the provisions of this Agreement or under law, and in accordance with paragraph 5 below.

4. Where there are more requests for light duty than there are light duty assignments, assignments shall be made in the order of earlier date of request.

5. When light duty is not available, an employee must return to full duty or seek compensation or retirement from appropriate channels, or other assistance as may be available in accordance with Section 9. In the event compensation or retirement is not approved, the employee may be required to take a fitness for duty examination and may be separated if (a) found unfit to perform or (b) found fit but refuses to report for full duty.

Section 11 - Excessive Temperatures in Buildings:

Employees, other than those determined by the Employer to be essential, shall be released from duty or reassigned to other duties of a similar nature at a suitably temperate site because of excessively hot or cold conditions in the building. This determination will be made by the Employer as expeditiously as possible and shall be based upon existing procedures. In lieu of dismissal, the Employer may reassign employees to other duties of similar nature at a suitably temperate site. The cost of authorized transportation will be assumed by the Employer. Administrative leave will be granted if authorized by the Mayor or his or her designee.

Section 12 - Employee Health Services:

Employees covered by this Agreement shall have access to employee health services provided by the Employer consistent with the Comprehensive Merit Personnel Act (D.C. Law 2-139). Employee health services shall include such services as provisions for emergency diagnosis and emergency treatment of illness, physical examination including, but not limited to, pre-employment, fitness for duty or disability retirement evaluation; treatment of minor illness; preventive services; health information to assist employees to protect, conserve, and improve physical and mental health; and counseling and appropriate referrals to the D.C. Consultation and Counseling Service.

Section 13 - Maintenance of Health Records:

Medical records of employees shall be maintained in accordance with the provisions of Chapter 31 of the D.C. Government regulations that maintain confidentiality of those records. Medical records shall not be disclosed to anyone except in compliance with applicable rules relating to disclosure of information. Copies of rules relating to medical information will be made available to AFSCME.

Section 14:

A. The Employer agrees to follow Mayor's order 87-95 regarding ergonomic policy for use of video display terminals (VDT).

B. Continuous users who operate a video display terminal for more than two continuous hours shall be allowed to move out of their chairs for brief periods to perform other tasks as specified by their supervisor.

C. If a pregnant employee, who is a continuous VDT user, submits a medical statement from her physician which recommends limiting her use of the VDT during the term of her pregnancy because of exposure to radiation, reasonable consideration will be given to providing the employee with other available duties, within the work unit, for which she is qualified and which her doctor certifies that she can perform.

Section 15:

The Employer agrees to provide the Union with a copy of all current D.C. Safety Officers, and revisions as they occur.

ARTICLE 10
GENERAL PROVISIONS

Section 1 – Work Rules:

Employees will be advised of verbal and written work rules, which they are required to follow. The Employer agrees that proposed new written work rules and the revision of existing written work rules shall be subject to notice and consultation with the Union.

Section 2 - Distribution of Agreement:

The Employer and the Union agree to share equally in the cost of reproducing this contract for employees and supervisors. The parties shall mutually agree upon the cost and number of copies to be printed.

ARTICLE 11
BULLETIN BOARDS

The Employer agrees to furnish suitable Bulletin Boards and/or space to be placed at locations mutually acceptable to the Union and the Employer. The Union shall limit its posting of notices and bulletins to such Bulletin Boards.

ARTICLE 12
PERSONNEL FILES

Section 1 - Official Files:

The Employer shall maintain the official files of all personnel in all units covered by this Agreement in the Office of Personnel. Records of corrective actions or adverse actions shall be removed from an employee's official file in accordance with the DPM.

Section 2 - Right to Examine:

Each employee shall have the right to examine the contents of his/her personnel files upon request.

Section 3 – Right to Respond:

Each employee shall have the right to answer any material filed in his/her personnel file and his/her answer shall be attached to the material to which it relates.

Section 4 - Right to Copy:

An employee may copy any material in his/her personnel file.

Section 5 – Access by Union:

Upon presentation of written authorization by an employee, the Union representative may examine the employee's personnel file and make copies of the material.

Section 6 – Confidential Information:

The DC Office of Personnel shall keep all arrests by the Metropolitan Police, fingerprint records, and other confidential reports in a confidential file apart from the official personnel folder.

Section 7 - Employee to Receive Copies:

A. The employee shall receive a copy of all material placed in his/her folder in accordance with present personnel practices. Consistent with this Article when the Employer sends documents to be placed in an employee's personnel folder which could result in disciplinary action or non-routine documents which may adversely affect the employee, the employee shall be asked to acknowledge receipt of the document. The employee's signature does not imply agreement with the material but simply indicates he/she received a copy.

B. If an employee alleges that he/she was not asked to acknowledge receipt of material placed in his/her personnel folder as provided in this section the employee will be given the opportunity to respond to that document and the response will be included in the folder.

Section 8 – Access by Others:

The Employer shall inform the employee of all requests outside of the normal for information about him/her or from his/her personnel folder. The access card signed by all those who have requested and have been given access to the employee's file shall be available for review by the employee.

ARTICLE 13
SENIORITY

Section 1 - Definition:

Seniority means an employee's length of continuous service with the Employer from his/her date of hire for purposes of this Article only. Employees hired on the same day shall use alphabetical order of surname in determining seniority.

Section 2 - Breaks in Continuous Service:

An employee's continuous service shall be broken by voluntary resignation, discharge for cause or retirement. If an employee returns to his former, or a comparable, position within one year, the seniority he had at the time of his/her departure will be restored but he/she shall not accrue additional seniority during his/her period of absence.

Section 3 - Seniority Lists:

Each agency with employees covered by this Agreement shall provide the Union semi-annually with list of names of employees represented by the Union in that Agency. The list will be in seniority order as defined by Section 1 of this Article. Also, each agency will supply the Union semi-annually with lists of new hires in bargaining unit positions and with names of unit employees who have left the agency since the last seniority list.

Section 4 - Reassignments:

A reassignment requested by an employee to a position in the same classification within an agency/department may be effected by mutual agreement.

Section 5 - Promotions:

A. Whenever a job opening occurs, in any existing job classification or as the result of the development or establishment of a new job classification, a notice of such opening shall be posted on all bulletin boards for ten (10) working days prior to the closing date. A copy of the notices of job openings will be given to the appropriate Union Steward at the time of posting.

B. During this period, employees who wish to apply for the open position or job including employees on layoff may do so. The application shall be in writing, and it shall be submitted to the appropriate Personnel Office.

C. Management has the right to determine job qualifications, provided they are limited to those factors' directly required to satisfactorily perform his/her job. Where all job factors are relatively equal, the employee with the greatest departmental seniority within the unit shall be promoted.

Section 6 - Change to Lower Grade:

A. The term "change to lower grade", as used in this provision means change of assignment from a position in one job classification to a lower paying position in the same job classification.

B. Demotions may be made to avoid laying off employees, to provide for employees who request a change to lower grade for personal convenience, or to change an employee to a lower grade when he/she is unable to perform satisfactorily the duties of his/her position.

Section 7 - Individual Work Schedules:

Work schedule changes initiated by the Employer affecting an individual employee shall be in accord with department/agency seniority, except where specific skills are needed.

Section 8 - Pay for Work Performed in Higher Graded Position:

A. Employees detailed or assigned to perform the duties of a higher graded position for more than four (4) pay periods in any calendar year shall receive the pay of the higher graded position. Assignment to a higher graded position for periods of at least one (1) pay period shall count toward the accumulation of the four (4) pay period requirement. The applicable rate of pay will be determined by application of D.C. government procedures concerning grade and step placement for

temporary promotions, and will be effective the first pay period beginning after the qualifying period has passed. An employee on detail to a lower graded position shall maintain the pay for his/her original position. Advance notice will be given to the Union of any detail exceeding one pay period.

B. This provision shall not apply to training programs.

C. Issues involving changed or additional duties assigned to an employee, within his/her present position, shall be considered in accordance with position classification procedures.

ARTICLE 14

INCLEMENT WEATHER CONDITIONS

Section 1 – Inclement Weather Work:

A. Any full-time employee who is scheduled to report for work and who presents himself for work as scheduled shall be assigned to at least eight (8) hours work.

B. If weather conditions do not permit the employee to perform his/her regularly scheduled duties and there is no other work available in line with his/her normal duties, the employee shall be given the option to perform other work or be paid at his/her regular rate for a minimum of four (4) hours and released from duty at his/her election on annual leave or leave without pay.

C. Employees working on snow detail or who are required to shovel snow shall be assigned in the following order:

1. Volunteers
2. In the inverse order of seniority

D. Employees with established health concerns may request to be exempt from snow shoveling assignments.

Section 2 - Reporting Time:

A. During inclement weather where the District Government has declared an emergency, employees (other than those designated emergency employees) will be given a reasonable amount of time to report for duty without charge to leave. Those employees required to remain on their post until relieved will be compensated at the appropriate overtime rate or compensatory leave for the time it takes his/her relief to report for duty.

B. The Employer agrees to dismiss all non-emergency employees when early dismissal is authorized by higher officials during inclement weather.

ARTICLE 15 **HOURS OF WORK**

Section 1 - Workday:

Except as provided in this Article, the normal workday for full-time employees shall consist of eight (8) hours of work within a 24-hour period. The normal hours of work shall be consecutive except that they may be interrupted by a lunch period.

Section 2 - Workweek:

Except as provided in this Article, the workweek for full-time employees shall normally consist of five (5) consecutive days, eight (8) hours of work, Monday through Friday, totaling forty (40) hours. Special schedules will be established for employees, other than employees in continuous operations, who are required to work on Saturday, Sunday or seasonal schedules as part of their regular workweek.

Section 3 - Continuous Operations and Shifts:

The workday for employees in 24-hour continuous operations shall consist of eight hours of work. Work schedules for employees assigned to shifts, showing the employee's workdays, and hours, shall be posted on appropriate bulletin boards. All employees shall be scheduled to work regular work shifts i.e., each work shift shall have a regular starting and quitting time.

Section 4 - Changes in Work Schedules:

Except in emergencies, regular work schedules shall not be changed without ten (10) working days advance notice.

Section 5 - Flexible/Alternative Work Schedules:

A. The normal work hours may be adjusted to allow for flexible/alternative work schedules, with appropriate adjustments in affected leave and compensation items (e.g., overtime, premium pay, compensatory leave, etc.). Such schedules may be appropriate where: (1) it is cost effective, (2) it increases employee morale and productivity, or (3) it better serves the needs of the public. The Union will be given advance notice (when flexible/alternative work schedules are proposed) and shall be given the opportunity to consult.

B. An alternative work schedule will provide that overtime compensation will not begin until the regularly scheduled workday or tour of duty has been completed. Other premiums will be based on the regularly scheduled workday of the employees. An alternative work schedule shall not affect the existing leave system. Leave will continue to be earned at the same number of hours per pay period as for employees on five (5) day, forty (40) hour schedules and will be charged on an hour-by-hour basis.

ARTICLE 16
ADMINISTRATION OF LEAVE

Section 1 – General:

Employees shall be eligible to use leave in accordance with the personnel rules and regulations. Any request for a leave of absence shall be submitted in writing by the employee to his/her immediate supervisor. The request shall state the length of time off the employee desires, the type of leave requested and the reason for the request. An excused absence is an absence from duty without loss of pay and without charge to leave when such absence is authorized by statute or administrative discretion.

Section 2 - Annual Leave:

A. Normal Requests for Leave: A request for a short leave of absence, not to exceed three days, shall be requested in writing on the proper form and answered before the end of the work shift in which the request is submitted. A request for a leave of absence between four to seven days must be submitted five (5) calendar days in advance and answered within five days, except for scheduled vacations, as provided for in Section 2 of this Article. If the request is disapproved, the supervisor shall return the SF-71 with reasons for the disapproval indicated. Requests for annual leave shall not be unreasonably denied.

B. Emergency Requests: Any employee's request for immediate leave due to family death or sickness shall be granted or denied immediately.

C. Carryover: Annual leave, which is not used, may be accumulated from year to year. In general, the maximum allowable leave is thirty (30) days, unless the employee had a greater amount of allowable leave at the beginning of the leave year. Employees shall receive a lump sum leave payment for all accrued annual leave not used at the time of retirement, resignation or other separation from the employer, consistent with the negotiated Compensation Agreement.

D. Vacation Schedules: Every effort will be made to grant employees leave during the time requested. If the operations would suffer by scheduling all requests during a given period of time, a schedule will be worked out with all conflicts to be resolved by the application of seniority. After vacations are posted, no changes shall be made unless mutually agreeable or an emergency arises. Employees will be encouraged to schedule vacations through the year.

Section 3 - Sick Leave:

A. Requests:

1. Supervisors shall approve sick leave of employees incapacitated from the performance of their duties. Employees shall request sick leave as far in advance as possible prior to the start of their regular tour of duty on the first day of absence.

2. Sick leave shall be requested and approved in advance for visits to and/or appointments with doctors, dentists, practitioners, opticians, and chiropractors for the purpose of securing diagnostic examinations, treatments and x-rays.

3. Employees shall not be required to furnish a doctor's certificate to substantiate requests for approval of sick leave unless such sick leave exceeds three work days continuous duration. However, if Management has given written notice to an employee that there is a good reason to believe that the employee has abused sick leave privileges, then the employee must furnish a doctor's certificate for each absence from work, which is claimed as sick leave regardless of its duration. The Union will encourage employees to conserve sick leave for use during periods of extended illness.

4. Advance sick leave requests will be given prompt consideration by the Employer consistent with Section 3(b) of this Article when the following provisions are met:

(a) The request must be submitted in writing and must be supported by acceptable medical certificates.

(b) All available accumulated sick leave to the employee's credit must be exhausted. The employee must use annual leave he/she might otherwise forfeit.

(c) In the case of employees serving under temporary appointments, or under probationary or trial periods, advance sick leave should not exceed an amount which is reasonably assured will be subsequently earned during such period.

(d) The amount of sick leave advanced to an employee's account will not exceed 240 hours at any time. Where it is known that the employee is to be separated, the total sick leave advanced may not exceed an amount which can be liquidated by subsequent accrual prior to the separation.

(e) There must be a reasonable assurance that the employee will return to duty.

B. Advance Sick Leave: Advance sick leave may be granted to permanent or probationary employees in amounts not to exceed 240 hours. Furthermore, an employee may not be indebted for more than 240 hours of sick leave at any one time. Sick leave may be advanced to

employees holding a limited appointment or one expiring on a specific date, but not in excess of the total sick leave that would accrue during the remaining period of such appointment. In either case the employee request must be supported by a statement from his/her physician attesting that the employee has a serious disability or ailment and is incapacitated for duty and stating the period of time expected to be involved. The request should be denied only if the requirements of Section 3 (a) and (b) are not met or there is a reason to believe that the employee will not return to duty or that he/she has abused the sick leave privilege in the past.

C. All accrued and accumulated sick leave must be exhausted before the advance sick leave is credited. Accrued and accumulated annual leave may remain standing to the credit of employees. The Employer will use its best efforts to answer an employee's request for advanced sick leave within fifteen (15) working days. However, an employee is responsible for applying advance sick leave in writing as far in advance as possible. If the request is denied, the reasons for such denial shall be given in writing. Further, the employee will be given consideration for LWOP consistent with the provisions of personnel rules and regulations.

Section 4 – Other Paid Leave:

A. **Military Leave:** Full-time employees are entitled to leave as reserve members of the armed forces or as members of the National Guard to the extent provided in D.C. Official Code Section 1-612.03(m) and applicable rules and regulations and the Compensation Units 1 & 2 Agreement, which provide in part the following:

1. Members of the D.C. National Guard are entitled to unlimited military leave without loss of pay for any parade or encampment with the D.C. National Guard when ordered by the Commanding General, excluding weekly drills and meetings.

2. Additional military leave with pay will be granted to full-time employees who are members of the reserve components of the Armed Forces or the National Guard for the purpose of providing military aid to enforce the law for a period not to exceed 22 workdays per calendar year.

B. **Court Leave:** Employees shall be granted leave of absence with pay anytime they are required to report for jury duty or to appear as a witness on behalf of the District of Columbia Government, or the Federal or a State or Local Government, in accordance with personnel rules and regulations.

C. **Voting Leave:** Where the polls are not open at least three hours either before or after an employee's regular hours of work, he/she may, upon request, be granted an amount of excused time which will permit him/her to report to work three hours after the polls open or leave work three hours before the polls close, whichever requires the lesser amount of time off. Leave for voting will be allowed in accordance with the personnel rules and regulations.

D. **Funeral Leave:** Funeral leave shall be granted in accordance with the Compensation Units 1 & 2 Agreement.

E. Civic Duty: Upon advance request and adequate justification employees required to appear before a court or other public body on public business in which they are not personally involved shall be granted leave of absence with pay unless paid leave is prohibited by Federal or District Regulations or Statutes.

F. Examinations: Employees shall be excused without charge to leave in accordance with personnel rules and regulations for the purpose of taking an employment medical examination and examination for induction or enlistment in the active Armed Forces, a District Government owned vehicle operator examination, a civil service examination or other examination which his/her department has requested him/her to take in order to qualify for reassignment, promotion, or continuance of his/her present job, but not for the reserve Armed Forces. An employee shall also be excused without charge to leave for the purpose of taking an examination whenever, in the judgment of the Department or agency head, the District Government will benefit thereby. Absence from duty in order to take an examination primarily for the employee's own benefit and not connected to the District Government must be requested in accordance with the general leave provisions.

Section 5 - Leave Without Pay:

A. General: Leave of absence without pay for a limited period may be granted at the supervisor's discretion for a reasonable purpose if requested in advance in writing.

B. Union: Employees elected to any Union office or selected by the Union to do work which takes them from their employment with the Employer shall at the written request of the employee and the Union be granted a leave of absence without pay; provided the written request states the purpose and duration of the absence, and is submitted thirty (30) calendar days in advance of the commencement of the desired period of absence. If the Employer indicates that the requested leave will unduly hamper its operations, it may offer an alternative for consideration by the Union.

C. The initial leave of absence shall not exceed one (1) year. Leaves of absence for Union officials may be extended for similar periods. No more than one employee from a bargaining unit shall be on such extended leave at the same time.

D. Parenthood Leave: Maternity leave before and following childbirth shall be granted at the request of the employee. The employee is obligated to advise her supervisor substantially in advance of the anticipated leave date. This period of absence shall be determined by the employee, her physician and her supervisor. Maternity leave is chargeable to sick leave or any combination of sick leave, annual leave, or leave without pay. Paternity leave may be granted for a period of up to two (2) weeks following childbirth, and may be extended at the supervisor's discretion. Such leave shall be a combination of annual leave or leave without pay.

E. Leave may be granted for a period of up to two (2) weeks to an employee who is adopting a child, with extensions made at the discretion of the supervisor. Such leave shall be a combination of annual leave or leave without pay.

F. Union Officer Leave: Attendance at Union sponsored programs may be approved annual leave or leave without pay in accordance with normal leave practices unless Administrative Leave has been approved.

G. Educational Leave: After completing one (1) year of service an employee upon request may be granted a leave of absence for educational purposes provided that successful completion of the course will contribute to the work of the Department. The period of leave of absence may not exceed one (1) year, but may be extended at the discretion of the Employer. If an employee is returning from educational leave during which he/she has acquired the qualification of a higher rated position he/she shall not have lost any of his/her rights in being evaluated for the higher graded position.

ARTICLE 17

ADMINISTRATION OF OVERTIME

Section 1 -Distribution:

Overtime work shall be equally distributed among employees. Specific arrangements for the equitable distribution of overtime shall be agreed to at Union Management Cooperation Meetings. Individual employee qualifications shall be considered when decisions are made on which employees shall be called for overtime work.

Section 2:

Management will solicit volunteers when overtime work is required. In the event a sufficient number of qualified volunteers are not available to perform the job functions, overtime work will be assigned to equally qualified employees in inverse order of seniority, unless a different system is worked out on a local-by-local basis. Instances of hardship should be presented to the supervisor and shall be considered on a case-by-case basis.

ARTICLE 18

WAGES

Section 1:

The salaries and wages of employees shall be paid bi-weekly. In the event the scheduled payday is a holiday, the preceding day shall be the payday. If, for any reason, an employee's paycheck is not available on the prescribed day, or if it does not reflect the full amount due, that employee will be paid as quickly thereafter as is possible, and under no circumstances will he or she be required to wait until the next regular payday.

Section 2:

If an employee's paycheck is delayed, the employee shall immediately notify his/her supervisor. The supervisor shall initiate efforts through the agency controller to obtain a supplemental payment. Supplemental payments will not effectuate normal payroll deductions. Appropriate payroll deductions will be deducted from the employee's subsequent paycheck. (Except DHS, see Attachment 6.)

ARTICLE 19
REDUCTION-IN-FORCE

Section 1 - Definition:

The term reduction-in-force, as used in this Agreement means the separation of a permanent employee, his/her reduction in grade or pay, or his/her reduction in rank because of (a) reorganization, (b) abolishment of his/her position, (c) lack of work, (d) lack of funds, (e) new equipment, (f) job consolidation or (g) displacement by an employee with greater retention rights who was displaced because of (a) through (f) above.

Section 2 – Consultation:

The Employer agrees to consult in advance with the Union prior to reaching decisions that might lead to a reduction-in-force in the bargaining unit. The Employer further agrees to minimize the effect and such reduction-in-force on employees and to consult with the Union toward this end.

Section 3 - Procedure:

A reduction-in-force will be conducted in accordance with the provisions set forth in the Comprehensive Merit Personnel Act [(CMPA), D.C. Official Code § 1-624].

Section 4 – Impact and Effects Bargaining:

In the event of a reduction-in-force, the Employer shall, upon request, provide the Union with appropriate information to insure that the Union can engage in impact and effects bargaining over the reduction-in-force.

Section 5 - Review of Procedures:

In the event of reduction-in-force, the affected employee will receive credit for his/her performance in accordance with the Comprehensive Merit Personnel Act, [D.C. Official Code Ann., Title 1, Section 1-624 (2001 Edition)].

ARTICLE 20
CONTRACTING OUT

Section 1:

During the term of this Agreement the Department shall not contract out work traditionally performed by employees covered by this Agreement, except where Manpower (including expertise and technology) and/or Equipment in the department/agency are not available to perform such work, when it is determined by the Mayor that budgetary conditions exist requiring contracting out, or when it is determined by the Department that emergency conditions exist requiring such contracting out (provided however that the contracting out is for a period of time that the emergency exists). The Agency shall consult with the Union prior to any formal notice to contract out bargaining unit work.

Section 2:

When there will be adverse impact to bargaining unit employees, the Employer shall consult with the Union thirty (30) days prior to final action, except in emergencies. The Union shall have full opportunity to make its recommendations known to the Employer who will duly consider the Union's position and give reasons in writing to the Union for any contracting out action. The Agency shall consult with the Union to determine if the needs of the Government may be met by means other than contracting out work traditionally performed by bargaining unit employees.

ARTICLE 21
STRIKES AND LOCKOUTS

Section 1 - Definition:

The term strike as used herein means any unauthorized concerted work stoppage or slowdown.

Section 2 - Strikes:

It shall be unlawful for any District Government employee or the Union to participate in, authorize or ratify a strike against the District.

Section 3 - Lockouts:

No lockout of employees shall be instituted by the Employer during the term of this Agreement except that the Employer in a strike situation retains the right to close down any facilities to provide for the safety of employees, equipment or the public.

Section 4 - Other Considerations:

At no time however, shall employees be required to act as strikebreakers.

ARTICLE 22
GRIEVANCE PROCEDURES

Section 1:

Any grievance or dispute which may arise between the parties involving the application, meaning or interpretation of this Agreement, shall be settled as described in this Article unless otherwise agreed to by the parties.

Section 2 - Procedure:

This procedure is designed to enable the parties to settle grievances at the lowest possible administrative level. Therefore, grievances should be filed at the lowest level where resolution is possible. Accordingly, a grievance may be filed at the Step in the grievance procedure where the alleged action, which precipitated the grievance, occurred.

Step 1: The employee and/or the Union shall take up the grievance or dispute with the employee's immediate supervisor as soon as is practicable, but no later than fifteen (15) working days from the date of the occurrence or when the Union and/or the employee first had knowledge of or should have known of the occurrence. The supervisor shall attempt to adjust the matter and shall respond to the Steward as soon as is practicable, but not later than fifteen (15) working days after the receipt of the grievance.

Step 2: If the grievance has not been settled, it shall be presented in writing by the employee and/or the Union to the second level supervisor within ten (10) working days after the Step 1 response is due or received, whichever is sooner. The written grievance shall be clearly identified as a grievance submitted under the provisions of this Article, and shall list the contract provision violated, a general description of the incident giving rise to the grievance, the date or approximate date and location of the violation and the remedy sought. The second level supervisor shall respond to the Union and/or employee in writing within ten (10) working days after receipt of the written grievance.

Step 3: If the grievance is still unresolved, it shall be presented in writing by the employee and/or Union to the third level supervisor within ten (10) working days after the Step 2 response is due or received, whichever is sooner. The third level supervisor shall respond in writing (with a copy to the Local President) within ten (10) working days after receipt of the written grievance.

Step 4: If the grievance is still unresolved, it shall be presented by the employee and/or the Union to the Office of the Director or his/her designated representative, in writing within fifteen (15) working days after the Step 3 response is due or received, whichever is sooner. The office of the Director, or his/her designated representative shall respond in writing (with a copy to the Local President) within fifteen (15) working days after the receipt of the written grievance and a copy to the Office of Labor Relations and Collective Bargaining.

Step 5: If the grievance is still unresolved, the Union may by written notice request arbitration within twenty (20) days after the reply at Step 4 is due or received, whichever is sooner.

Section 3 - Union Participation:

A. The Employer shall notify the Union in writing of all grievances filed by the employees, all grievance hearings and determinations when such employees present grievances without the Union. The Union shall have the right to have a representative present at any grievance hearing and shall be given forty-eight (48) hours notice of all grievance hearings.

B. Any grievance of a general nature affecting a large group of employees and which concerns the misinterpretation, misapplication, violation or failure to comply with the provisions of the Agreement shall be filed at the option of the Union at the Step or level of supervision where the grievance originates without resorting to previous steps.

Section 4 - Who May Grieve:

Either an employee or the Union may raise a grievance, and if raised by the employee, the Union may associate itself therewith at any time if the employee so desires. Whenever the Union shall raise or is associated with a grievance under this procedure, such a grievance shall become the Union's grievance with the Employer. If raised by the Union, the employee may not thereafter raise the grievance him/herself, and if raised by the employee, he/she may not thereafter cause the Union to raise the same grievance independently.

Section 5 - Selection of the Arbitrator:

A. The arbitration proceeding shall be conducted by an arbitrator to be selected by the Employer, through the Office of Labor Relations and Collective Bargaining, and by the Union as soon as possible after notice of intent to arbitrate is received. If the parties fail to select an arbitrator, the Federal Mediation and Conciliation Service (FMCS) or the American Arbitration Association (AAA) shall be requested to provide a list of seven (7) arbitrators from which an arbitrator shall be selected within seven (7) days after receipt of the list by both parties.

B. Both the Employer and the Union may strike three (3) names from the list using the alternate strike method. The party requesting arbitration shall strike the first name. The arbitration hearing shall be conducted pursuant to the American Arbitration Association guidelines unless modified by this Agreement.

Section 6 - Decision of the Arbitrator:

The decision of the arbitrator shall be final and binding on the parties and shall not be inconsistent with the terms of this Agreement. The arbitrator shall be requested to render his/her decision in writing within thirty (30) days after the conclusion of the arbitration hearing.

Section 7 - Expenses of the Arbitrator:

Expenses for the arbitrator's services and the proceeding shall be borne equally by the Employer and the Union. However, each party shall be responsible for compensating its own representatives and witnesses. If either party desires a record of the arbitration proceedings, it may cause such a recording to be made, providing it pays for the record and make copies available without charge to the other party and the arbitrator.

Section 8 - Time Off For Grievance Hearings:

The Employee, Union Steward and/or Union representative shall upon request, be permitted to meet and discuss grievances with designated management officials at each step of the Grievance Procedure within the time specified consistent with Section 3 of Article 6 on Union Stewards.

Section 9 – Time Limits:

All time limits set forth, in this Article may be extended by mutual consent, but if not so extended, must be strictly observed. If the matter in dispute is not resolved within the time period provided for in any step, the next step may be invoked.

Section 10:

Matters not within the jurisdiction of the department/agency will not be processed as a grievance under this Article unless the matter is specifically included in another provision of this Agreement or the Compensation Agreement.

Section 11:

A. The parties agree that a process of grievance mediation may facilitate satisfactory solutions to grievances prior to arbitration. Therefore, on an experimental basis and when mutually agreed to by the parties, a mediator may be selected and utilized to facilitate settlements. The mediator may not impose a settlement on the parties, and any settlement reached will not be precedential unless otherwise agreed to by the parties on a case-by-case basis.

B. Grievances may be combined for the purpose of mediation upon mutual agreement by the parties.

ARTICLE 23
EMPLOYEE RIGHTS

Employees of the Unit shall have and shall be protected in the exercise of the right, freely and without fear of penalty or reprisal, to form, join and assist the Union or to refrain from any such activity. Except as expressly provided herein, the freedom shall be recognized as extending to participation in the management of the Union and acting for it in the capacity of a union representative, including representation of its views to the officials of the Mayor, D.C. Council or Congress.

ARTICLE 24
NEW TECHNOLOGY AND EQUIPMENT

Section 1:

Whenever new equipment or technological changes will significantly affect operations, the Employer shall provide notice to the Union at least 60 days in advance. This time limit does not apply to the introduction of equipment or technological changes on an experimental basis. When the Employer introduces such equipment or technological changes on an experimental basis the Employer will notify the Union upon introduction as where the experiment is being conducted and its nature and intended duration and will provide 60 days notice if the experiment is to be instituted permanently.

Section 2:

The Employer shall provide any reasonable training for affected employees to acquire the skills and knowledge necessary for new equipment or procedures. The training shall be held during working hours, when reasonably available. The Employer shall bear the expense of the training.

Section 3:

If training is required by the Agency for employment and the training is held outside the employee's normal tour of duty, the employee shall receive compensatory time.

ARTICLE 25
JOB DESCRIPTIONS

Each employee within the unit shall receive a copy of his/her current job description upon request. When an employee's job description is changed, the employee and the Union shall be provided a copy of the new job description.

ARTICLE 26
SAVINGS CLAUSE

In the event any Article, Section or portion of the Agreement shall be held invalid and unenforceable by any court or higher authority of competent jurisdiction, such decision shall apply only to the specific Article, Section, or portion thereof specified in the decision, and upon issuance of such a decision, the Employer and the Union agree to immediately negotiate a substitute for the invalidated Article, Section or portion thereof.

ARTICLE 27
DURATION AND FINALITY

Section 1 - Duration of Agreement:

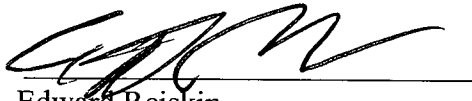
This Agreement shall be implemented as provided herein subject to the requirements of Section 1715 of the CMPA (Section 1-617.15(a), D.C. Official Code, 2001 Edition). This Agreement shall be effective as of the day of final approval, and shall remain in full force and effect until the 30th day of September, 2010. Should either party desire to renegotiate, renew, extend or modify this Contract, notice will be given in writing in accordance with the requirements of the Comprehensive Merit Personnel Act. This Agreement shall remain in full force and effect during the period of negotiations.

Section 2 - Finality:

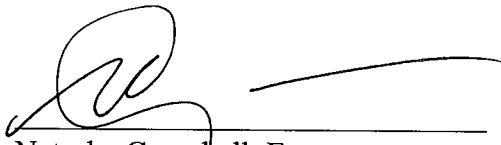
This Agreement was reached after negotiations during which the parties were able to negotiate on any and all negotiable non-compensation issues, and contains the full agreement of the parties as to all such non-compensation issues that were or could have been negotiated. The Agreement shall not be reconsidered during its life unless by mutual consent or as required by law.

On this ____ day of October, 2006 and in witness to this Agreement, the parties hereto set their signatures.

**FOR THE DISTRICT OF COLUMBIA
GOVERNMENT**



Edward Reiskin
Interim City Administrator/
Deputy Mayor for Public Safety
And Justice

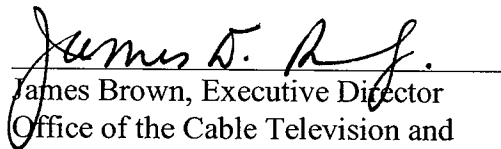


Natasha Campbell, Esq.
Supervisory Attorney Advisor
Office of Labor Relations
and Collective Bargaining

Carol Mitten, Director
Office of Property Management

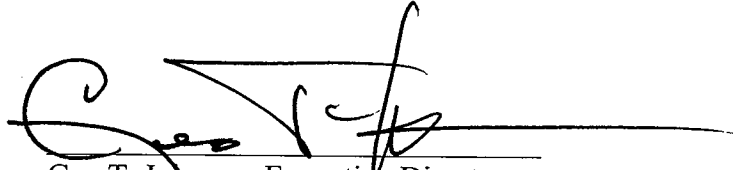


Benita Anderson, Labor Liaison
Office of Property Management



James Brown, Executive Director
Office of the Cable Television and
Telecommunications

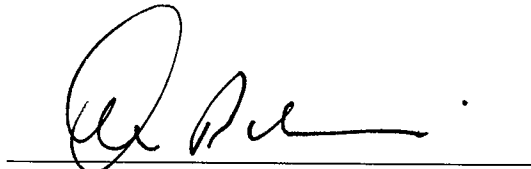
**FOR THE AMERICAN FEDERATION
OF STATE, COUNTY AND MUNICIPAL
EMPLOYEES**



Geo T. Johnson, Executive Director
AFSCME District Council 20



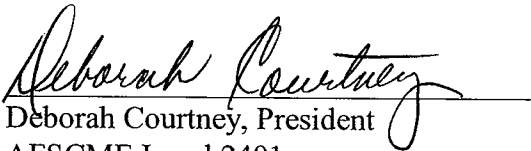
James E. Ivey, President
AFSCME District Council 20 and
AFSCME Local 2091



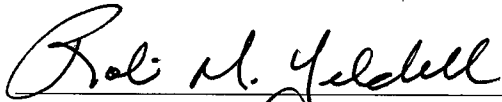
Al Bilik, Executive Assistant
AFSCME District Council 20



Brenda Featherstone, President
AFSCME Local 1200



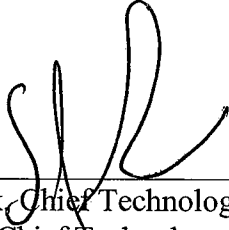
Deborah Courtney, President
AFSCME Local 2401



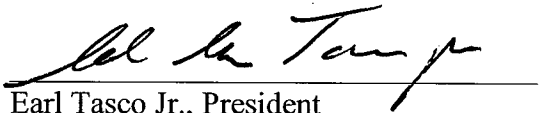
Robin Yeldell, Labor Liaison
Office of Cable Television and
Technology



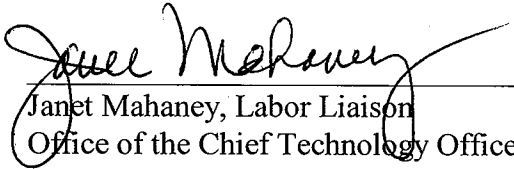
Cliff Dedrick, President
AFSCME Local 2743



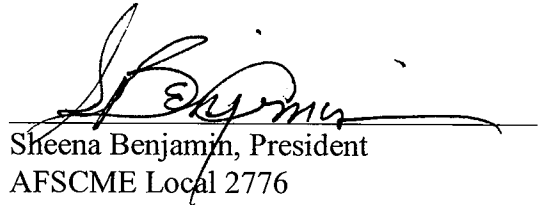
Suzanne Peck, Chief Technology Officer
Office of the Chief Technology Officer



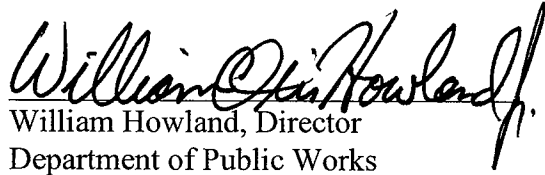
Earl Tasco Jr., President
AFSCME Local 2092



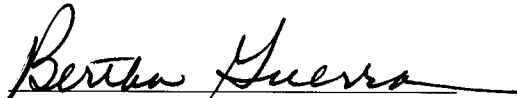
Janet Mahaney, Labor Liaison
Office of the Chief Technology Officer



Sheena Benjamin, President
AFSCME Local 2776



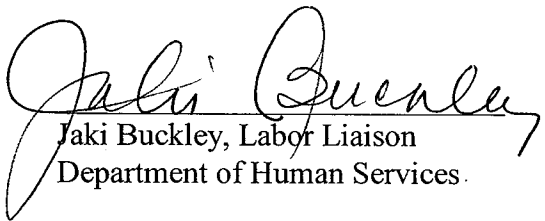
William Howland, Director
Department of Public Works



Bertha Guerra, Labor Liaison
Department of Public Works



Brian Wilbon, Interim Director
Department of Human Services



Jaki Buckley, Labor Liaison
Department of Human Services

Eugene A. Adams
Eugene Adams, Acting Attorney General
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Gail Elkins Davis
Gail Elkins Davis, Labor Liaison
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Dr. Gregg Fane
Dr. Gregg Fane, Director
Department of Health

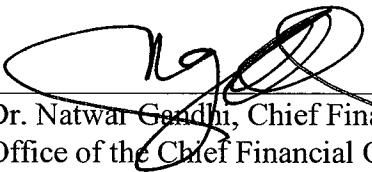
Bernadine Booker-Brown
Bernadine Booker-Brown, Labor Liaison
Department of Health

Thomas Hampton
Thomas Hampton, ~~Director~~ *Commissioner*
Department of Insurance, Securities
and Banking

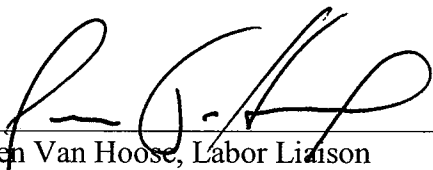
Patricia Haylock
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and Banking

Dr. Patrick Canavan, Director
Department of Consumer and
Regulatory Affairs


Deborah Bonsack, Labor Liaison
Department of Consumer and
Regulatory Affairs



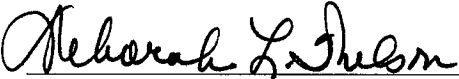
Dr. Natwar Gandhi, Chief Financial Officer
Office of the Chief Financial Officer



Ben Van Hoose, Labor Liaison
Office of the Chief Financial Officer



Uma Ahluwalia, Interim Director
Child and Family Services Agency



Debra Wilson, Labor Liaison
Child and Family Services Agency

**COMPENSATION COLLECTIVE BARGAINING
AGREEMENT**

BETWEEN

THE DISTRICT OF COLUMBIA GOVERNMENT

AND

COMPENSATION UNITS 1 AND 2

EFFECTIVE October 1, 2017 through September 30, 2021

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(July 26, 2010)	

PREAMBLE

This Compensation Agreement is entered into between the Government of the District of Columbia and the undersigned labor organizations representing units of employees comprising Compensation Units 1 and 2, as certified by the Public Employee Relations Board (PERB).

The Agreement was reached after negotiations during which the parties were able to negotiate on any and all negotiable compensation issues, and contains the full agreement of the parties as to all such compensation issues. The Agreement shall not be reconsidered during its life nor shall either party make any changes in compensation for the duration of the Agreement unless by mutual consent or as required by law.

ARTICLE 1: WAGES

SECTION A: FISCAL YEAR 2018:

Effective the first day of the first full pay period beginning on or after October 1, 2017, the FY 2018 salary schedules of employees employed in bargaining units as certified and assigned to Compensation Units 1 and 2 by the Public Employees Relations Board shall be adjusted by 3%.

SECTION B: FISCAL YEAR 2019:

Effective the first day of the first full pay period beginning on or after October 1, 2018, the FY 2019 salary schedules of employees employed in bargaining units as certified and assigned to Compensation Units 1 & 2 by the Public Employees Relations Board shall be adjusted by 2%.

SECTION C: FISCAL YEAR 2020:

Effective the first day of the first full pay period beginning on or after October 1, 2019, the FY 2020 salary schedules of employees employed in bargaining units as certified and assigned to Compensation Units 1 & 2 by the Public Employees Relations Board shall be adjusted by 3%.

SECTION D: FISCAL YEAR 2021:

1. Effective the first day of the first full pay period beginning on or after October 1, 2020, the FY 2021 salary schedules of employees employed in bargaining units as certified and assigned to Compensation Units 1 & 2 by the Public Employees Relations Board shall be adjusted by 3.5%.

2. A portion of the cost of the District's proposal to increase wages for FY 18 – 3%, FY 19 – 2%, FY 20 – 3%, and FY 20 – 3.5% will be paid for from a portion of the funds set aside by the Bowser Administration for Compensation and Classification Reform. As a result, the Union will withdraw its Compensation and Classification Reform grievances in their entirety (both master and individual grievances).

ARTICLE 2: METRO PASS

The District of Columbia Government shall subsidize the cost of monthly transit passes for personal use by employees by not less than fifty (\$50.00) per month for employees who purchase and use such passes to commute to and from work. The metro transit benefit will roll over from month to month for employees who access the benefit. Any benefit not accessed by the end of the calendar year will revert back to the District of Columbia government.

ARTICLE 3: PRE-PAID LEGAL PLAN

SECTION A:

The Employer shall make a monthly contribution of twelve dollars and fifty cents (\$12.50) in FY 2018 for each bargaining unit member toward a pre-paid legal services plan. The Employer shall make a monthly contribution of fifteen dollars (\$15.00) in FY 2019 for each bargaining unit member toward a pre-paid legal services plan. The Employer shall make a monthly contribution of seventeen dollars and fifty cents (\$17.50) in FY 20 for each bargaining unit member toward a pre-paid legal services plan. For each fiscal year, the Employer shall make monthly contributions directly to the designated provider of the legal services program.

SECTION B:

The plan shall be contracted for by the Union subject to a competitive bidding process where bidders are evaluated and selected by the Union. The District may present a proposed contract which shall be evaluated on the same basis as other bidders. The contract shall provide that the Employer will be held harmless from any liability arising out of the implementation and administration of the plan by the benefit provider, that the benefit provider will supply utilization statistics to the Employer and the Union upon request for each year of the contract, and that the benefit provider shall bear all administrative costs.

SECTION C:

The parties shall meet to develop procedures to implement the legal plan which shall be binding upon the benefit provider. The procedures shall include an enrollment process.

SECTION D:

To be selected for a contract under this Article, the benefit provider must maintain an office in the District of Columbia; be incorporated in the District and pay a franchise tax and other applicable taxes; have service providers in the District; and maintain a District bank account.

SECTION E:

The Employer's responsibility under the terms of this Article shall be as outlined in Section C of this Article and to make premium payments as is required under Section A of this Article. To the extent that any disputes or inquiries are made by the legal services provider chosen by the Union, those inquiries shall be made exclusively to the Union. The Employer shall only be required to communicate with the Union to resolve any disputes that may arise in the administration of this Article.

ARTICLE 4: DISTRICT OF COLUMBIA NEGOTIATED EMPLOYEE ASSISTANCE HOME PURCHASE PROGRAM

SECTION A:

The Parties shall continue the Joint Labor-Management Taskforce on Employee Housing.

SECTION B:

Pursuant to the DPM, Part 1, Chapter 3 §301, the District provides a preference for District residents in employment. In order to encourage employees to live and work in the District of Columbia, a joint Labor-Management Task Force on Employee Housing was established during previous negotiations with Compensation Units 1 & 2. The Taskforce strives to inform employees of the programs currently available for home ownership in the District of Columbia. Additionally, the Taskforce collaborates with other government agencies including the Department of Housing and Community Development and the District's Housing Finance Agency to further affordable housing opportunities for bargaining unit employees, who have been employed by the District Government for at least one year.

SECTION C:

The parties agree that \$500,000.00 will be set aside to be used toward Negotiated employee Assistance Home Purchase Program (NEAHP) for the duration of the Agreement. If at any time the funds set aside have been depleted, the Parties will promptly convene negotiations to provide additional funds for the program.

SECTION D:

Any funds set aside in Fiscal Years 2018, 2019, 2020, and 2021 shall be available for expenditure in that fiscal year or any other fiscal year covered by the Compensation Units 1 and 2 Agreement. All funds set aside for housing incentives shall be expended or obligated prior to the expiration of the Compensation Units 1 and 2 Agreement for FY 2018 – FY 2021.

ARTICLE 5: BENEFITS COMMITTEE

SECTION A:

The parties agree to continue their participation on the District's Joint Labor-Management Benefits Committee for the purpose of addressing the benefits of employees in Compensation Units 1 and 2. The Benefits Committee shall meet quarterly, in January, April, July and October of each year.

SECTION B: RESPONSIBILITIES:

The Parties shall be authorized to consider all matters that concern the benefits of employees in Compensation Units 1 and 2 that are subject to mandatory bargaining between the parties. The Parties shall be empowered to address such matters only to the extent granted by the Unions in Compensation Units 1 and 2 and the District of Columbia Government. The parties agree to apply a system of expedited arbitration if necessary to resolve issues that are subject to mandatory bargaining. The Committee may, by consensus, discuss and consider other benefit issues that are not mandatory bargaining subjects.

SECTION C:

The Committee shall:

1. Monitor the quality and level of services provided to covered employees under existing Health, Optical and Dental Insurance Plans for employees in Compensation Units 1 and 2.
2. Recommend changes and enhancements in Health, Optical and Dental benefits for employees in Compensation Units 1 and 2 consistent with Chapter 6, Subchapter XXI of the D.C. Official Code (2001 ed.).
3. With the assistance of the Office of Contracting and Procurement, evaluate criteria for bids, make recommendations concerning the preparation of solicitation of bids and make recommendations to the contracting officer concerning the selection of providers following the receipt of bids, consistent with Chapter 4 of the D.C. Official Code (2001 ed.).
4. Following the receipt of bids to select health, dental, optical, life and disability insurance providers, the Union's Chief Negotiator shall be notified to identify no more than two individuals to participate in the RFP selection process.
5. Explore issues concerning the workers' compensation system that affect employees in Compensation Units 1 and 2 consistent with Chapter 6, Subchapter XXIII of the D.C. Official Code (2001 ed.).

6. The Union shall be notified of proposed benefit programs to determine the extent to which they impact employees in Compensation Units 1 and 2. Upon notification, the Union shall inform the Office of Labor Relations and Collective Bargaining within ten (10) calendar days to discuss any concerns it has regarding the impact on employees in Compensation Units 1 and 2.

ARTICLE 6: BENEFITS

SECTION A: LIFE INSURANCE:

1. Life insurance is provided to covered employees in accordance with §1-622.01, *et seq.* of the District of Columbia Official Code (2001 Edition) and Chapter 87 of Title 5 of the United States Code.

(a) District of Columbia Official Code §1-622.03 (2001 Edition) requires that benefits shall be provided as set forth in §1-622.07 to all employees of the District first employed after September 30, 1987, except those specifically excluded by law or by rule.

(b) District of Columbia Official Code §1-622.01 (2001 Edition) requires that benefits shall be provided as set forth in Chapter 87 of Title 5 of the United States Code for all employees of the District government first employed before October 1, 1987, except those specifically excluded by law or rule and regulation.

2. The current life insurance benefits for employees hired on or after October 1, 1987 are: The District of Columbia provides life insurance in an amount equal to the employee's annual salary rounded to the next thousand, plus an additional \$2,000. Employees are required to pay two-thirds (2/3) of the total cost of the monthly premium. The District Government shall pay one-third (1/3) of the total cost of the premium. Employees may choose to purchase additional life insurance coverage through the District Government. These additions to the basic coverage are set-forth in the schedule below:

Optional Plan	Additional Coverage	Premium Amount
Option A – Standard	Provides \$10,000 additional coverage	Cost determined by age
Option B – Additional	Provides coverage up to five times the employee's annual salary	Cost determined by age and employee's salary
Option C – Family	Provides \$5,000 coverage for the eligible spouse and \$2,500 for each eligible child.	Cost determined by age.

Employees must contact their respective personnel offices to enroll or make changes in their life insurance coverage.

SECTION B: HEALTH INSURANCE:

1. Pursuant to D.C. Official Code §1-621.02 (2001 Edition), all employees covered by this agreement and hired after September 30, 1987, shall be entitled to enroll in group health insurance coverage provided by the District of Columbia.

(a) Health insurance coverage shall provide a level of benefits comparable to the plan(s) provided on the effective date of this agreement. Benefit levels shall not be reduced during the term of this agreement except by mutual agreement of the District, representatives of Compensation Units 1 and 2 and the insurance carrier(s). District employees are required to execute an enrollment form in order to participate in this program.

(b) The District may elect to provide additional health care providers for employees employed after September 30, 1987, provided that such addition of providers does not reduce the current level of benefits provided to employees. Should the District Government decide to expand the list of eligible providers, the District shall give Compensation Units 1 & 2 representatives notice of the proposed additions.

(c) Employees are required to contribute 25% of the total premium cost of the employee's selected plan. The District of Columbia Government shall contribute 75% of the premium cost of the employee's selected plan.

2. Pursuant to D.C. Official Code §1-621.01 (2001 Edition), all District employees covered by this agreement and hired before October 1, 1987, shall be eligible to participate in group health insurance coverage provided through the Federal Employees Health Benefits Program (FEHB) as provided in Chapter 89 of Title 5 of the United States Code. This program is administered by United States Office of Personnel Management.

3. The plan descriptions shall provide the terms of coverage and administration of the respective plans. Employees and union representatives are entitled to receive a copy of the summary plan description upon request. Additionally, employees and union representatives are entitled to review copies of the actual plan description upon advance request.

SECTION C: OPTICAL AND DENTAL:

1. The District shall provide Optical and Dental Plan coverage at a level of benefits comparable to the plan(s) provided on the effective date of this agreement. Benefit levels shall not be reduced during the term of this agreement except by mutual agreement of the District, the Union and the insurance carrier(s). District employees are required to execute an enrollment form in order to participate in the Optical and Dental program.

2. The District may elect to provide additional Optical and/or Dental providers, provided that such addition of providers does not reduce the current level of benefits provided to employees. Should the District Government decide to expand the list of eligible providers, the District shall give Compensation Units 1 & 2 representatives notice of the proposed additions.

SECTION D: SHORT-TERM DISABILITY INSURANCE PROGRAM

Employees covered by this Agreement shall be eligible to enroll, at their own expense, in the District's Short-Term Disability Insurance Program, which provides for partial income replacement when employees are required to be absent from duty due to a non-work-related qualifying medical condition. Employees may use income replacement benefits under the program in conjunction with annual or sick leave benefits provided for in this Agreement.

SECTION E: ANNUAL LEAVE:

1. In accordance with D.C. Official Code §1-612.03 (2001 Edition), full-time employees covered by the terms of this agreement are entitled to:

(a) one-half (1/2) day (4 hours) for each full biweekly pay period for an employee with less than three years of service (accruing a total of thirteen (13) annual leave days per annum);

(b) three-fourths (3/4) day (6 hours) for each full biweekly pay period, except that the accrual for the last full biweekly pay period in the year is one and one-fourth days (10 hours), for an employee with more than three (3) but less than fifteen (15) years of service (accruing a total of twenty (20) annual leave days per annum); and,

(c) one (1) day (8 hours) for each full biweekly pay period for an employee with fifteen (15) or more years of service (accruing a total of twenty-six (26) annual leave days per annum).

2. Part-time employees who work at least 40 hours per pay period earn annual leave at one-half the rate of full-time employees.

3. Employees shall be eligible to use annual leave in accordance with the District of Columbia laws.

SECTION F: SICK LEAVE:

1. In accordance with District of Columbia Official Code §1-612.03 (2001 Edition), a full-time employee covered by the terms of this agreement may accumulate up to thirteen (13) sick days in a calendar year.

2. Part-time employees for whom there has been established in advance a regular tour of duty of a definite day or hour of any day during each administrative workweek of the biweekly pay period shall earn sick leave at the rate of one (1) hour for each twenty (20) hours of duty. Credit may not exceed four (4) hours of sick leave for 80 hours of duty in any pay period. There is no credit of leave for fractional parts of a biweekly pay period either at the beginning or end of an employee's period of service.

SECTION G: OTHER FORMS OF LEAVE:

1. **Military Leave:** An employee is entitled to leave, without loss of pay, leave, or credit for time of service as reserve members of the armed forces or as members of the National Guard to the extent provided in D.C. Official Code §1-612.03(m) (2001 Edition).

2. **Court Leave:** An employee is entitled to leave, without loss of pay, leave, or service credit during a period of absence in which he or she is required to report for jury duty or to appear as a witness on behalf of the District of Columbia Government, or the Federal or a state or local government to the extent provided in D.C. Official Code §1-612.03(l) (2001 Edition).

3. **Funeral Leave:**

 a. An employee is entitled to three (3) days of leave, without loss of pay, leave, or service credit to make arrangements for or to attend the funeral or memorial service for an immediate relative. In addition, the Employer shall grant an employee's request for annual or compensatory time up to three (3) days upon the death of an immediate relative. Approval of additional time shall be at the Employer's discretion. However, requests for leave shall be granted unless the Agency's ability to accomplish its work would be seriously impaired.

 b. For the purpose of this section "immediate relative" means the following relatives of the employee: an individual who is related to the employee by blood, marriage, adoption, or domestic partnership as father, mother, child, husband, wife, sister, brother, aunt, uncle, grandparent, grandchild, or similar familial relationship; an individual for whom the employee is the legal guardian; or fiancé, fiancée, or domestic partner of the employee.

 c. An employee is entitled to not more than three (3) days of leave, without loss of pay, leave, or service credit to make arrangements for or to attend the funeral or memorial service for a family member who died as a result of a wound, disease or injury incurred while serving as a member of the armed forces in a combat zone to the extent provided in D.C. Official Code §1-612.03(n) (2001 Edition).

SECTION H: PRE-TAX BENEFITS:

1. Employee contributions to benefits programs established pursuant to D.C. Official Code §1-611.19 (2001 ed.), including the District of Columbia Employees Health Benefits Program, may be made on a pre-tax basis in accordance with the requirements of the Internal Revenue Code and, to the extent permitted by the Internal Revenue Code, such pre-tax contributions shall not effect a reduction of the amount of any other retirement, pension, or other benefits provided by law.

2. To the extent permitted by the Internal Revenue Code, any amount of contributions made on a pre-tax basis shall be included in the employee's contributions to existing life insurance, retirement system, and for any other District government program keyed to the employee's scheduled rate of pay, but shall not be included for the purpose of computing Federal or District income tax withholdings, including F.I.C.A., on behalf of any such employee.

SECTION I: RETIREMENT:

1. CIVIL SERVICE RETIREMENT SYSTEM (CSRS): As prescribed by 5 U.S.C. §8401 and related chapters, employees first hired by the District of Columbia Government before October 1, 1987, are subject to the provisions of the CSRS, which is administered by the U.S. Office of Personnel Management. Under Optional Retirement the aforementioned employee may choose to retire when he/she reaches:

- (a) Age 55 and 30 years of service;
- (b) Age 60 and 20 years of service;
- (c) Age 62 and 5 years of service.

Under Voluntary Early Retirement, which must be authorized by the U.S. Office of Personnel Management, an employee may choose to retire when he/she reaches:

- (a) Age 50 and 20 years of service;
- (b) Any age and 25 years of service.

The pension of an employee who chooses Voluntary Early Retirement will be reduced by 2% for each year under age 55.

2. CIVIL SERVICE RETIREMENT SYSTEM: SPECIAL RETIREMENT PROVISIONS FOR LAW ENFORCEMENT OFFICERS:

Employees first hired by the District of Columbia Government before October 1, 1987, who are subject to the provisions of the CSRS and determined to be:

- (a) a “law enforcement officer” within the meaning of 5 U.S.C. §8331(20)(D); and
- (b) eligible for benefits under the special retirement provision for law enforcement officers;

shall continue to have their retirement benefits administered by the U. S. Office of Personnel Management in accordance with applicable law and regulation.

3. DEFINED CONTRIBUTION PENSION PLAN:

Section A:

The District of Columbia shall continue the Defined Contribution Pension Plan currently in effect which includes:

- (1) All eligible employees hired by the District on or after October 1, 1987, are enrolled into the defined contribution pension plan.

(2) As prescribed by §1-626.09(c) of the D.C. Official Code (2001 Edition) after the completion of one year of service, the District shall contribute an amount not less than 5% of their base salary to an employee's Defined Contribution Pension Plan account. The District government funds this plan; there is no employee contribution to the Defined Contribution Pension Plan.

(3) As prescribed by §1-626.09(d) of the D.C. Official Code (2001 Edition) the District shall contribute an amount not less than an additional .5% of a detention officer's base salary to the same plan.

(4) Compensation Units 1 and 2 Joint Labor Management Technical Advisory Pension Reform Committee

(a) Establishment of the Joint Labor-Management Technical Advisory Pension Reform Committee (JLMTAPRC or Committee)

(1) The Parties agree that employees should have the security of a predictable level of income for their retirement after a career in public service. In order to support the objective of providing retirement income for employees hired on or after October 1, 1987, the District shall plan and implement an enhanced retirement program effective October 1, 2008. The enhanced program will consist of a deferred compensation component and a defined benefit component.

(2) Accordingly, the Parties agree that the JLMTAPRC is hereby established for the purpose of developing an enhanced retirement program for employees covered by the Compensation Units 1 and 2 Agreement.

(b) Composition of the JLMTAPRC

The Joint Labor-Management Technical Advisory Pension Reform Committee will be composed of six (6) members, three (3) appointed by labor and three (3) appointed by management, and the Chief Negotiators (or his/her designee) of Compensation Units 1 and 2. Appointed representatives must possess a pension plan background including but not limited to consulting, financial or actuarial services. In addition, an independent consulting firm with demonstrated experience in pension plans design and actuarial analysis will support the Committee.

(c) Responsibilities of the JLMTAPRC

The Committee shall be responsible to:

- Plan and design an enhanced retirement program for employees hired on or after October 1, 1987 with equitable sharing of costs and risks between employee and employer;
- Establish a formula cap for employee and employer contributions;
- Establish the final compensation calculation using the highest three-year consecutive average employee wages;
- Include retirement provisions such as disability, survivor and death benefits, health and life insurance benefits;
- Design a plan sustainable within the allocated budget;
- Draft and support legislation to amend the D.C. Code in furtherance of the “Enhanced Retirement Program.”

(d) Duration of the Committee

The Committee shall complete and submit a report with its recommendations to the City Administrator for the District of Columbia within one hundred and twenty (120) days after the effective date of the Compensation Units 1 and 2 Agreement.

4. TIAA-CREF PLAN:

For eligible education service employees at the University of the District of Columbia hired by the University or a predecessor institution, the University will contribute an amount not less than seven percent (7%) of their base salary to the Teachers Insurance and Annuity Association College Retirement Equities Fund (TIAA-CREF).

SECTION J: HOLIDAYS:

1. As prescribed by D.C. Official Code §1-612.02 (2001 Edition) the following legal public holidays are provided to all employees covered by this agreement:

- (a) New Year's Day, January 1st of each year;
- (b) Dr. Martin Luther King, Jr.'s Birthday, the 3rd Monday in January of each year;
- (c) Washington's Birthday, the 3rd Monday in February of each year;
- (d) Emancipation Day, April 16th;
- (e) Memorial Day, the last Monday in May of each year;
- (f) Independence Day, July 4th of each year;
- (g) Labor Day, the 1st Monday in September of each year;
- (h) Columbus Day, the 2nd Monday in October of each year;
- (i) Veterans Day, November 11th of each year;
- (j) Thanksgiving Day, the 4th Thursday in November of each year;
- (k) Christmas Day, December 25th of each year; and
- (l) Inauguration Day, January 20th of each 4th year

2. When an employee, having a regularly scheduled tour of duty is relieved or prevented from working on a day District agencies are closed by order of the Mayor, he or she is entitled to the same pay for that day as for a day on which an ordinary day's work is performed.

ARTICLE 7: OVERTIME

SECTION A: Overtime Work:

Hours of work authorized in excess of an employees assigned tour of duty in a day or forty (40) hours in a pay status in a work week shall be overtime work for which an employee shall receive either overtime pay or compensatory time unless the employee has used unscheduled leave during the forty (40) hour work week. The unscheduled leave rule will not apply when an employee has worked (back-to-back shifts) and takes unscheduled leave for an eight (8) hour period following the back-to-back shift or where an employee has indicated his/her preference not to work overtime and the Employer has no other option but to order the employee to work overtime. Scheduled leave is leave requested and approved prior to the close of the preceding shift.

SECTION B: Compressed, Alternate and Flexible Schedules:

1. Compressed, Alternate and Flexible schedules may be jointly determined within a specific work area that modifies this overtime provision (as outlined in Section A of this Article) but must be submitted to the parties to this contract prior to implementation. This Agreement to jointly determine compressed schedules does not impact on the setting of the tour of duty.

2. When an employee works a Compressed, Alternate, and Flexible schedule, which generally means (1) in the case of a full-time employee, an 80-hour biweekly basic work requirement which is scheduled for less than 10 workdays, and (2) in the case of a part-time employee, a biweekly basic work requirement of less than 80 hours which is scheduled for less than 10 workdays, the employee would receive overtime pay or compensatory time for all hours in a pay status in excess of his/her assigned tour of duty, consistent with the 2004 District of Columbia Omnibus Authorization Act, 118 Stat. 2230, Pub. L. 108-386 Section (October 30, 2004).

2. The purpose of this Section is to allow for authorized Compressed, Alternate, and Flexible time schedules which exceed eight (8) hours in a day or 40 hours in a week to be deemed the employee's regular tour of duty, and not be considered overtime within the confines of the specific compressed work schedule and this Article. Bargaining unit members so affected would receive overtime or compensatory time for all hours in pay status in excess of their assigned tour of duty.

SECTION C:

Subject to the provisions of Section D of this Article, an employee who performs overtime work shall receive either pay or compensatory time at a rate of time and one-half (1-1/2) for each hour of work for which overtime is payable.

SECTION D:

Bargaining Unit employees shall receive overtime pay unless the employee and the supervisor mutually agree to compensatory time in lieu of pay for overtime work. Such mutual agreement shall be made prior to the overtime work being performed.

SECTION E:

Paramedics and Emergency Medical Services Technicians employed by the Fire and Emergency Medical Services Department and represented by the American Federation of Government Employees, Local 3721 shall earn overtime after they have worked 40 hours in a week.

ARTICLE 8: INCENTIVE PROGRAMS

PART I - SICK LEAVE INCENTIVE PROGRAM:

In order to recognize an employee's productivity through his/her responsible use of accrued sick leave, the Employer agrees to provide time-off in accordance with the following:

SECTION A:

A full time employee who is in a pay status for the full calendar leave year shall accrue annually:

1. Three (3) days off for utilizing a total of no more than two (2) days of accrued sick leave.
2. Two (2) days off for utilizing a total of more than two (2) but not more than four (4) days of accrued sick leave.
3. One (1) day off for utilizing a total of more than four (4) but no more than five (5) days of accrued sick leave.

SECTION B:

Employees in a non-pay status for no more than two (2) pay periods for the leave year shall remain eligible for incentive days under this Article. Sick leave usage for maternity or catastrophic illness/injury, not to exceed two (2) consecutive pay periods, shall not be counted against sick leave for calculating eligibility for incentive leave under this Article.

SECTION C:

Time off pursuant to a sick leave incentive award shall be selected by the employee and requested at least three (3) full workdays in advance of the leave date. Requests for time off pursuant to an incentive award shall be given priority consideration and the employee's supervisor shall approve such requests for time off unless staffing needs or workload considerations dictate otherwise. If the request is denied, the employee shall request and be granted a different day off within one month of the date the employee initially requested. Requests for time off shall be made on the standard "Application for Leave" form.

SECTION D:

All incentive days must be used in full-day increments following the leave year in which they were earned. The Employer will notify the employee of their sick leave incentive day(s) no later than March of each year. Incentive days may not be substituted for any other type of absence from duty. There shall be no carryover or payment for any unused incentive days.

SECTION E:

Part-time employees are not eligible for the sick leave incentive as provided in this Article.

SECTION F:

This program shall be in effect in Fiscal Years, 2018, 2019, 2020 and 2021.

PART II – PERFORMANCE INCENTIVE PILOT PROGRAM:

In order to recognize employees' productivity through their accomplishment of established goals and objectives, special acts toward the accomplishment of agency initiatives, demonstrated leadership in meeting agency program and/or project goals and/or the District's Strategic Plan initiatives, the Employer, in accordance with criteria established by the High Performance Workplace Committee agrees to establish pilot incentive programs within agencies, including time off without loss of pay or charge to leave as an incentive award. The District of Columbia Government Office of Labor Management Partnerships and the District of Columbia Incentive Awards Committee may serve as resources at the request of the parties in the implementation of the pilot incentive programs within agencies.

ARTICLE 9 CALL-BACK/CALL-IN/ON-CALL AND PREMIUM PAY

SECTION A: CALL-BACK

A minimum of four (4) hours of overtime, shall be credited to any employee who is called back to perform unscheduled overtime work on a regular workday after he/she completes the regular work schedule and has left his/her place of employment

SECTION B: CALL-IN

1. When an employee is called in before his/her regular tour of duty to perform unscheduled overtime and there is no break before the regular tour is to begin, a minimum of two (2) hours of overtime shall be credited to the employee.

2. A minimum of four (4) hours of overtime work shall be credited to any employee who is called in when not scheduled and informed in advance, on one of the days when he/she is off duty.

SECTION C: ON-CALL

1. An employee may be required to be on call after having completed his/her regular tour of duty. The employer shall specify the hours during which the employee is on call; and shall compensate the employee at a rate of twenty-five percent (25%) of his/her basic rate of pay for each hour the employee is on call.

2. An employee is on-call when a determination has been made that the work of that position requires the employee to remain accessible and available to the point where his or her time cannot be used effectively for the employee's own personal purposes.

3. The employee's schedule must specify the hours during which he/she will be required to remain on-call. On call designation will be made on the form attached as Appendix 1.

SECTION D: HOLIDAY PAY

An employee who is required to work on a legal holiday falling within his or her regularly scheduled tour of duty, shall be paid at the rate of twice his or her regular basic rate of pay for not more than eight (8) hours of such work.

SECTION E: NIGHT DIFFERENTIAL

An employee shall receive night differential pay at a rate of ten percent (10%) in excess of their basic day rate of compensation when they perform night work on a regularly scheduled tour of duty falling between 6:00 p.m. and 6:00 a.m. Employees shall receive night differential in lieu of shift differential.

SECTION F: PAY FOR SUNDAY WORK

A full-time employee assigned to a regularly scheduled tour of duty, any part of which includes hours that fall between midnight Saturday and midnight Sunday, is entitled to Sunday premium pay for each hour of work actually performed which is not overtime work and which is not in excess of eight (8) hours for each tour of duty which begins or ends on Sunday. Sunday

premium pay is computed as an additional twenty-five percent (25%) of the employee's basic rate of compensation.

SECTION G: **ADDITIONAL INCOME ALLOWANCE FOR CHILD AND FAMILY SERVICES**

1. The Additional Income Allowance (AIA) program within the Child and Family Services Agency (CFSA) which was established pursuant to the "Personnel Recruitment and Retention Incentives for Child and Family Services Agency Compensation System Changes Emergency Approval Resolution of 2001", Council Resolution 14-53 (March 23, 2001) and as contained in Chapter 11, Section 1154 of the District Personnel Manual, "Recruitment and Retention Incentives – Child and Family Services Agency," shall remain in full force and effect during the term of this Agreement.

2. The Administration of the AIA within CFSA shall be governed by the implementing regulations established in Child and Family Services Agency, Human Resources Administration Issuance System, HRA Instruction No. IV.11-3.

3. **OTHER SUBORDINATE AGENCIES WITH SIGNIFICANT RECRUITMENT AND RETENTION PROBLEMS**

Subordinate agencies covered by this Agreement may provide additional income allowances for positions that have significant recruitment and retention problems consistent with Chapter 11, Part B, Section 1143 of the District Personnel Manual.

ARTICLE 10: MILEAGE ALLOWANCE

SECTION A:

The parties agree that the mileage allowance established for the employees of the Federal Government who are authorized to use their personal vehicles in the performance of their official duties shall be the rate for Compensation Units 1 and 2 employees, who are also authorized in advance, by Management to use their personal vehicles in the performance of their official duties.

SECTION B:

To receive such allowance, authorization by Management must be issued prior to the use of the employee's vehicle in the performance of duty. Employees shall use the appropriate District Form to document mileage and request reimbursement of the allowance.

SECTION C:

1. Employees required to use their personal vehicle for official business if a government vehicle is not available, who are reimbursed by the District on a mileage basis for

such use, are within the scope of the District of Columbia Non-Liability Act (D.C. Official Code §§2-411 through 2-416 (2001 Edition)). The Non-Liability Act generally provides that a District Employee is not subject to personal liability in a civil suit for property damage or for personal injury arising out of a motor vehicle accident during the discharge of the employee's official duties, so long as the employee was acting within the scope of his or her employment.

2. Claims by employees for personal property damage or loss incident to the use of their personal vehicle for official business if a government vehicle is not available may be made under the Military Personnel and Civilian Employees Claim Act of 1964 (31 U.S.C. §3701 *et seq.*).

SECTION D:

No employee within Compensation 1 and 2 shall be required to use his/her personal vehicle unless the position vacancy announcement, position description or other pre-hire documentation informs the employee that the use of his/her personal vehicle is a requirement of the job.

SECTION E:

Employees required as a condition of employment to use their personal vehicle in the performance of their official duties may be provided a parking space or shall be reimbursed for non-commuter parking expenses, which are incurred in the performance of their official duties.

ARTICLE 11: ANNUAL LEAVE/COMPENSATORY TIME BUY-OUT

SECTION A:

An employee who is separated or is otherwise entitled to a lump-sum payment under personnel regulations for the District of Columbia Government shall receive such payment for each hour of unused annual leave or compensatory time in the employee's official leave record.

SECTION B:

The lump-sum payment shall be computed on the basis of the employee's rate at the time of separation in accordance with such personnel regulations.

ARTICLE 12: BACK PAY

Arbitration awards or settlement agreements in cases involving an individual employee shall be paid within sixty (60) days of receipt from the employee of relevant documentation, including documentation of interim earnings and other potential offsets. The responsible Agency shall submit the SF-52 and all other required documentation to the Department of Human Resources within thirty (30) days upon receipt from the employee of relevant documentation.

ARTICLE 13: DUTY STATION COVERAGE

The Fire and Emergency Medical Services employees and the correctional officers at the Department of Corrections and the Department of Youth Rehabilitative Services who are covered under Section 7(k) of the Fair Labor Standards Act shall be compensated a minimum of one hour pay if required to remain at his/her duty station beyond the normal tour of duty.

ARTICLE 14: GRIEVANCES

SECTION A:

This Compensation Agreement shall be incorporated by reference into local working conditions agreements in order to utilize the grievance/arbitration procedure in those Agreements to consider alleged violations of this Agreement.

SECTION B:

Grievances concerning compensation shall be filed with the appropriate agency and the Office of Labor Relations and Collective Bargaining under the applicable working conditions agreement.

ARTICLE 15: LOCAL ENVIRONMENT PAY

SECTION A:

Each department or agency shall eliminate or reduce to the lowest level possible all hazards, physical hardships, and working conditions of an unusual nature. When such action does not overcome the hazard, physical hardship, or unusual nature of the working condition, additional pay is warranted. Even though additional pay for exposure to a hazard, physical hardship, or unusual working condition is authorized, there is a responsibility on the part of a department or agency to initiate continuing positive action to eliminate danger and risk which contribute to or cause the hazard, physical hardship, or unusual working condition. The existence of pay for exposure to hazardous working conditions or hardships in a local environment is not intended to condone work practices that circumvent safety laws, rules and regulations.

SECTION B:

Local environment pay is paid for exposure to (1) a hazard of an unusual nature which could result in significant injury, illness, or death, such as on a high structure when the hazard is not practically eliminated by protective facilities or an open structure when adverse conditions exist, e.g., darkness, lightning, steady rain, snow, sleet, ice, or high wind velocity; (2) a physical hardship of an unusual nature under circumstances which cause significant physical discomfort in the form of nausea, or skin, eye, ear or nose irritation, or conditions which cause abnormal soil of body and clothing, etc., and where such distress or discomfort is not practically eliminated.

SECTION C:

Wage Grade (WG) employees as listed in Chapter 11B, Appendix C of the DPM and any other employee including District Service (DS) employees as determined pursuant to Section 4 of this Article and Chapter 11B, Subpart 10.6 of the DPM are eligible for environmental differentials.

SECTION D:

The determination as to whether additional pay is warranted for workplace exposure to environmental hazards, hardships or unusual working conditions may be initiated by an agency or labor organization in accordance with the provisions of Chapter 11B, Subpart 10.6 of the DPM.

SECTION E:

Employees eligible for local environment pay under the terms of this Agreement shall be compensated as follows:

1. **Severe Exposure.** Employees subject to “Severe” exposure shall receive local environment pay equal to twenty seven percent (27%) of *the rate for RW 10, step 2 on the Compensation Unit 2 pay schedule*. The following categories of work are currently paid the rate for “severe” exposure:

- High Work

2. **Moderate Exposure.** Employees subject to “Moderate” exposure shall receive local environment pay equal to ten percent (10%) of *the rate for RW 10, step 2 on the Compensation Unit 2 pay schedule*. The following categories of work are currently paid the rate for “moderate” exposure:

- Explosives and Incendiary Materials – High Degree Hazard
- Poison (Toxic Chemicals) – High Degree Hazard
- Micro Organisms – High Degree Hazard

3. **Low Exposure.** Employees subject to “Low” exposure shall receive local environment pay equal to five percent (5%) of *the rate for RW 10, step 2 on the Compensation Unit 2 pay schedule*. The following categories of work are currently paid the rate for “low” exposure:

- Dirty Work
- Cold Work
- Hot Work
- Welding Preheated metals

- Explosives and Incendiary Materials
 - Low Degree Hazard
- Poison (Toxic Chemicals)
 - Low Degree Hazard
- Micro Organisms
 - Low Degree Hazard

SECTION F:

These changes to local environment pay shall not take effect until the payroll modules of PeopleSoft are implemented by the District of Columbia.

ARTICLE 16: NEWLY CERTIFIED BARGAINING UNITS

For units placed into a new compensation unit, working conditions or non-compensatory matters shall be negotiated simultaneous with negotiations concerning compensation. Where the agreement is for a newly certified collective bargaining unit assigned to an existing compensation unit, the parties shall proceed promptly to negotiate simultaneously any working conditions, other non-compensatory matters, and coverage of the compensation agreement. There should not be read into the new language any intent that an existing compensation agreement shall become negotiable when there is a newly certified collective bargaining unit. Rather, the intent is to require prompt negotiations of non-compensatory matters as well as application of compensation (e.g., when pay scale shall apply to the newly certified unit).

ARTICLE 17: TERM AND TEMPORARY EMPLOYEES

The District of Columbia recognizes that many temporary and term employees have had their terms extended to perform permanent services. To address the interests of current term and temporary employees whose appointments have been so extended over time and who perform permanent services, the District of Columbia and the Union representing the employees in Compensation Units 1 and 2 agree to the following:

SECTION A:

Joint labor-management committees established in each agency/program in the Compensation Units 1 and 2 collective bargaining agreement shall continue and will identify temporary and term employees whose current term and or temporary appointments extend to September 30, 2021, and who perform permanent services in District agency programs.

SECTION B:

Each Agency and Local Union shall review all term appointments within the respective agencies to determine whether such appointments are made and maintained consistent with applicable

law. The Union shall identify individual appointments it believes to be contrary to applicable law and notify the Agency. The Agency shall provide the Union reason(s) for the term or temporary nature of the appointment(s), where said appointments appear to be contrary to law. If an employee has been inappropriately appointed to or maintained in a temporary or term appointment, the Agency and the Union shall meet to resolve the matter.

SECTION C:

The agency shall convert bargaining unit temporary and term employees identified by the joint labor-management committees, who perform permanent services, who are in a pay status as of September 30, 2017, and are paid from appropriated funding to the career service prior to the end of the FY 2018 – FY 2021 Compensation Agreement.

SECTION D:

Prior to the end of the FY 2018 – FY 2021 Compensation Agreement, to the extent not inconsistent with District or Federal law and regulation, the District shall make reasonable efforts to convert to the career service temporary and term bargaining unit employees identified by the joint labor-management committees who perform permanent services, are in a pay status as of September 30, 2017, are full-time permanent positions, and are paid through intra-district funding or federal grant funding.

SECTION E:

Employees in term or temporary appointments shall be converted to permanent appointments, consistent with the D.C. Official Code.

SECTION F:

District agencies retain the authority to make term and temporary appointments as appropriate for seasonal and temporary work needs.

SECTION G:

A Joint-Labor Management Committee shall consist of one (1) representative from each national union comprising Compensation Units 1 and 2. The District shall appoint an equal number of representatives. The Committee will facilitate the implementation of this Article should difficulties arise in the Joint-Labor Management Committees set forth in Section A.

SECTION H:

District agencies will first post vacant career service positions internal to the Agency for bargaining unit term and temporary employees to apply and compete before posting the positions externally. There shall be no direct appointments.

ARTICLE 18: ADMINISTRATIVE CLOSING

SECTION A:

1. Employees designated as “Essential Employees” are those who work in critical District government operations that cannot be suspended or interrupted, even in the event of declared emergencies. “Essential Employees” must report to work as scheduled even when the government is administratively closed, during emergencies or other government closing. Once an employee has been notified by his/her employing agency that his/her position is designated as “Essential” no further notice is required as long as the employee continues to occupy the position designated “Essential”.

2. Employees designated “Emergency Employees” are those who support certain critical government operations and functions necessary for the continuity of operations, including during declared emergencies. “Emergency Employees” may be required to work when a situation or condition occurs and result in early dismissal for other employees, government closing or during other emergencies. Once an employee has been notified by his/her employing agency that his/her position is designated as “Emergency”, the designation will remain in effect until the designation is terminated in writing.

3. As applicable, employees required to work when all other District Government employees are released for administrative closings, shall be compensated in accordance with the minimum standards established by the Fair Labor Standards Act, (FLSA), 29 U.S.C. § 2011, et seq.

4. As applicable, employees required to work when all other District Government employee are released as a result of an administrative closings shall be compensated, in addition to their regular pay, one hour for each hour worked during the administrative closing.

SECTION B:

The determination as to whether the employee receives overtime or compensatory time will be at the time employee’s election which shall be made before the work is performed. When elected, employees required to work when all other District Government employees are released for administrative closing shall earn compensatory time on an hour for hour basis.

ARTICLE 19: SAVINGS CLAUSE

SECTION A:

Should any provisions of this Agreement be rendered or declared invalid by reason of any existing or subsequently enacted law or by decree of a court or administrative agency of competent jurisdiction, such invalidation shall not affect any other part or provision hereof. Where appropriate, the parties shall meet within 120 days to negotiate any substitute provision(s).

SECTION B:

The terms of this contract supersede any subsequently enacted D.C. laws, District Personnel Manual (DPM) regulations, or departmental rules concerning compensation covered herein.

ARTICLE 20: DURATION

This Agreement shall remain in full force and effect through September 30, 2021. On this 25th day of February 2018, and as witness the parties hereto have set their signature.

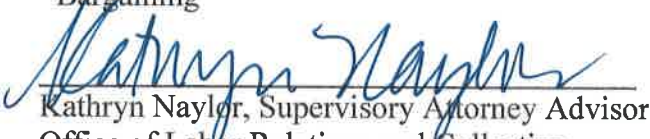
Compensation Units One and Two Collective Bargaining Agreement

On this 26th day of February, 2018, as witness the parties hereto have set their signature.

**FOR THE DISTRICT OF COLUMBIA
GOVERNMENT**



Repunzelle Bullock, Interim Director
Office of Labor Relations and Collective
Bargaining



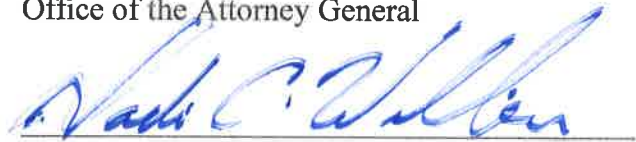
Kathryn Naylor, Supervisory Attorney Advisor
Office of Labor Relations and Collective



Eugene A. Adams, Director
Office of Administrative Hearings
Office



Karl Racine, Attorney General
Office of the Attorney General



Nadine Wilburn, Chief Counsel/Senior Advisor
Office of the Attorney General

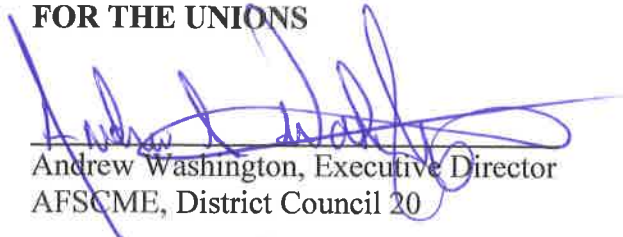


Tanya Royster, MD, Director
Department of Behavioral Health

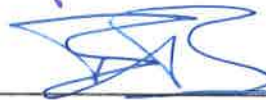


Brendolyn McCarty-Jones, Labor Liaison
Department of Behavioral Health

FOR THE UNIONS



Andrew Washington, Executive Director
AFSCME, District Council 20



Eric Bunn, Sr. National Vice President
AFGE, District 14



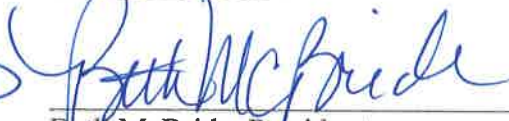
Lee Blackmon, National Representative
NAGE, District of Columbia Regional



Steve Anderson, President
AFGE, Local 1403



Wayne L. Enoch, President
AFSCME, Local 2401



Beth McBride, President
AFGE, Local 383



Carroll Ward, President
AFGE, Local 2978




Angie M. Gates, Director
D.C. Office of Cable Television, Film, Music and
Entertainment

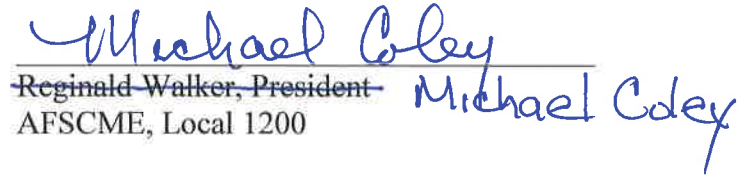




Barry Carey, President
AFSCME, Local 2091

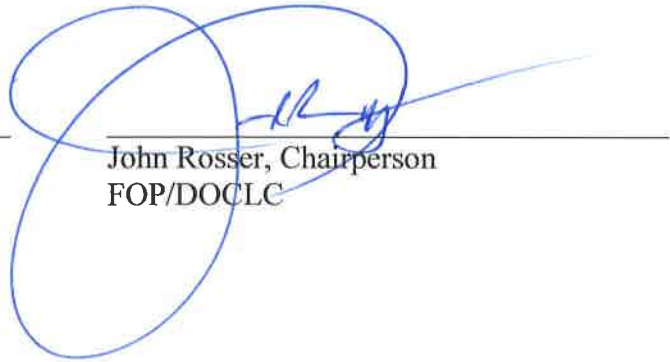
Dr. Steven Johnson, Labor Liaison
D.C. Office of Cable Television, Film,
Music and Entertainment


Wanda Shelton Martin, Area Director
1199 NUHHCE

Roger A. Mitchell, Jr. MD, Chief Medical
Examiner
Office of the Chief Medical Examiner


~~Reginald Walker, President~~
AFSCME, Local 1200
Beverly Fields, Labor Liaison
Office of the Chief Medical Examiner
Miranda Gillis, President
AFGE, Local 2725

Barney Krucoff, Interim Chief Technology
Officer
Office of the Chief Technology Officer

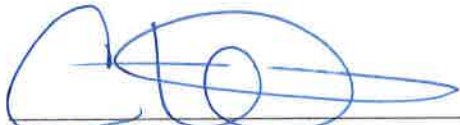


John Rosser, Chairperson
FOP/DOCLC

Pamela Brown, Esq., General Counsel
Office of the Chief Technology Officer

Keith Washington, President
AFSCME, Local 2092


Brenda Donald, Director
Child and Family Services Agency
Lisa Blackwell, Executive President
AFGE, Local 1000




Nina McIntosh-Jones, Labor Liaison
Child and Family Services Agency

Christal Williams

Melinda M. Bolling, Director
Department of Consumer and
Regulatory Affairs

Don Tatum, Labor Liaison
Department of Consumer and
Regulatory Affairs




George A. Schutter, Chief Procurement Officer
Office of Contracting and Procurement

Gina Toppin, Labor Liaison
Office of Contracting and Procurement




Quincy L. Booth, Director
Department of Corrections




Paulette Hutchings-Johnson, Labor Liaison
Department of Corrections

Andrew Reese, Director
Department on Disability Services




Aretha Lyles, President
AFGE, Local 3721

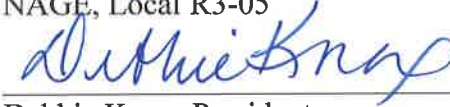


Gina Walton, President
AFGE, Local 1975

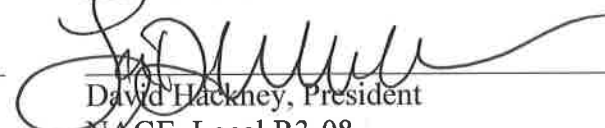
Lisa Wallace, Vice President
1199 SEIU/UHWE



Harvey Cannon, President
NAGE, Local R3-05



Debbie Knox, President
NAGE, Local R3-07



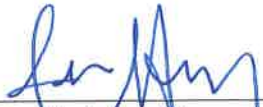
David Hackney, President
NAGE, Local R3-08



LaToya McDowney, President
NAGE, Local R3-09



Barbara Milton, President
AFGE, Local 631

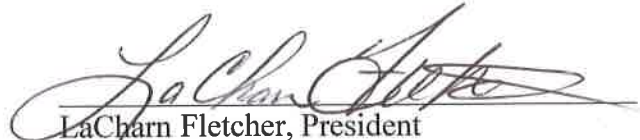


Jessica Gray, Labor Liaison
Department on Disability Services



Barbara Jones, President
AFGE, Local 2741

Odie Donald II, Director
D.C. Department of Employment
Services



LaCharn Fletcher, President
FOP/DC Protective Services-PDLC


Van Freeman, Deputy Chief of Staff
D.C. Department of Employment
Services

Thomas Ratliff, President
Teamsters, Local 639


Tommy Wells, Director
Department of Energy and the
Environment

Michael Flood, President
AFSCME, Local 2921

Talisha Pitt, Labor Liaison
Department of Energy and the
Environment



Ritchie Brooks, President Rec Secy
Teamsters, Local 730



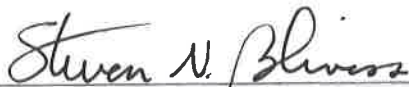
Richard L. Johnson



Gregory Dean, Chief
Fire and Emergency Medical Services
Department



Felicia Dantzler, President
AFSCME, Local 2743



Steven N. Blivess, Esq., Labor Liaison
Fire and Emergency Medical Services
Department

Corey Upchurch, President
AFSCME, Local 1959

Ernest Chrappah

Ernest Chrappah, Chairman
D.C. Department of For-Hire Vehicles

Debra Walker

Debra Walker, President
AFSCME, Local 709

Tonya Ricks

Tonya Ricks, Labor Liaison
D.C. Department of For-Hire Vehicles

Andre Phillips
~~Andre Phillips~~, Chairperson *ANDRE Phillips*
FOP/DYRSLC

Janifer Smith, PhD, Director
Department of Forensic Sciences

Robert Hollingsworth
Robert Hollingsworth, President
AFSCME, Local 2776

Rasheed Raj, General Counsel
Department of Forensic Sciences

Antoinette White-Richardson
Antoinette White-Richardson, President
AFSCME, Local 1808

Greer Johnson Gillis, Director
Department of General Services

Darrin Roach
Darrin Roach, President
AFSCME, Local 877

Brittney A. Wright

Brittney A. Wright, Labor Liaison
Department of General Services

LaVerne Gooding-Jones
LaVerne Gooding-Jones, President
AFSCME, Local 2087


LaQuandra S. Nesbitt
LaQuandra S. Nesbitt, MD, MPH, Director
Department of Health

Larry Doggett, Business Manager
Public Service Employees, Local 572

Kathleen C. Ognibene
Kathleen Ognibene, Labor Liaison
Department of Health

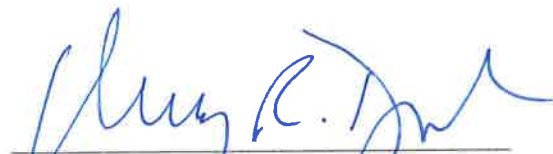
Perlsha Gales, President
Alliance of Independent Workers Union

Christopher Rodriguez, Director
Homeland Security and Emergency
Management Agency



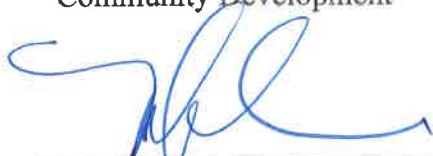
George Barksdale, President
AFGE, Local 3444

Anthony Crispino, Labor Liaison
Homeland Security and Emergency
Management Agency



Pelly Donaldson, Director
Department of Housing and
Community Development

Drew Hubbard, Labor Liaison
Department of Housing and
Community Development



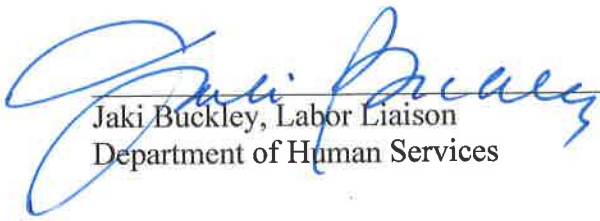
Monica Palacio, Director
D.C. Office of Human Rights



Ayanna Lee, Labor Liaison
D.C. Office of Human Rights



Laura Zeilinger, Director
Department of Human Services



Jaki Buckley, Labor Liaison
Department of Human Services

Stephen C. Taylor, Commissioner
Department of Insurance, Securities
And Banking

Katrice Purdie, Labor Liaison
Department of Insurance, Securities
And Banking

Lucinda Babers, Director
Department of Motor Vehicles

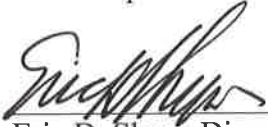
Odessa Nance, Labor Liaison
Department of Motor Vehicles

Peter Newsham, Chief
D.C. Metropolitan Police Department

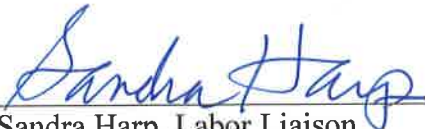
Mark Viehmeyer, Labor Liaison
D.C. Metropolitan Police Department

Keith A. Anderson, Director
D.C. Department of Parks and Recreation

Kwelli Sneed, MBA, CPM, Labor Liaison
D. C. Department of Parks and Recreation



Eric D. Shaw, Director
D.C. Office of Planning



Sandra Harp, Labor Liaison
D.C. Office of Planning

Antwan Wilson, Chancellor
D.C. Public Schools

Kaitlyn Girard, Director
Labor Management and Employee Relations
D.C. Public Schools



For Christopher Shorter, Director
Department of Public Works



Gail Heath, Labor Liaison
Department of Public Works



Jed Ross, Chief Risk Officer
Office of Risk Management



~~Eric Glover, Esq.~~, Labor Liaison
Office of Risk Management

MARCO
CARLOS



Hanseul Kang, Superintendent
Office of the State Superintendent
Of Education




Quiyana Hall, Labor Liaison
Office of the State Superintendent
Of Education

Jeff Marootian, Director
District Department of Transportation

Nana Bailey, Labor Liaison
District Department of Transportation

Karima Holmes, Director
Office of Unified Communications

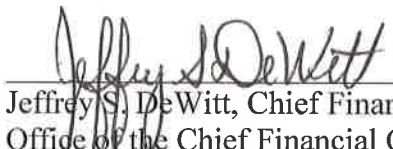
Yvonne McManus, Labor Liaison
Office of Unified Communications




Clinton Lacey, Director
Department of Youth Rehabilitation Services



Trey Stanback, Labor Liaison
Department of Youth Rehabilitation Services



Jeffrey S. DeWitt, Chief Financial Officer
Office of the Chief Financial Officer



LaSharn Moreland, ~~Labor Liaison~~ *EXECUTIVE DIRECTOR, HUMAN RESOURCES*
Office of the Chief Financial Officer



Richard Reyes-Gavilan, Executive Director
D.C. Public Libraries



Barbara Kirven, Labor Liaison
D.C. Public Libraries

Veronica Ahern, Executive Director
D.C. Public Service Commission

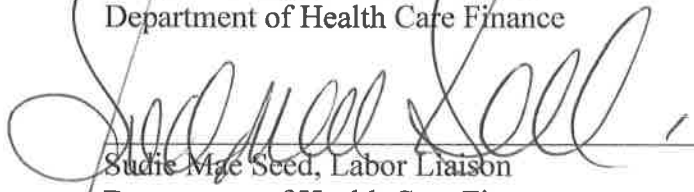
Richard Beverly, General Counsel
D.C. Public Service Commission

Ronald Mason, Jr., J.D., President
University of the District of Columbia

Patricia Cornwell Johnson, Vice President
Human Resources
University of the District of Columbia



Wayne Turnage, M.P.A., Director
Department of Health Care Finance



Stodie Mae Seed, Labor Liaison
Department of Health Care Finance

APPROVAL

This collective bargaining agreement between the District of Columbia and Compensation Units 1 and 2, dated Jan 23, 2018, has been reviewed in accordance with Section 1-617.15 of the District of Columbia Official Code and is hereby approved on this 24th day of February, 2018.


Muriel Bowser
Mayor

APPENDIX 1

Management's Proposal

7/26/10

INSERT DATE

Firstname Lastname

Position/Title

Department/Division

RE: On-Call Notification

Dear Mr./Ms. Lastname:

You are hereby notified that you shall be placed in an "on-call" status effective **On-Call Dates** between the hours of **Start AM/PM** and **End AM/PM**. During the aforementioned hours, you are required to be available to report for work within **a reasonable time (not to exceed two hours)**. You are expected to be available by phone for the duration of the "on-call" period. You are expected to answer when called or return a call from INSERT AGENCY management within a reasonable amount of time (not to exceed **30 minutes**).

Sincerely,

SUPERVISOR/MANAGER NAME

SUPERVISOR POSITION/TITLE



COUNCIL OF THE DISTRICT OF COLUMBIA
THE JOHN A. WILSON BUILDING
1350 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20004

February 23, 2018

The Honorable Muriel E. Bowser
Mayor of the District of Columbia
1350 Pennsylvania Avenue, N.W., 3rd Floor
Washington, D.C. 20004

Dear Mayor Bowser:

This is to inform you of the status of a proposed resolution transmitted to the Council in accordance with D.C. Official Code § 1-617.17(j). The below proposed resolution has been deemed approved by virtue of the Council having taken no action to disapprove it.

<u>Proposed Resolution</u>	<u>Title</u>	<u>Date of Approval</u>
PR 22-738	Compensation Collective Bargaining Agreement between the District of Columbia Government and Compensation Units 1 and 2, FY 2018 - FY 2021, Approval Resolution of 2018	February 23, 2018

If you have any questions please contact me at 202-724-8032.

Sincerely,

Phil Mendelson
Chairman of the Council

cc: Committee on Labor and Workforce Development



District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Service Code Definition: Professional and Scientific

Fiscal Year: 2018

Effective Date: October 1, 2017

Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS

Peoplesoft Schedule: DS0077

X01

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
9 \$	52,570 \$	54,249 \$	55,928 \$	57,607 \$	59,286 \$	60,965 \$	62,644 \$	64,323 \$	66,002 \$	67,681 \$	69,360 \$	71,039 \$
10 \$	57,670 \$	59,519 \$	61,368 \$	63,217 \$	65,066 \$	66,915 \$	68,764 \$	70,613 \$	72,462 \$	74,311 \$	76,160 \$	78,009 \$
11 \$	63,337 \$	65,372 \$	67,407 \$	69,442 \$	71,477 \$	73,512 \$	75,547 \$	77,582 \$	79,617 \$	81,652 \$	83,687 \$	85,722 \$
12 \$	78,364 \$	80,797 \$	83,230 \$	85,663 \$	88,096 \$	90,529 \$	92,962 \$	95,395 \$	97,828 \$	100,261 \$	102,694 \$	105,127 \$
13 \$	90,288 \$	93,183 \$	96,078 \$	98,973 \$	101,868 \$	104,763 \$	107,658 \$	110,553 \$	113,448 \$	116,343 \$	119,238 \$	122,133 \$
14 \$	106,715 \$	110,133 \$	113,551 \$	116,969 \$	120,387 \$	123,805 \$	127,223 \$	130,641 \$	134,059 \$	137,477 \$	140,895 \$	144,313 \$

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2018 Service Code Definition: Technical and Paraprofessional

Effective Date: October 1, 2017 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
Peoplesoft Schedule: DS0078
X02

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps											Between Steps
	1	2	3	4	5	6	7	8	9	10	11	
5 \$	35,445 \$	36,679 \$	37,913 \$	39,147 \$	40,381 \$	41,615 \$	42,849 \$	44,083 \$	45,317 \$	46,551 \$	47,785 \$	49,019 \$
6 \$	39,271 \$	40,640 \$	42,009 \$	43,378 \$	44,747 \$	46,116 \$	47,485 \$	48,854 \$	50,223 \$	51,592 \$	52,961 \$	54,330 \$
7 \$	43,518 \$	45,030 \$	46,542 \$	48,054 \$	49,566 \$	51,078 \$	52,590 \$	54,102 \$	55,614 \$	57,126 \$	58,638 \$	60,150 \$
8 \$	47,792 \$	49,314 \$	50,836 \$	52,358 \$	53,880 \$	55,402 \$	56,924 \$	58,446 \$	59,968 \$	61,490 \$	63,012 \$	64,534 \$
9 \$	52,570 \$	54,249 \$	55,928 \$	57,607 \$	59,286 \$	60,965 \$	62,644 \$	64,323 \$	66,002 \$	67,681 \$	69,360 \$	71,039 \$
10 \$	57,670 \$	59,519 \$	61,368 \$	63,217 \$	65,066 \$	66,915 \$	68,764 \$	70,613 \$	72,462 \$	74,311 \$	76,160 \$	78,009 \$
11 \$	63,337 \$	65,372 \$	67,407 \$	69,442 \$	71,477 \$	73,512 \$	75,547 \$	77,582 \$	79,617 \$	81,652 \$	83,687 \$	85,722 \$

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2018 Service Code Definition: Clerical and Administrative Support

Effective Date: October 1, 2017 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0079
 X03

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
2 \$	28,676	\$ 29,679	\$ 30,682	\$ 31,685	\$ 32,688	\$ 33,691	\$ 34,694	\$ 35,697	\$ 36,700	\$ 37,703	\$ 37,703	\$ 1,003
3 \$	31,251	\$ 32,335	\$ 33,419	\$ 34,503	\$ 35,587	\$ 36,671	\$ 37,755	\$ 38,839	\$ 39,923	\$ 41,007	\$ 41,007	\$ 1,084
4 \$	32,776	\$ 33,889	\$ 35,002	\$ 36,115	\$ 37,228	\$ 38,341	\$ 39,454	\$ 40,567	\$ 41,680	\$ 42,793	\$ 42,793	\$ 1,113
5 \$	35,445	\$ 36,679	\$ 37,913	\$ 39,147	\$ 40,381	\$ 41,615	\$ 42,849	\$ 44,083	\$ 45,317	\$ 46,551	\$ 46,551	\$ 1,234
6 \$	39,271	\$ 40,640	\$ 42,009	\$ 43,378	\$ 44,747	\$ 46,116	\$ 47,485	\$ 48,854	\$ 50,223	\$ 51,592	\$ 51,592	\$ 1,369
7 \$	43,518	\$ 45,030	\$ 46,542	\$ 48,054	\$ 49,566	\$ 51,078	\$ 52,590	\$ 54,102	\$ 55,614	\$ 57,126	\$ 57,126	\$ 1,512
8 \$	47,792	\$ 49,314	\$ 50,836	\$ 52,358	\$ 53,880	\$ 55,402	\$ 56,924	\$ 58,446	\$ 59,968	\$ 61,490	\$ 61,490	\$ 1,522
9 \$	52,570	\$ 54,249	\$ 55,928	\$ 57,607	\$ 59,286	\$ 60,965	\$ 62,644	\$ 64,323	\$ 66,002	\$ 67,681	\$ 67,681	\$ 1,679

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Service Code Definition: Corrections and Other Occupation Groups

Fiscal Year: 2018

Effective Date: October 1, 2017

Union/Nonunion: Union

Job Series:

- 0006 Correctional Program Specialist
- 0081 Fire Protection Specialist
- 0101 Correctional Treatment Specialist
- 0390 Telecommunications Equipment Operator
- 1802 Cellblock Technician (Cellblock Only)
- 1811 Criminal Investigator
- 2151 Dispatcher (OUC Only)

Pay Plan/Schedule: CS
Peoplesoft Schedule: DS0067
X04

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Step										Between Steps
	1	2	3	4	5	6	7	8	9	10	
4 \$	38,024	\$ 39,080	\$ 40,136	\$ 41,192	\$ 42,248	\$ 43,304	\$ 44,360	\$ 45,416	\$ 46,472	\$ 47,528	\$ 1,056
5 \$	43,731	\$ 44,912	\$ 46,093	\$ 47,274	\$ 48,455	\$ 49,636	\$ 50,817	\$ 51,998	\$ 53,179	\$ 54,360	\$ 1,181
6 \$	46,094	\$ 47,413	\$ 48,732	\$ 50,051	\$ 51,370	\$ 52,689	\$ 54,008	\$ 55,327	\$ 56,646	\$ 57,965	\$ 1,319
7 \$	49,751	\$ 51,216	\$ 52,681	\$ 54,146	\$ 55,611	\$ 57,076	\$ 58,541	\$ 60,006	\$ 61,471	\$ 62,936	\$ 1,465
8 \$	51,851	\$ 53,477	\$ 55,103	\$ 56,729	\$ 58,355	\$ 59,981	\$ 61,607	\$ 63,233	\$ 64,859	\$ 66,485	\$ 1,626
9 \$	55,496	\$ 57,289	\$ 59,082	\$ 60,875	\$ 62,668	\$ 64,461	\$ 66,254	\$ 68,047	\$ 69,840	\$ 71,633	\$ 1,793
10 \$	61,116	\$ 63,091	\$ 65,066	\$ 67,041	\$ 69,016	\$ 70,991	\$ 72,966	\$ 74,941	\$ 76,916	\$ 78,891	\$ 1,975
11 \$	65,004	\$ 67,166	\$ 69,328	\$ 71,490	\$ 73,652	\$ 75,814	\$ 77,976	\$ 80,138	\$ 82,300	\$ 84,462	\$ 2,162
12 \$	77,891	\$ 80,488	\$ 83,085	\$ 85,682	\$ 88,279	\$ 90,876	\$ 93,473	\$ 96,070	\$ 98,667	\$ 101,264	\$ 2,597
13 \$	92,619	\$ 95,708	\$ 98,797	\$ 101,886	\$ 104,975	\$ 108,064	\$ 111,153	\$ 114,242	\$ 117,331	\$ 120,420	\$ 3,089
14 \$	109,467	\$ 113,112	\$ 116,757	\$ 120,402	\$ 124,047	\$ 127,692	\$ 131,337	\$ 134,982	\$ 138,627	\$ 142,272	\$ 3,645

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2018 Service Code Definition: Social Worker & Student Trainee

Effective Date: October 1, 2017

Union/Nonunion: Union Affected CBU/Service Code(s): A22

Pay Plan/Schedule: CS Series: 0185 Social Worker
 Peoplesoft Schedule: DS0080 X05 0186 Social Worker (Associate)

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
5 \$	51,851	53,213	54,575	55,937	57,299	58,661	60,023	61,385	62,747	64,109	\$	1,362
7 \$	56,226	57,740	59,254	60,768	62,282	63,796	65,310	66,824	68,338	69,852	\$	1,514
9 \$	60,966	62,649	64,332	66,015	67,698	69,381	71,064	72,747	74,430	76,113	\$	1,683
11 \$	69,439	71,474	73,509	75,544	77,579	79,614	81,649	83,684	85,719	87,754	\$	2,035
12 \$	78,364	80,797	83,230	85,663	88,096	90,529	92,962	95,395	97,828	100,261	\$	2,433
13 \$	86,993	89,691	92,389	95,087	97,785	100,483	103,181	105,879	108,577	111,275	\$	2,698

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Health Care Occupations

Fiscal Year: 2018

Service Code Definition:

Effective Date: October 1, 2017

Service Codes: A15, A39

Union/Nonunion: Union

Job Series:

0603 Physicians Assistant
0620 Licensed Practical Nurse
0625 Autopsy Assistant Mortuary
0638 Recreation Therapist
0644 Medical Technologist
0645 Medical Technician
0647 Diagnostic Radiologic Technician
0649 Medical Instrument Technician
0681 Dental Assistant
0682 Dental Hygienist
0688 Sanitarian

Pay Plan/Schedule: CS
Peoplesoft Schedule: DS0069
X06

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Step												Between Steps																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
	1	2	3	4	5	6	7	8	9	10																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
5	\$ 40,980	\$ 42,093	\$ 43,206	\$ 44,319	\$ 45,432	\$ 46,545	\$ 47,658	\$ 48,771	\$ 49,884	\$ 50,997	\$ 52,110	\$ 53,223	\$ 54,336	\$ 55,449	\$ 56,562	\$ 57,675	\$ 58,788	\$ 59,901	\$ 61,014	\$ 62,127	\$ 63,240	\$ 64,353	\$ 65,466	\$ 66,579	\$ 67,692	\$ 68,805	\$ 69,918	\$ 71,031	\$ 72,144	\$ 73,257	\$ 74,370	\$ 75,483	\$ 76,596	\$ 77,709	\$ 78,822	\$ 79,935	\$ 81,048	\$ 82,161	\$ 83,274	\$ 84,387	\$ 85,500	\$ 86,613	\$ 87,726	\$ 88,839	\$ 89,952	\$ 91,065	\$ 92,178	\$ 93,291	\$ 94,404	\$ 95,517	\$ 96,630	\$ 97,743	\$ 98,856	\$ 99,969	\$ 101,082	\$ 102,195	\$ 103,308	\$ 104,421	\$ 105,534	\$ 106,647	\$ 107,760	\$ 108,873	\$ 110,086	\$ 111,199	\$ 112,312	\$ 113,425	\$ 114,538	\$ 115,651	\$ 116,764	\$ 117,877	\$ 119,090	\$ 120,203	\$ 121,316	\$ 122,429	\$ 123,542	\$ 124,655	\$ 125,768	\$ 126,881	\$ 128,094	\$ 129,207	\$ 130,320	\$ 131,433	\$ 132,546	\$ 133,659	\$ 134,772	\$ 135,885	\$ 137,098	\$ 138,211	\$ 139,324	\$ 140,437	\$ 141,550	\$ 142,663	\$ 143,776	\$ 144,889	\$ 146,002	\$ 147,115	\$ 148,228	\$ 149,341	\$ 150,454	\$ 151,567	\$ 152,680	\$ 153,793	\$ 154,906	\$ 156,019	\$ 157,132	\$ 158,245	\$ 159,358	\$ 160,471	\$ 161,584	\$ 162,697	\$ 163,810	\$ 164,923	\$ 166,036	\$ 167,149	\$ 168,262	\$ 169,375	\$ 170,488	\$ 171,601	\$ 172,714	\$ 173,827	\$ 174,940	\$ 176,053	\$ 177,166	\$ 178,279	\$ 179,392	\$ 180,505	\$ 181,618	\$ 182,731	\$ 183,844	\$ 184,957	\$ 186,070	\$ 187,183	\$ 188,296	\$ 189,409	\$ 190,522	\$ 191,635	\$ 192,748	\$ 193,861	\$ 194,974	\$ 196,087	\$ 197,200	\$ 198,313	\$ 199,426	\$ 200,539	\$ 201,652	\$ 202,765	\$ 203,878	\$ 204,991	\$ 206,104	\$ 207,217	\$ 208,330	\$ 209,443	\$ 210,556	\$ 211,669	\$ 212,782	\$ 213,895	\$ 215,008	\$ 216,121	\$ 217,234	\$ 218,347	\$ 219,460	\$ 220,573	\$ 221,686	\$ 222,799	\$ 223,912	\$ 225,025	\$ 226,138	\$ 227,251	\$ 228,364	\$ 229,477	\$ 230,590	\$ 231,703	\$ 232,816	\$ 233,929	\$ 235,042	\$ 236,155	\$ 237,268	\$ 238,381	\$ 239,494	\$ 240,607	\$ 241,720	\$ 242,833	\$ 243,946	\$ 245,059	\$ 246,172	\$ 247,285	\$ 248,398	\$ 249,511	\$ 250,624	\$ 251,737	\$ 252,850	\$ 253,963	\$ 255,076	\$ 256,189	\$ 257,302	\$ 258,415	\$ 259,528	\$ 260,641	\$ 261,754	\$ 262,867	\$ 263,980	\$ 265,093	\$ 266,206	\$ 267,319	\$ 268,432	\$ 269,545	\$ 270,658	\$ 271,771	\$ 272,884	\$ 273,997	\$ 275,110	\$ 276,223	\$ 277,336	\$ 278,449	\$ 279,562	\$ 280,675	\$ 281,788	\$ 282,901	\$ 284,014	\$ 285,127	\$ 286,240	\$ 287,353	\$ 288,466	\$ 289,579	\$ 290,692	\$ 291,805	\$ 292,918	\$ 294,031	\$ 295,144	\$ 296,257	\$ 297,370	\$ 298,483	\$ 299,596	\$ 300,709	\$ 301,822	\$ 302,935	\$ 304,048	\$ 305,161	\$ 306,274	\$ 307,387	\$ 308,500	\$ 309,613	\$ 310,726	\$ 311,839	\$ 312,952	\$ 314,065	\$ 315,178	\$ 316,291	\$ 317,404	\$ 318,517	\$ 319,630	\$ 320,743	\$ 321,856	\$ 322,969	\$ 324,082	\$ 325,195	\$ 326,308	\$ 327,421	\$ 328,534	\$ 329,647	\$ 330,760	\$ 331,873	\$ 332,986	\$ 334,099	\$ 335,212	\$ 336,325	\$ 337,438	\$ 338,551	\$ 339,664	\$ 340,777	\$ 341,890	\$ 343,003	\$ 344,116	\$ 345,229	\$ 346,342	\$ 347,455	\$ 348,568	\$ 349,681	\$ 350,794	\$ 351,907	\$ 353,020	\$ 354,133	\$ 355,246	\$ 356,359	\$ 357,472	\$ 358,585	\$ 359,698	\$ 360,811	\$ 361,924	\$ 363,037	\$ 364,150	\$ 365,263	\$ 366,376	\$ 367,489	\$ 368,602	\$ 369,715	\$ 370,828	\$ 371,941	\$ 373,054	\$ 374,167	\$ 375,280	\$ 376,393	\$ 377,506	\$ 378,619	\$ 379,732	\$ 380,845	\$ 381,958	\$ 383,071	\$ 384,184	\$ 385,297	\$ 386,410	\$ 387,523	\$ 388,636	\$ 389,749	\$ 390,862	\$ 391,975	\$ 393,088	\$ 394,201	\$ 395,314	\$ 396,427	\$ 397,540	\$ 398,653	\$ 399,766	\$ 400,879	\$ 401,992	\$ 403,105	\$ 404,218	\$ 405,331	\$ 406,444	\$ 407,557	\$ 408,670	\$ 409,783	\$ 410,896	\$ 412,009	\$ 413,122	\$ 414,235	\$ 415,348	\$ 416,461	\$ 417,574	\$ 418,687	\$ 419,800	\$ 420,913	\$ 422,026	\$ 423,139	\$ 424,252	\$ 425,365	\$ 426,478	\$ 427,591	\$ 428,704	\$ 429,817	\$ 430,930	\$ 432,043	\$ 433,156	\$ 434,269	\$ 435,382	\$ 436,495	\$ 437,608	\$ 438,721	\$ 439,834	\$ 440,947	\$ 442,060	\$ 443,173	\$ 444,286	\$ 445,399	\$ 446,512	\$ 447,625	\$ 448,738	\$ 449,851	\$ 450,964	\$ 452,077	\$ 453,190	\$ 454,303	\$ 455,416	\$ 456,529	\$ 457,642	\$ 458,755	\$ 459,868	\$ 460,981	\$ 462,094	\$ 463,207	\$ 464,320	\$ 465,433	\$ 466,546	\$ 467,659	\$ 468,772	\$ 469,885	\$ 470,998	\$ 472,111	\$ 473,224	\$ 474,337	\$ 475,450	\$ 476,563	\$ 477,676	\$ 478,789	\$ 479,902	\$ 481,015	\$ 482,128	\$ 483,241	\$ 484,354	\$ 485,467	\$ 486,580	\$ 487,693	\$ 488,806	\$ 489,919	\$ 491,032	\$ 492,145	\$ 493,258	\$ 494,371	\$ 495,484	\$ 496,597	\$ 497,710	\$ 498,823	\$ 499,936	\$ 501,049	\$ 502,162	\$ 503,275	\$ 504,388	\$ 505,501	\$ 506,614	\$ 507,727	\$ 508,840	\$ 509,953	\$ 511,066	\$ 512,179	\$ 513,292	\$ 514,405	\$ 515,518	\$ 516,631	\$ 517,744	\$ 518,857	\$ 519,970	\$ 521,083	\$ 522,196	\$ 523,309	\$ 524,422	\$ 525,535	\$ 526,648	\$ 527,761	\$ 528,874	\$ 529,987	\$ 531,100	\$ 532,213	\$ 533,326	\$ 534,439	\$ 535,552	\$ 536,665	\$ 537,778	\$ 538,891	\$ 540,004	\$ 541,117	\$ 542,230	\$ 543,343	\$ 544,456	\$ 545,569	\$ 546,682	\$ 547,795	\$ 548,908	\$ 550,021	\$ 551,134	\$ 552,247	\$ 553,360	\$ 554,473	\$ 555,586	\$ 556,699	\$ 557,812	\$ 558,925	\$ 560,038	\$ 561,151	\$ 562,264	\$ 563,377	\$ 564,490	\$ 565,603	\$ 566,716	\$ 567,829	\$ 568,942	\$ 570,055	\$ 571,168	\$ 572,281	\$ 573,394	\$ 574,507	\$ 575,620	\$ 576,733	\$ 577,846	\$ 578,959	\$ 580,072	\$ 581,185	\$ 582,298	\$ 583,411	\$ 584,524	\$ 585,637	\$ 586,750	\$ 587,863	\$ 588,976	\$ 590,089	\$ 591,202	\$ 592,315	\$ 593,428	\$ 594,541	\$ 595,654	\$ 596,767	\$ 597,880	\$ 598,993	\$ 600,106	\$ 601,219	\$ 602,332	\$ 603,445	\$ 604,558	\$ 605,671	\$ 606,784	\$ 607,897	\$ 609,010	\$ 610,123	\$ 611,236	\$ 612,349	\$ 613,462	\$ 614,575	\$ 615,688	\$ 616,801	\$ 617,914	\$ 619,027	\$ 620,140	\$ 621,253	\$ 622,366	\$ 623,479	\$ 624,592	\$ 625,705	\$ 626,818	\$ 627,931	\$ 629,044	\$ 630,157	\$ 631,270	\$ 632,383	\$ 633,496	\$ 634,609	\$ 635,722	\$ 636,835	\$ 637,948	\$ 639,061	\$ 640,174	\$ 641,287	\$ 642,400	\$ 643,513	\$ 644,626	\$ 645,739	\$ 646,852	\$ 647,965	\$ 649,078	\$ 650,191	\$ 651,304	\$ 652,417	\$ 653,530	\$ 654,643	\$ 655,756	\$ 656,869	\$ 657,982	\$ 659,095	\$ 660,208	\$ 661,321	\$ 662,434	\$ 663,547	\$ 664,660	\$ 665,773	\$ 666,886	\$ 668,099	\$ 669,212	\$ 670,325	\$ 671,438	\$ 672,551	\$ 673,664	\$ 674,777	\$ 675,890	\$ 677,003	\$ 678,116	\$ 679,229	\$ 680,342	\$ 681,455	\$ 682,568	\$ 683,681	\$ 684,794	\$ 685,907	\$ 687,020	\$ 688,133	\$ 689,246	\$ 690,359	\$ 691,472	\$ 692,585	\$ 693,698	\$ 694,811	\$ 695,924	\$ 697,037	\$ 698,150	\$ 699,263	\$ 700,376	\$ 701,489	\$ 702,602	\$ 703,715	\$ 704,828	\$ 705,941	\$ 707,054	\$ 708,167	\$ 709,280	\$ 710,393	\$ 711,506	\$ 712,619	\$ 713,732	\$ 714,845	\$ 715,958	\$ 717,071	\$ 718,184	\$ 719,297	\$ 720,410	\$ 721,523	\$ 722,636	\$ 723,749	\$ 724,862	\$ 725,975	\$ 727,088	\$ 728,201	\$ 729,314	\$ 730,427	\$ 731,540	\$ 732,653	\$ 733,766	\$ 734,879	\$ 735,992	\$ 737,105	\$ 738,218	\$ 739,331	\$ 740,444	\$ 741,557	\$ 742,670	\$ 743,783	\$ 744,896	\$ 746,009	\$ 747,122	\$ 748,235	\$ 749,348	\$ 750,461	\$ 751,574	\$ 752,687	\$ 753,800	\$ 754,913	\$ 756,026	\$ 757,139	\$ 758,252	\$ 759,365	\$ 760,478	\$ 761,591	\$ 762,704	\$ 763,817	\$ 764,930	\$ 766,043	\$ 767,156	\$ 768,269	\$ 769,382	\$ 770,495	\$ 771,608	\$ 772,721	\$ 773,834	\$ 774,947	\$ 776,060	\$ 777,173	\$ 778,286	\$ 779,399	\$ 780,512	\$ 781,625	\$ 782,738	\$ 783,851	\$ 784,964	\$ 786,077	\$ 787,190	\$ 788,303	\$ 789,416	\$ 790,529	\$ 791,642	\$ 792,755	\$ 793,868	\$ 794,981	\$ 796,094	\$ 797,207	\$ 798,320	\$ 799,433	\$ 800,546	\$ 801,659	\$ 802,772	\$ 803,885	\$ 804,998	\$ 806,111	\$ 807,224	\$ 808,337	\$ 809,450	\$ 810,563	\$ 811,676	\$ 812,789	\$ 813,902	\$ 815,015	\$ 816,128	\$ 817,241	\$ 818,354	\$ 819,467	\$ 820,580	\$ 821,693	\$ 822,806	\$ 823,919	\$ 825,032	\$ 826,145	\$ 827,258	\$ 828,371	\$ 829,484	\$ 830,597	\$ 831,710	\$ 832,823	\$ 833,936	\$ 835,049	\$ 836,162	\$ 837,275	\$ 838,388	\$ 839,501	\$ 840,614	\$ 841,727	\$ 842,840	\$ 843,953	\$ 845,066	\$ 846,179	\$ 847,292	\$ 848,405	\$ 849,518	\$ 850,631	\$ 851,744	\$ 852,857	\$ 853,970	\$ 855,083	\$ 856,196	\$ 857,309	\$ 858,422	\$ 859,535	\$ 860,648	\$ 861,761	\$ 862,874	\$ 863,987	\$ 865,100	\$ 866,213	\$ 867,326	\$ 868,439	\$ 869,552	\$ 870,665	\$ 871,778	\$ 872,891	\$ 874,004	\$ 875,117	\$ 876,230	\$ 877,343	\$ 878,456	\$ 879,569	\$ 880,682	\$ 881,795	\$ 882,908	\$ 884,021	\$ 885,134	\$ 886,247	\$ 887,360	\$ 888,473	\$ 889,586	\$ 890,699	\$ 891,812	\$ 892,925	\$ 894,038	\$ 895,151	\$ 896,264	\$ 897,377	\$ 898,490	\$ 899,603	\$ 900,716	\$ 901,829	\$ 902,942	\$ 904,055	\$ 905,168	\$ 906,281	\$ 907,394	\$ 908,507	\$ 909,620	\$ 910,733	\$ 911,846	\$ 912,959	\$ 914,072	\$ 915,185	\$ 916,298	\$ 917,411	\$ 918,524	\$ 919,637	\$ 920,750	\$ 921,863	\$ 922,976	\$ 924,089	\$ 925,202	\$ 926,315	\$ 927,428	\$ 928,541	\$ 929,654	\$ 930,767	\$ 931,880	\$ 932,993	\$ 934,106	\$ 935,219	\$ 936,332	\$ 937,445	\$ 938,558	\$ 939,671	\$ 940,784	\$ 941,897	\$ 943,010	\$ 944,123	\$ 945,236	\$ 946,349	\$ 947,462	\$ 948,575	\$ 949,688	\$ 950,801	\$ 951,914	\$ 953,027	\$ 954,140	\$ 955,253	\$ 956,366	\$ 957,479	\$ 958,592	\$ 959,705	\$ 960,818	\$ 961,931	\$ 963,044	\$ 964,157	\$ 965,270	\$ 966,383	\$ 967,496	\$ 968,609	\$ 969,722	\$ 970,835	\$ 971,948	\$ 973,061	\$ 974,174	\$ 975,287	\$ 976,400	\$ 977,513	\$ 978,626	\$ 979,739	\$ 980,852	\$ 981,965	\$ 983,078	\$ 984,191	\$ 985,304	\$ 986,417	\$ 987,530	\$ 988,643	\$ 989,756	\$ 990,869	\$ 991,982	\$ 993,095	\$ 994,208	\$ 995,321	\$ 996,434	\$ 997,547	\$ 998,660	\$ 999,773	\$ 1,000,886	\$ 1,001,999	\$ 1,003,112	\$ 1,004,225	\$ 1,005,338	\$ 1,006,451	\$ 1,007,564	\$ 1,008,677	\$ 1,009,790	\$ 1,010,903	\$ 1,012,016	\$ 1,013,129	\$ 1,014,242	\$ 1,015,355	\$ 1,016,468	\$ 1,017,581	\$ 1,018,694	\$ 1,019,807	\$ 1,020,920	\$ 1,022,033	\$ 1,023,146	\$ 1,024,259	\$ 1,025,372	\$ 1,026,485	\$ 1,027,598	\$ 1,028,711	\$ 1,029,824	\$ 1,030,937

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2018		Service Code Definition: Maintenance, Trades, & Labor									
Effective Date:	October 1, 2017	L- Leader									
Union/Nonunion:	Union	Affected CBU/Service Code(s): B01 Regular B02 Leader									
Pay Plan/Schedule:	RW										
Peoplesoft Schedule:	WS0029										
	WS0034- Leaders										
	X07 (Leaders previously X08)										
% Increase:	3.0%										
Resolution Number:											
Date of Resolution:											
Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
02	\$ 16.10	\$ 16.66	\$ 17.22	\$ 17.78	\$ 18.34	\$ 18.90	\$ 19.46	\$ 20.02	\$ 20.58	\$ 21.14	\$ 0.56
02L	\$ 17.56	\$ 18.17	\$ 18.78	\$ 19.39	\$ 20.00	\$ 20.61	\$ 21.22	\$ 21.83	\$ 22.44	\$ 23.05	\$ 0.61
03	\$ 17.37	\$ 17.96	\$ 18.55	\$ 19.14	\$ 19.73	\$ 20.32	\$ 20.91	\$ 21.50	\$ 22.09	\$ 22.68	\$ 0.59
03L	\$ 18.98	\$ 19.64	\$ 20.30	\$ 20.96	\$ 21.62	\$ 22.28	\$ 22.94	\$ 23.60	\$ 24.26	\$ 24.92	\$ 0.66
04	\$ 18.60	\$ 19.24	\$ 19.88	\$ 20.52	\$ 21.16	\$ 21.80	\$ 22.44	\$ 23.08	\$ 23.72	\$ 24.36	\$ 0.64
04L	\$ 20.34	\$ 21.05	\$ 21.76	\$ 22.47	\$ 23.18	\$ 23.89	\$ 24.60	\$ 25.31	\$ 26.02	\$ 26.73	\$ 0.71
05	\$ 19.85	\$ 20.53	\$ 21.21	\$ 21.89	\$ 22.57	\$ 23.25	\$ 23.93	\$ 24.61	\$ 25.29	\$ 25.97	\$ 0.68
05L	\$ 21.62	\$ 22.38	\$ 23.14	\$ 23.90	\$ 24.66	\$ 25.42	\$ 26.18	\$ 26.94	\$ 27.70	\$ 28.46	\$ 0.76
06	\$ 21.03	\$ 21.76	\$ 22.49	\$ 23.22	\$ 23.95	\$ 24.68	\$ 25.41	\$ 26.14	\$ 26.87	\$ 27.60	\$ 0.73
06L	\$ 23.09	\$ 23.88	\$ 24.67	\$ 25.46	\$ 26.25	\$ 27.04	\$ 27.83	\$ 28.62	\$ 29.41	\$ 30.20	\$ 0.79
07	\$ 22.42	\$ 23.19	\$ 23.96	\$ 24.73	\$ 25.50	\$ 26.27	\$ 27.04	\$ 27.81	\$ 28.58	\$ 29.35	\$ 0.77
07L	\$ 24.49	\$ 25.34	\$ 26.19	\$ 27.04	\$ 27.89	\$ 28.74	\$ 29.59	\$ 30.44	\$ 31.29	\$ 32.14	\$ 0.85
08	\$ 23.69	\$ 24.50	\$ 25.31	\$ 26.12	\$ 26.93	\$ 27.74	\$ 28.55	\$ 29.36	\$ 30.17	\$ 30.98	\$ 0.81
08L	\$ 25.89	\$ 26.81	\$ 27.73	\$ 28.65	\$ 29.57	\$ 30.49	\$ 31.41	\$ 32.33	\$ 33.25	\$ 34.17	\$ 0.92
09	\$ 24.85	\$ 25.71	\$ 26.57	\$ 27.43	\$ 28.29	\$ 29.15	\$ 30.01	\$ 30.87	\$ 31.73	\$ 32.59	\$ 0.86
09L	\$ 27.26	\$ 28.20	\$ 29.14	\$ 30.08	\$ 31.02	\$ 31.96	\$ 32.90	\$ 33.84	\$ 34.78	\$ 35.72	\$ 0.94
10	\$ 26.11	\$ 27.02	\$ 27.93	\$ 28.84	\$ 29.75	\$ 30.66	\$ 31.57	\$ 32.48	\$ 33.39	\$ 34.30	\$ 0.91
10L	\$ 28.66	\$ 29.65	\$ 30.64	\$ 31.63	\$ 32.62	\$ 33.61	\$ 34.60	\$ 35.59	\$ 36.58	\$ 37.57	\$ 0.99
11	\$ 27.38	\$ 28.34	\$ 29.30	\$ 30.26	\$ 31.22	\$ 32.18	\$ 33.14	\$ 34.10	\$ 35.06	\$ 36.02	\$ 0.96
11L	\$ 30.05	\$ 31.09	\$ 32.13	\$ 33.17	\$ 34.21	\$ 35.25	\$ 36.29	\$ 37.33	\$ 38.37	\$ 39.41	\$ 1.04
12	\$ 28.66	\$ 29.65	\$ 30.64	\$ 31.63	\$ 32.62	\$ 33.61	\$ 34.60	\$ 35.59	\$ 36.58	\$ 37.57	\$ 0.99
12L	\$ 31.40	\$ 32.48	\$ 33.56	\$ 34.64	\$ 35.72	\$ 36.80	\$ 37.88	\$ 38.96	\$ 40.04	\$ 41.12	\$ 1.08
13	\$ 29.86	\$ 30.90	\$ 31.94	\$ 32.98	\$ 34.02	\$ 35.06	\$ 36.10	\$ 37.14	\$ 38.18	\$ 39.22	\$ 1.04
13L	\$ 32.64	\$ 33.82	\$ 35.00	\$ 36.18	\$ 37.36	\$ 38.54	\$ 39.72	\$ 40.90	\$ 42.08	\$ 43.26	\$ 1.18

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2018 Service Code Definition: Correctional Officers & EMS

Effective Date: October 1, 2017

Union/Nonunion: Union Affected CBU/Service Code(s): A01, A03, A20, A21

Pay Plan/Schedule: CS 0007 Correctional Officer
 Peoplesoft Schedule: DS0070 0083 Special Police Officer
 X10 0699 EMT/Paramedic

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
5 \$	43,218	\$ 44,328	\$ 45,438	\$ 46,548	\$ 47,658	\$ 48,768	\$ 49,878	\$ 50,988	\$ 52,098	\$ 53,208	\$ 1,110
6 \$	46,643	\$ 47,880	\$ 49,117	\$ 50,354	\$ 51,591	\$ 52,828	\$ 54,065	\$ 55,302	\$ 56,539	\$ 57,776	\$ 1,237
7 \$	49,695	\$ 51,096	\$ 52,497	\$ 53,898	\$ 55,299	\$ 56,700	\$ 58,101	\$ 59,502	\$ 60,903	\$ 62,304	\$ 1,401
8 \$	54,790	\$ 56,341	\$ 57,892	\$ 59,443	\$ 60,994	\$ 62,545	\$ 64,096	\$ 65,647	\$ 67,198	\$ 68,749	\$ 1,551
9 \$	60,310	\$ 62,022	\$ 63,734	\$ 65,446	\$ 67,158	\$ 68,870	\$ 70,582	\$ 72,294	\$ 74,006	\$ 75,718	\$ 1,712
10 \$	66,179	\$ 68,061	\$ 69,943	\$ 71,825	\$ 73,707	\$ 75,589	\$ 77,471	\$ 79,353	\$ 81,235	\$ 83,117	\$ 1,882

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Professional and Scientific

Effective Date: October 14, 2018

Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS

Peoplesoft Schedule: DS0077

X01

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
9 \$	53,620 \$	55,333 \$	57,046 \$	58,759 \$	60,472 \$	62,185 \$	63,898 \$	65,611 \$	67,324 \$	69,037 \$	1,713
10 \$	58,823 \$	60,709 \$	62,595 \$	64,481 \$	66,367 \$	68,253 \$	70,139 \$	72,025 \$	73,911 \$	75,797 \$	1,886
11 \$	64,603 \$	66,679 \$	68,755 \$	70,831 \$	72,907 \$	74,983 \$	77,059 \$	79,135 \$	81,211 \$	83,287 \$	2,076
12 \$	79,930 \$	82,412 \$	84,894 \$	87,376 \$	89,858 \$	92,340 \$	94,822 \$	97,304 \$	99,786 \$	102,268 \$	2,482
13 \$	92,093 \$	95,046 \$	97,999 \$	100,952 \$	103,905 \$	106,858 \$	109,811 \$	112,764 \$	115,717 \$	118,670 \$	2,953
14 \$	108,847 \$	112,334 \$	115,821 \$	119,308 \$	122,795 \$	126,282 \$	129,769 \$	133,256 \$	136,743 \$	140,230 \$	3,487

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Technical and Paraprofessional

Effective Date: October 14, 2018 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0078
 X02

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	Steps											Between Steps
	1	2	3	4	5	6	7	8	9	10	11	
5	\$ 36,153	\$ 37,412	\$ 38,671	\$ 39,930	\$ 41,189	\$ 42,448	\$ 43,707	\$ 44,966	\$ 46,225	\$ 47,484	\$ 48,743	\$ 50,002
6	\$ 40,058	\$ 41,454	\$ 42,850	\$ 44,246	\$ 45,642	\$ 47,038	\$ 48,434	\$ 49,830	\$ 51,226	\$ 52,622	\$ 54,018	\$ 55,414
7	\$ 44,389	\$ 45,931	\$ 47,473	\$ 49,015	\$ 50,557	\$ 52,099	\$ 53,641	\$ 55,183	\$ 56,725	\$ 58,267	\$ 59,809	\$ 61,351
8	\$ 48,746	\$ 50,299	\$ 51,852	\$ 53,405	\$ 54,958	\$ 56,511	\$ 58,064	\$ 59,617	\$ 61,170	\$ 62,723	\$ 64,276	\$ 65,829
9	\$ 53,620	\$ 55,333	\$ 57,046	\$ 58,759	\$ 60,472	\$ 62,185	\$ 63,898	\$ 65,611	\$ 67,324	\$ 69,037	\$ 70,750	\$ 72,463
10	\$ 58,823	\$ 60,709	\$ 62,595	\$ 64,481	\$ 66,367	\$ 68,253	\$ 70,139	\$ 72,025	\$ 73,911	\$ 75,797	\$ 77,683	\$ 79,569
11	\$ 64,603	\$ 66,679	\$ 68,755	\$ 70,831	\$ 72,907	\$ 74,983	\$ 77,059	\$ 79,135	\$ 81,211	\$ 83,287	\$ 85,363	\$ 87,439

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Clerical and Administrative Support

Effective Date: October 14, 2018 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0079
 X03

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
2	\$ 29,250	\$ 30,273	\$ 31,296	\$ 32,319	\$ 33,342	\$ 34,365	\$ 35,388	\$ 36,411	\$ 37,434	\$ 38,457	\$ 38,457	1,023
3	\$ 31,875	\$ 32,981	\$ 34,087	\$ 35,193	\$ 36,299	\$ 37,405	\$ 38,511	\$ 39,617	\$ 40,723	\$ 41,829	\$ 41,829	1,106
4	\$ 33,429	\$ 34,565	\$ 35,701	\$ 36,837	\$ 37,973	\$ 39,109	\$ 40,245	\$ 41,381	\$ 42,517	\$ 43,653	\$ 43,653	1,136
5	\$ 36,153	\$ 37,412	\$ 38,671	\$ 39,930	\$ 41,189	\$ 42,448	\$ 43,707	\$ 44,966	\$ 46,225	\$ 47,484	\$ 47,484	1,259
6	\$ 40,058	\$ 41,454	\$ 42,850	\$ 44,246	\$ 45,642	\$ 47,038	\$ 48,434	\$ 49,830	\$ 51,226	\$ 52,622	\$ 52,622	1,396
7	\$ 44,389	\$ 45,931	\$ 47,473	\$ 49,015	\$ 50,557	\$ 52,099	\$ 53,641	\$ 55,183	\$ 56,725	\$ 58,267	\$ 58,267	1,542
8	\$ 48,746	\$ 50,299	\$ 51,852	\$ 53,405	\$ 54,958	\$ 56,511	\$ 58,064	\$ 59,617	\$ 61,170	\$ 62,723	\$ 62,723	1,553
9	\$ 53,620	\$ 55,333	\$ 57,046	\$ 58,759	\$ 60,472	\$ 62,185	\$ 63,898	\$ 65,611	\$ 67,324	\$ 69,037	\$ 69,037	1,713

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Service Code Definition: Corrections and Other Occupation Groups

Fiscal Year: 2019

Effective Date: October 14, 2018

Union/Nonunion: Union

Job Series:

- 0006 Correctional Program Specialist
- 0081 Fire Protection Specialist
- 0101 Correctional Treatment Specialist
- 0390 Telecommunications Equipment Operator
- 1802 Cellblock Technician (Cellblock Only)
- 1811 Criminal Investigator
- 2151 Dispatcher (OUC Only)

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0067
 X04

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
4	\$ 38,785	\$ 39,862	\$ 40,939	\$ 42,016	\$ 43,093	\$ 44,170	\$ 45,247	\$ 46,324	\$ 47,401	\$ 48,478	\$ 1,077
5	\$ 44,604	\$ 45,809	\$ 47,014	\$ 48,219	\$ 49,424	\$ 50,629	\$ 51,834	\$ 53,039	\$ 54,244	\$ 55,449	\$ 1,205
6	\$ 47,017	\$ 48,362	\$ 49,707	\$ 51,052	\$ 52,397	\$ 53,742	\$ 55,087	\$ 56,432	\$ 57,777	\$ 59,122	\$ 1,345
7	\$ 50,747	\$ 52,241	\$ 53,735	\$ 55,229	\$ 56,723	\$ 58,217	\$ 59,711	\$ 61,205	\$ 62,699	\$ 64,193	\$ 1,494
8	\$ 52,890	\$ 54,548	\$ 56,206	\$ 57,864	\$ 59,522	\$ 61,180	\$ 62,838	\$ 64,496	\$ 66,154	\$ 67,812	\$ 1,658
9	\$ 56,609	\$ 58,437	\$ 60,265	\$ 62,093	\$ 63,921	\$ 65,749	\$ 67,577	\$ 69,405	\$ 71,233	\$ 73,061	\$ 1,828
10	\$ 62,340	\$ 64,354	\$ 66,368	\$ 68,382	\$ 70,396	\$ 72,410	\$ 74,424	\$ 76,438	\$ 78,452	\$ 80,466	\$ 2,014
11	\$ 66,305	\$ 68,510	\$ 70,715	\$ 72,920	\$ 75,125	\$ 77,330	\$ 79,535	\$ 81,740	\$ 83,945	\$ 86,150	\$ 2,205
12	\$ 79,449	\$ 82,098	\$ 84,747	\$ 87,396	\$ 90,045	\$ 92,694	\$ 95,343	\$ 97,992	\$ 100,641	\$ 103,290	\$ 2,649
13	\$ 94,471	\$ 97,622	\$ 100,773	\$ 103,924	\$ 107,075	\$ 110,226	\$ 113,377	\$ 116,528	\$ 119,679	\$ 122,830	\$ 3,151
14	\$ 111,656	\$ 115,374	\$ 119,092	\$ 122,810	\$ 126,528	\$ 130,246	\$ 133,964	\$ 137,682	\$ 141,400	\$ 145,118	\$ 3,718

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Social Worker & Student Trainee

Effective Date: October 14, 2018

Union/Nonunion: Union Affected CBU/Service Code(s): A22

Pay Plan/Schedule: CS Series: 0185 Social Worker
 Peoplesoft Schedule: DS0080 0186 Social Worker (Associate)
 X05

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 52,889	\$ 54,278	\$ 55,667	\$ 57,056	\$ 58,445	\$ 59,834	\$ 61,223	\$ 62,612	\$ 64,001	\$ 65,390	\$ 1,389
7	\$ 57,348	\$ 58,893	\$ 60,438	\$ 61,983	\$ 63,528	\$ 65,073	\$ 66,618	\$ 68,163	\$ 69,708	\$ 71,253	\$ 1,545
9	\$ 62,184	\$ 63,901	\$ 65,618	\$ 67,335	\$ 69,052	\$ 70,769	\$ 72,486	\$ 74,203	\$ 75,920	\$ 77,637	\$ 1,717
11	\$ 70,827	\$ 72,903	\$ 74,979	\$ 77,055	\$ 79,131	\$ 81,207	\$ 83,283	\$ 85,359	\$ 87,435	\$ 89,511	\$ 2,076
12	\$ 79,930	\$ 82,412	\$ 84,894	\$ 87,376	\$ 89,858	\$ 92,340	\$ 94,822	\$ 97,304	\$ 99,786	\$ 102,268	\$ 2,482
13	\$ 88,733	\$ 91,485	\$ 94,237	\$ 96,989	\$ 99,741	\$ 102,493	\$ 105,245	\$ 107,997	\$ 110,749	\$ 113,501	\$ 2,752

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Fiscal Year: 2019 Service Code Definition: Health Care Occupations

Effective Date: October 14, 2018 Service Codes: A15, A39

Union/Nonunion: Union Job Series:

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0069
 X06

% Increase: 2.0%

Resolution Number:

Date of Resolution:

- 0603 Physicians Assistant
- 0620 Licensed Practical Nurse
- 0625 Autopsy Assistant Mortuary
- 0638 Recreation Therapist
- 0644 Medical Technologist
- 0645 Medical Technician
- 0647 Diagnostic Radiologic Technician
- 0649 Medical Instrument Technician
- 0681 Dental Assistant
- 0682 Dental Hygienist
- 0688 Sanitarian

Grade	Step												Between Steps
	1	2	3	4	5	6	7	8	9	10			
5	\$ 41,797	\$ 42,933	\$ 44,069	\$ 45,205	\$ 46,341	\$ 47,477	\$ 48,613	\$ 49,749	\$ 50,885	\$ 52,021	\$ 1,136		
6	\$ 46,329	\$ 47,587	\$ 48,845	\$ 50,103	\$ 51,361	\$ 52,619	\$ 53,877	\$ 55,135	\$ 56,393	\$ 57,651	\$ 1,258		
7	\$ 49,821	\$ 51,229	\$ 52,637	\$ 54,045	\$ 55,453	\$ 56,861	\$ 58,269	\$ 59,677	\$ 61,085	\$ 62,493	\$ 1,408		
8	\$ 54,957	\$ 56,508	\$ 58,059	\$ 59,610	\$ 61,161	\$ 62,712	\$ 64,263	\$ 65,814	\$ 67,365	\$ 68,916	\$ 1,551		
9	\$ 60,471	\$ 62,187	\$ 63,903	\$ 65,619	\$ 67,335	\$ 69,051	\$ 70,767	\$ 72,483	\$ 74,199	\$ 75,915	\$ 1,716		
10	\$ 66,377	\$ 68,258	\$ 70,139	\$ 72,020	\$ 73,901	\$ 75,782	\$ 77,663	\$ 79,544	\$ 81,425	\$ 83,306	\$ 1,881		
11	\$ 72,915	\$ 74,987	\$ 77,059	\$ 79,131	\$ 81,203	\$ 83,275	\$ 85,347	\$ 87,419	\$ 89,491	\$ 91,563	\$ 2,072		
12	\$ 87,373	\$ 89,856	\$ 92,339	\$ 94,822	\$ 97,305	\$ 99,788	\$ 102,271	\$ 104,754	\$ 107,237	\$ 109,720	\$ 2,483		

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Maintenance, Trades, & Labor

Effective Date: October 14, 2018

L- Leader

Union/Nonunion: Union Affected CBU/Service Code(s): B01 Regular
B02 Leader

Pay Plan/Schedule: RW
 Peoplesoft Schedule: WS0029
 WS0034- Leaders
 X07 (Leaders previously X08)

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	Step										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
02 \$	16.43	\$ 17.00	\$ 17.57	\$ 18.14	\$ 18.71	\$ 19.28	\$ 19.85	\$ 20.42	\$ 20.99	\$ 21.56	\$ 21.56	\$ 0.57
02L \$	17.92	\$ 18.54	\$ 19.16	\$ 19.78	\$ 20.40	\$ 21.02	\$ 21.64	\$ 22.26	\$ 22.88	\$ 23.50	\$ 23.50	\$ 0.62
03 \$	17.72	\$ 18.32	\$ 18.92	\$ 19.52	\$ 20.12	\$ 20.72	\$ 21.32	\$ 21.92	\$ 22.52	\$ 23.12	\$ 23.12	\$ 0.60
03L \$	19.37	\$ 20.04	\$ 20.71	\$ 21.38	\$ 22.05	\$ 22.72	\$ 23.39	\$ 24.06	\$ 24.73	\$ 25.40	\$ 25.40	\$ 0.67
04 \$	18.98	\$ 19.63	\$ 20.28	\$ 20.93	\$ 21.58	\$ 22.23	\$ 22.88	\$ 23.53	\$ 24.18	\$ 24.83	\$ 24.83	\$ 0.65
04L \$	20.76	\$ 21.48	\$ 22.20	\$ 22.92	\$ 23.64	\$ 24.36	\$ 25.08	\$ 25.80	\$ 26.52	\$ 27.24	\$ 27.24	\$ 0.72
05 \$	20.26	\$ 20.95	\$ 21.64	\$ 22.33	\$ 23.02	\$ 23.71	\$ 24.40	\$ 25.09	\$ 25.78	\$ 26.47	\$ 26.47	\$ 0.69
05L \$	22.04	\$ 22.82	\$ 23.60	\$ 24.38	\$ 25.15	\$ 25.93	\$ 26.71	\$ 27.49	\$ 28.27	\$ 29.05	\$ 29.05	\$ 0.78
06 \$	21.43	\$ 22.18	\$ 22.93	\$ 23.68	\$ 24.43	\$ 25.18	\$ 25.93	\$ 26.68	\$ 27.43	\$ 28.18	\$ 28.18	\$ 0.75
06L \$	23.54	\$ 24.35	\$ 25.16	\$ 25.97	\$ 26.78	\$ 27.59	\$ 28.40	\$ 29.21	\$ 30.02	\$ 30.83	\$ 30.83	\$ 0.81
07 \$	22.85	\$ 23.64	\$ 24.43	\$ 25.22	\$ 26.01	\$ 26.80	\$ 27.59	\$ 28.38	\$ 29.17	\$ 29.96	\$ 29.96	\$ 0.79
07L \$	24.97	\$ 25.84	\$ 26.71	\$ 27.58	\$ 28.45	\$ 29.32	\$ 30.19	\$ 31.06	\$ 31.93	\$ 32.80	\$ 32.80	\$ 0.87
08 \$	24.15	\$ 24.98	\$ 25.81	\$ 26.64	\$ 27.47	\$ 28.30	\$ 29.13	\$ 29.96	\$ 30.79	\$ 31.62	\$ 31.62	\$ 0.83
08L \$	26.40	\$ 27.34	\$ 28.28	\$ 29.22	\$ 30.16	\$ 31.10	\$ 32.04	\$ 32.98	\$ 33.92	\$ 34.86	\$ 34.86	\$ 0.94
09 \$	25.34	\$ 26.22	\$ 27.10	\$ 27.98	\$ 28.86	\$ 29.74	\$ 30.62	\$ 31.50	\$ 32.38	\$ 33.26	\$ 33.26	\$ 0.88
09L \$	27.80	\$ 28.76	\$ 29.72	\$ 30.68	\$ 31.64	\$ 32.60	\$ 33.56	\$ 34.52	\$ 35.48	\$ 36.44	\$ 36.44	\$ 0.96
10 \$	26.63	\$ 27.56	\$ 28.49	\$ 29.42	\$ 30.35	\$ 31.28	\$ 32.21	\$ 33.14	\$ 34.07	\$ 35.00	\$ 35.00	\$ 0.93
10L \$	29.23	\$ 30.24	\$ 31.25	\$ 32.26	\$ 33.27	\$ 34.28	\$ 35.29	\$ 36.30	\$ 37.31	\$ 38.32	\$ 38.32	\$ 1.01
11 \$	27.96	\$ 28.93	\$ 29.90	\$ 30.87	\$ 31.84	\$ 32.81	\$ 33.78	\$ 34.75	\$ 35.72	\$ 36.69	\$ 36.69	\$ 0.97
11L \$	30.65	\$ 31.71	\$ 32.77	\$ 33.83	\$ 34.89	\$ 35.95	\$ 37.01	\$ 38.07	\$ 39.13	\$ 40.19	\$ 40.19	\$ 1.06
12 \$	29.23	\$ 30.24	\$ 31.25	\$ 32.26	\$ 33.27	\$ 34.28	\$ 35.29	\$ 36.30	\$ 37.31	\$ 38.32	\$ 38.32	\$ 1.01
12L \$	32.03	\$ 33.13	\$ 34.23	\$ 35.33	\$ 36.43	\$ 37.53	\$ 38.63	\$ 39.73	\$ 40.83	\$ 41.93	\$ 41.93	\$ 1.10
13 \$	30.46	\$ 31.52	\$ 32.58	\$ 33.64	\$ 34.70	\$ 35.76	\$ 36.82	\$ 37.88	\$ 38.94	\$ 40.00	\$ 40.00	\$ 1.06
13L \$	33.27	\$ 34.48	\$ 35.69	\$ 36.90	\$ 38.11	\$ 39.32	\$ 40.53	\$ 41.74	\$ 42.95	\$ 44.16	\$ 44.16	\$ 1.21

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2019 Service Code Definition: Correctional Officers & EMS

Effective Date: October 14, 2018

Union/Nonunion: Union Affected CBU/Service Code(s): A01, A03, A20, A21

Pay Plan/Schedule: CS Series: 0007 Correctional Officer
 Peoplesoft Schedule: DS0070 0083 Special Police Officer
 X10 0699 EMT/Paramedic

% Increase: 2.0%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 44,083	\$ 45,215	\$ 46,347	\$ 47,479	\$ 48,611	\$ 49,743	\$ 50,875	\$ 52,007	\$ 53,139	\$ 54,271	\$ 1,132
6	\$ 47,575	\$ 48,837	\$ 50,099	\$ 51,361	\$ 52,623	\$ 53,885	\$ 55,147	\$ 56,409	\$ 57,671	\$ 58,933	\$ 1,262
7	\$ 50,689	\$ 52,118	\$ 53,547	\$ 54,976	\$ 56,405	\$ 57,834	\$ 59,263	\$ 60,692	\$ 62,121	\$ 63,550	\$ 1,429
8	\$ 55,886	\$ 57,468	\$ 59,050	\$ 60,632	\$ 62,214	\$ 63,796	\$ 65,378	\$ 66,960	\$ 68,542	\$ 70,124	\$ 1,582
9	\$ 61,517	\$ 63,263	\$ 65,009	\$ 66,755	\$ 68,501	\$ 70,247	\$ 71,993	\$ 73,739	\$ 75,485	\$ 77,231	\$ 1,746
10	\$ 67,505	\$ 69,424	\$ 71,343	\$ 73,262	\$ 75,181	\$ 77,100	\$ 79,019	\$ 80,938	\$ 82,857	\$ 84,776	\$ 1,919

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020 Service Code Definition: Professional and Scientific

Effective Date: October 13, 2019 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0077
 X01
 % Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
9 \$	55,230	56,994	58,758	60,522	62,286	64,050	65,814	67,578	69,342	71,106	\$	1,764
10 \$	60,586	62,529	64,472	66,415	68,358	70,301	72,244	74,187	76,130	78,073	\$	1,943
11 \$	66,542	68,680	70,818	72,956	75,094	77,232	79,370	81,508	83,646	85,784	\$	2,138
12 \$	82,326	84,883	87,440	89,997	92,554	95,111	97,668	100,225	102,782	105,339	\$	2,557
13 \$	94,858	97,899	100,940	103,981	107,022	110,063	113,104	116,145	119,186	122,227	\$	3,041
14 \$	112,111	115,703	119,295	122,887	126,479	130,071	133,663	137,255	140,847	144,439	\$	3,592

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020 Service Code Definition: Technical and Paraprofessional

Effective Date: October 13, 2019 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
Peoplesoft Schedule: DS0078
X02

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 37,237	\$ 38,534	\$ 39,831	\$ 41,128	\$ 42,425	\$ 43,722	\$ 45,019	\$ 46,316	\$ 47,613	\$ 48,910	\$ 1,297
6	\$ 41,259	\$ 42,697	\$ 44,135	\$ 45,573	\$ 47,011	\$ 48,449	\$ 49,887	\$ 51,325	\$ 52,763	\$ 54,201	\$ 1,438
7	\$ 45,718	\$ 47,307	\$ 48,896	\$ 50,485	\$ 52,074	\$ 53,663	\$ 55,252	\$ 56,841	\$ 58,430	\$ 60,019	\$ 1,589
8	\$ 50,207	\$ 51,807	\$ 53,407	\$ 55,007	\$ 56,607	\$ 58,207	\$ 59,807	\$ 61,407	\$ 63,007	\$ 64,607	\$ 1,600
9	\$ 55,230	\$ 56,994	\$ 58,758	\$ 60,522	\$ 62,286	\$ 64,050	\$ 65,814	\$ 67,578	\$ 69,342	\$ 71,106	\$ 1,764
10	\$ 60,586	\$ 62,529	\$ 64,472	\$ 66,415	\$ 68,358	\$ 70,301	\$ 72,244	\$ 74,187	\$ 76,130	\$ 78,073	\$ 1,943
11	\$ 66,542	\$ 68,680	\$ 70,818	\$ 72,956	\$ 75,094	\$ 77,232	\$ 79,370	\$ 81,508	\$ 83,646	\$ 85,784	\$ 2,138

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020 Service Code Definition: Clerical and Administrative Support

Effective Date: October 13, 2019 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0079
 X03

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
2 \$	30,130	\$ 31,183	\$ 32,236	\$ 33,289	\$ 34,342	\$ 35,395	\$ 36,448	\$ 37,501	\$ 38,554	\$ 39,607	\$ 1,053
3 \$	32,832	\$ 33,971	\$ 35,110	\$ 36,249	\$ 37,388	\$ 38,527	\$ 39,666	\$ 40,805	\$ 41,944	\$ 43,083	\$ 1,139
4 \$	34,432	\$ 35,602	\$ 36,772	\$ 37,942	\$ 39,112	\$ 40,282	\$ 41,452	\$ 42,622	\$ 43,792	\$ 44,962	\$ 1,170
5 \$	37,237	\$ 38,534	\$ 39,831	\$ 41,128	\$ 42,425	\$ 43,722	\$ 45,019	\$ 46,316	\$ 47,613	\$ 48,910	\$ 1,297
6 \$	41,259	\$ 42,697	\$ 44,135	\$ 45,573	\$ 47,011	\$ 48,449	\$ 49,887	\$ 51,325	\$ 52,763	\$ 54,201	\$ 1,438
7 \$	45,718	\$ 47,307	\$ 48,896	\$ 50,485	\$ 52,074	\$ 53,663	\$ 55,252	\$ 56,841	\$ 58,430	\$ 60,019	\$ 1,589
8 \$	50,207	\$ 51,807	\$ 53,407	\$ 55,007	\$ 56,607	\$ 58,207	\$ 59,807	\$ 61,407	\$ 63,007	\$ 64,607	\$ 1,600
9 \$	55,230	\$ 56,994	\$ 58,758	\$ 60,522	\$ 62,286	\$ 64,050	\$ 65,814	\$ 67,578	\$ 69,342	\$ 71,106	\$ 1,764

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Service Code Definition: Corrections and Other Occupation Groups

Fiscal Year: 2020

Effective Date: October 13, 2019

Union/Nonunion: Union

Job Series:

- 0006 Correctional Program Specialist
- 0081 Fire Protection Specialist
- 0101 Correctional Treatment Specialist
- 0390 Telecommunications Equipment Operator
- 1802 Cellblock Technician (Cellblock Only)
- 1811 Criminal Investigator
- 2151 Dispatcher (OUC Only)

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0067
 X04

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Step										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
4	\$ 39,946	\$ 41,056	\$ 42,166	\$ 43,276	\$ 44,386	\$ 45,496	\$ 46,606	\$ 47,716	\$ 48,826	\$ 49,936	\$ 51,046	\$ 1,110
5	\$ 45,943	\$ 47,184	\$ 48,425	\$ 49,666	\$ 50,907	\$ 52,148	\$ 53,389	\$ 54,630	\$ 55,871	\$ 57,112	\$ 58,353	\$ 1,241
6	\$ 48,429	\$ 49,814	\$ 51,199	\$ 52,584	\$ 53,969	\$ 55,354	\$ 56,739	\$ 58,124	\$ 59,509	\$ 60,894	\$ 62,279	\$ 1,385
7	\$ 52,269	\$ 53,808	\$ 55,347	\$ 56,886	\$ 58,425	\$ 59,964	\$ 61,503	\$ 63,042	\$ 64,581	\$ 66,120	\$ 67,659	\$ 1,539
8	\$ 54,476	\$ 56,184	\$ 57,892	\$ 59,600	\$ 61,308	\$ 63,016	\$ 64,724	\$ 66,432	\$ 68,140	\$ 69,848	\$ 71,556	\$ 1,708
9	\$ 58,307	\$ 60,190	\$ 62,073	\$ 63,956	\$ 65,839	\$ 67,722	\$ 69,605	\$ 71,488	\$ 73,371	\$ 75,254	\$ 77,137	\$ 1,883
10	\$ 64,208	\$ 66,283	\$ 68,358	\$ 70,433	\$ 72,508	\$ 74,583	\$ 76,658	\$ 78,733	\$ 80,808	\$ 82,883	\$ 84,958	\$ 2,075
11	\$ 68,295	\$ 70,566	\$ 72,837	\$ 75,108	\$ 77,379	\$ 79,650	\$ 81,921	\$ 84,192	\$ 86,463	\$ 88,734	\$ 91,005	\$ 2,271
12	\$ 81,834	\$ 84,562	\$ 87,290	\$ 90,018	\$ 92,746	\$ 95,474	\$ 98,202	\$ 100,930	\$ 103,658	\$ 106,386	\$ 109,114	\$ 2,728
13	\$ 97,307	\$ 100,552	\$ 103,797	\$ 107,042	\$ 110,287	\$ 113,532	\$ 116,777	\$ 120,022	\$ 123,267	\$ 126,512	\$ 129,757	\$ 3,245
14	\$ 115,004	\$ 118,834	\$ 122,664	\$ 126,494	\$ 130,324	\$ 134,154	\$ 137,984	\$ 141,814	\$ 145,644	\$ 149,474	\$ 153,304	\$ 3,830

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020 Service Code Definition: Social Worker & Student Trainee

Effective Date: October 13, 2019

Union/Nonunion: Union Affected CBU/Service Code(s): A22

Pay Plan/Schedule: CS Series: 0185 Social Worker
 Peoplesoft Schedule: DS0080 0186 Social Worker (Associate)
 X05

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
5 \$	54,478	55,908	57,338	58,768	60,198	61,628	63,058	64,488	65,918	67,348	1,430
7 \$	59,066	60,658	62,250	63,842	65,434	67,026	68,618	70,210	71,802	73,394	1,592
9 \$	64,048	65,817	67,586	69,355	71,124	72,893	74,662	76,431	78,200	79,969	1,769
11 \$	72,953	75,091	77,229	79,367	81,505	83,643	85,781	87,919	90,057	92,195	2,138
12 \$	82,326	84,883	87,440	89,997	92,554	95,111	97,668	100,225	102,782	105,339	2,557
13 \$	91,397	94,231	97,065	99,899	102,733	105,567	108,401	111,235	114,069	116,903	2,834

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Fiscal Year: 2020 Service Code Definition: Health Care Occupations

Effective Date: October 13, 2019 Service Codes: A15, A39

Union/Nonunion: Union Job Series:

- 0603 Physicians Assistant
- 0620 Licensed Practical Nurse
- 0625 Autopsy Assistant Mortuary
- 0638 Recreation Therapist
- 0644 Medical Technologist
- 0645 Medical Technician
- 0647 Diagnostic Radiologic Technician
- 0649 Medical Instrument Technician
- 0681 Dental Assistant
- 0682 Dental Hygienist
- 0688 Sanitarian

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0069
 X06

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Step												Between Steps																																																																																																																																																																																																																																																																																																																																																																																		
	1	2	3	4	5	6	7	8	9	10																																																																																																																																																																																																																																																																																																																																																																																					
5	\$ 43,051	\$ 44,221	\$ 45,391	\$ 46,561	\$ 47,731	\$ 48,901	\$ 50,071	\$ 51,241	\$ 52,411	\$ 53,581	\$ 54,751	\$ 55,921	\$ 57,091	\$ 58,261	\$ 59,431	\$ 60,601	\$ 61,771	\$ 62,941	\$ 64,111	\$ 65,281	\$ 66,451	\$ 67,621	\$ 68,791	\$ 69,961	\$ 71,131	\$ 72,301	\$ 73,471	\$ 74,641	\$ 75,811	\$ 76,981	\$ 78,151	\$ 79,321	\$ 80,491	\$ 81,661	\$ 82,831	\$ 84,001	\$ 85,171	\$ 86,341	\$ 87,511	\$ 88,681	\$ 89,851	\$ 91,021	\$ 92,191	\$ 93,361	\$ 94,531	\$ 95,701	\$ 96,871	\$ 98,041	\$ 99,211	\$ 100,381	\$ 101,551	\$ 102,721	\$ 103,891	\$ 105,061	\$ 106,231	\$ 107,401	\$ 108,571	\$ 109,741	\$ 110,911	\$ 112,081	\$ 113,251	\$ 114,421	\$ 115,591	\$ 116,761	\$ 117,931	\$ 119,101	\$ 120,271	\$ 121,441	\$ 122,611	\$ 123,781	\$ 124,951	\$ 126,121	\$ 127,291	\$ 128,461	\$ 129,631	\$ 130,801	\$ 131,971	\$ 133,141	\$ 134,311	\$ 135,481	\$ 136,651	\$ 137,821	\$ 138,991	\$ 140,161	\$ 141,331	\$ 142,501	\$ 143,671	\$ 144,841	\$ 146,011	\$ 147,181	\$ 148,351	\$ 149,521	\$ 150,691	\$ 151,861	\$ 153,031	\$ 154,201	\$ 155,371	\$ 156,541	\$ 157,711	\$ 158,881	\$ 160,051	\$ 161,221	\$ 162,391	\$ 163,561	\$ 164,731	\$ 165,901	\$ 167,071	\$ 168,241	\$ 169,411	\$ 170,581	\$ 171,751	\$ 172,921	\$ 174,091	\$ 175,261	\$ 176,431	\$ 177,601	\$ 178,771	\$ 179,941	\$ 181,111	\$ 182,281	\$ 183,451	\$ 184,621	\$ 185,791	\$ 186,961	\$ 188,131	\$ 189,301	\$ 190,471	\$ 191,641	\$ 192,811	\$ 193,981	\$ 195,151	\$ 196,321	\$ 197,491	\$ 198,661	\$ 199,831	\$ 201,001	\$ 202,171	\$ 203,341	\$ 204,511	\$ 205,681	\$ 206,851	\$ 208,021	\$ 209,191	\$ 210,361	\$ 211,531	\$ 212,701	\$ 213,871	\$ 215,041	\$ 216,211	\$ 217,381	\$ 218,551	\$ 219,721	\$ 220,891	\$ 222,061	\$ 223,231	\$ 224,401	\$ 225,571	\$ 226,741	\$ 227,911	\$ 229,081	\$ 230,251	\$ 231,421	\$ 232,591	\$ 233,761	\$ 234,931	\$ 236,101	\$ 237,271	\$ 238,441	\$ 239,611	\$ 240,781	\$ 241,951	\$ 243,121	\$ 244,291	\$ 245,461	\$ 246,631	\$ 247,801	\$ 248,971	\$ 250,141	\$ 251,311	\$ 252,481	\$ 253,651	\$ 254,821	\$ 255,991	\$ 257,161	\$ 258,331	\$ 259,501	\$ 260,671	\$ 261,841	\$ 263,011	\$ 264,181	\$ 265,351	\$ 266,521	\$ 267,691	\$ 268,861	\$ 270,031	\$ 271,201	\$ 272,371	\$ 273,541	\$ 274,711	\$ 275,881	\$ 277,051	\$ 278,221	\$ 279,391	\$ 280,561	\$ 281,731	\$ 282,901	\$ 284,071	\$ 285,241	\$ 286,411	\$ 287,581	\$ 288,751	\$ 289,921	\$ 291,091	\$ 292,261	\$ 293,431	\$ 294,601	\$ 295,771	\$ 296,941	\$ 298,111	\$ 299,281	\$ 300,451	\$ 301,621	\$ 302,791	\$ 303,961	\$ 305,131	\$ 306,301	\$ 307,471	\$ 308,641	\$ 309,811	\$ 310,981	\$ 312,151	\$ 313,321	\$ 314,491	\$ 315,661	\$ 316,831	\$ 318,001	\$ 319,171	\$ 320,341	\$ 321,511	\$ 322,681	\$ 323,851	\$ 325,021	\$ 326,191	\$ 327,361	\$ 328,531	\$ 329,701	\$ 330,871	\$ 332,041	\$ 333,211	\$ 334,381	\$ 335,551	\$ 336,721	\$ 337,891	\$ 339,061	\$ 340,231	\$ 341,401	\$ 342,571	\$ 343,741	\$ 344,911	\$ 346,081	\$ 347,251	\$ 348,421	\$ 349,591	\$ 350,761	\$ 351,931	\$ 353,101	\$ 354,271	\$ 355,441	\$ 356,611	\$ 357,781	\$ 358,951	\$ 360,121	\$ 361,291	\$ 362,461	\$ 363,631	\$ 364,801	\$ 365,971	\$ 367,141	\$ 368,311	\$ 369,481	\$ 370,651	\$ 371,821	\$ 372,991	\$ 374,161	\$ 375,331	\$ 376,501	\$ 377,671	\$ 378,841	\$ 380,011	\$ 381,181	\$ 382,351	\$ 383,521	\$ 384,691	\$ 385,861	\$ 387,031	\$ 388,201	\$ 389,371	\$ 390,541	\$ 391,711	\$ 392,881	\$ 394,051	\$ 395,221	\$ 396,391	\$ 397,561	\$ 398,731	\$ 399,901	\$ 401,071	\$ 402,241	\$ 403,411	\$ 404,581	\$ 405,751	\$ 406,921	\$ 408,091	\$ 409,261	\$ 410,431	\$ 411,601	\$ 412,771	\$ 413,941	\$ 415,111	\$ 416,281	\$ 417,451	\$ 418,621	\$ 419,791	\$ 420,961	\$ 422,131	\$ 423,301	\$ 424,471	\$ 425,641	\$ 426,811	\$ 427,981	\$ 429,151	\$ 430,321	\$ 431,491	\$ 432,661	\$ 433,831	\$ 435,001	\$ 436,171	\$ 437,341	\$ 438,511	\$ 439,681	\$ 440,851	\$ 442,021	\$ 443,191	\$ 444,361	\$ 445,531	\$ 446,701	\$ 447,871	\$ 449,041	\$ 450,211	\$ 451,381	\$ 452,551	\$ 453,721	\$ 454,891	\$ 456,061	\$ 457,231	\$ 458,401	\$ 459,571	\$ 460,741	\$ 461,911	\$ 463,081	\$ 464,251	\$ 465,421	\$ 466,591	\$ 467,761	\$ 468,931	\$ 470,101	\$ 471,271	\$ 472,441	\$ 473,611	\$ 474,781	\$ 475,951	\$ 477,121	\$ 478,291	\$ 479,461	\$ 480,631	\$ 481,801	\$ 482,971	\$ 484,141	\$ 485,311	\$ 486,481	\$ 487,651	\$ 488,821	\$ 490,000

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020
Effective Date: October 13, 2019
Union/Nonunion: Union
Service Code Definition: Maintenance, Trades, & Labor
Affected CBU/Service Code(s): L- Leader
 B01 Regular
 B02 Leader

Pay Plan/Schedule: RW
Peoplesoft Schedule: WS0029
 WS0034- Leaders
 X07 (Leaders previously X08)

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Step										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
02 \$	16.91	17.50	18.09	18.68	19.27	19.86	20.45	21.04	21.63	22.22	\$	0.59
02L \$	18.45	19.09	19.73	20.37	21.01	21.65	22.29	22.93	23.57	24.21	\$	0.64
03 \$	18.28	18.89	19.50	20.11	20.72	21.33	21.94	22.55	23.16	23.77	\$	0.61
03L \$	19.95	20.64	21.33	22.02	22.71	23.40	24.09	24.78	25.47	26.16	\$	0.69
04 \$	19.55	20.22	20.89	21.56	22.23	22.90	23.57	24.24	24.91	25.58	\$	0.67
04L \$	21.39	22.13	22.87	23.61	24.35	25.09	25.83	26.57	27.31	28.05	\$	0.74
05 \$	20.87	21.58	22.29	23.00	23.71	24.42	25.13	25.84	26.55	27.26	\$	0.71
05L \$	22.74	23.53	24.32	25.11	25.90	26.69	27.48	28.27	29.06	29.85	\$	0.79
06 \$	22.08	22.85	23.62	24.39	25.16	25.93	26.70	27.47	28.24	29.01	\$	0.77
06L \$	24.26	25.09	25.92	26.75	27.58	28.41	29.24	30.07	30.90	31.73	\$	0.83
07 \$	23.55	24.36	25.17	25.98	26.79	27.60	28.41	29.22	30.03	30.84	\$	0.81
07L \$	25.74	26.63	27.52	28.41	29.30	30.19	31.08	31.97	32.86	33.75	\$	0.89
08 \$	24.89	25.74	26.59	27.44	28.29	29.14	29.99	30.84	31.69	32.54	\$	0.85
08L \$	27.22	28.18	29.14	30.10	31.06	32.02	32.98	33.94	34.90	35.86	\$	0.96
09 \$	26.09	27.00	27.91	28.82	29.73	30.64	31.55	32.46	33.37	34.28	\$	0.91
09L \$	28.63	29.62	30.61	31.60	32.59	33.58	34.57	35.56	36.55	37.54	\$	0.99
10 \$	27.42	28.38	29.34	30.30	31.26	32.22	33.18	34.14	35.10	36.06	\$	0.96
10L \$	30.11	31.15	32.19	33.23	34.27	35.31	36.35	37.39	38.43	39.47	\$	1.04
11 \$	28.80	29.80	30.80	31.80	32.80	33.80	34.80	35.80	36.80	37.80	\$	1.00
11L \$	31.54	32.64	33.74	34.84	35.94	37.04	38.14	39.24	40.34	41.44	\$	1.10
12 \$	30.11	31.15	32.19	33.23	34.27	35.31	36.35	37.39	38.43	39.47	\$	1.04
12L \$	33.00	34.13	35.26	36.39	37.52	38.65	39.78	40.91	42.04	43.17	\$	1.13
13 \$	31.38	32.47	33.56	34.65	35.74	36.83	37.92	39.01	40.10	41.19	\$	1.09
13L \$	34.26	35.51	36.76	38.01	39.25	40.50	41.75	43.00	44.25	45.50	\$	1.25

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2020 Service Code Definition: Correctional Officers & EMS

Effective Date: October 13, 2019

Union/Nonunion: Union Affected CBU/Service Code(s): A01, A03, A20, A21

Pay Plan/Schedule: CS Series: 0007 Correctional Officer
 Peoplesoft Schedule: DS0070 0083 Special Police Officer
 X10 0699 EMT/Paramedic

% Increase: 3.0%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
5	\$ 45,405	\$ 46,571	\$ 47,737	\$ 48,903	\$ 50,069	\$ 51,235	\$ 52,401	\$ 53,567	\$ 54,733	\$ 55,899	\$ 1,166
6	\$ 49,002	\$ 50,302	\$ 51,602	\$ 52,902	\$ 54,202	\$ 55,502	\$ 56,802	\$ 58,102	\$ 59,402	\$ 60,702	\$ 1,300
7	\$ 52,209	\$ 53,681	\$ 55,153	\$ 56,625	\$ 58,097	\$ 59,569	\$ 61,041	\$ 62,513	\$ 63,985	\$ 65,457	\$ 1,472
8	\$ 57,564	\$ 59,193	\$ 60,822	\$ 62,451	\$ 64,080	\$ 65,709	\$ 67,338	\$ 68,967	\$ 70,596	\$ 72,225	\$ 1,629
9	\$ 63,364	\$ 65,162	\$ 66,960	\$ 68,758	\$ 70,556	\$ 72,354	\$ 74,152	\$ 75,950	\$ 77,748	\$ 79,546	\$ 1,798
10	\$ 69,532	\$ 71,508	\$ 73,484	\$ 75,460	\$ 77,436	\$ 79,412	\$ 81,388	\$ 83,364	\$ 85,340	\$ 87,316	\$ 1,976

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021 Service Code Definition: Professional and Scientific

Effective Date: October 11, 2020 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS

Peoplesoft Schedule: DS0077

X01

3.5%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
9 \$	57,162	58,988	60,814	62,640	64,466	66,292	68,118	69,944	71,770	73,596	\$	1,826
10 \$	62,707	64,718	66,729	68,740	70,751	72,762	74,773	76,784	78,795	80,806	\$	2,011
11 \$	68,870	71,083	73,296	75,509	77,722	79,935	82,148	84,361	86,574	88,787	\$	2,213
12 \$	85,209	87,855	90,501	93,147	95,793	98,439	101,085	103,731	106,377	109,023	\$	2,646
13 \$	98,176	101,324	104,472	107,620	110,768	113,916	117,064	120,212	123,360	126,508	\$	3,148
14 \$	116,034	119,752	123,470	127,188	130,906	134,624	138,342	142,060	145,778	149,496	\$	3,718

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021 Service Code Definition: Technical and Paraprofessional

Effective Date: October 11, 2020 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0078
 X02

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
5 \$	38,538 \$	39,881 \$	41,224 \$	42,567 \$	43,910 \$	45,253 \$	46,596 \$	47,939 \$	49,282 \$	50,625 \$	1,343
6 \$	42,704 \$	44,192 \$	45,680 \$	47,168 \$	48,656 \$	50,144 \$	51,632 \$	53,120 \$	54,608 \$	56,096 \$	1,488
7 \$	47,317 \$	48,962 \$	50,607 \$	52,252 \$	53,897 \$	55,542 \$	57,187 \$	58,832 \$	60,477 \$	62,122 \$	1,645
8 \$	51,964 \$	53,620 \$	55,276 \$	56,932 \$	58,588 \$	60,244 \$	61,900 \$	63,556 \$	65,212 \$	66,868 \$	1,656
9 \$	57,162 \$	58,988 \$	60,814 \$	62,640 \$	64,466 \$	66,292 \$	68,118 \$	69,944 \$	71,770 \$	73,596 \$	1,826
10 \$	62,707 \$	64,718 \$	66,729 \$	68,740 \$	70,751 \$	72,762 \$	74,773 \$	76,784 \$	78,795 \$	80,806 \$	2,011
11 \$	68,870 \$	71,083 \$	73,296 \$	75,509 \$	77,722 \$	79,935 \$	82,148 \$	84,361 \$	86,574 \$	88,787 \$	2,213

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021 Service Code Definition: Clerical and Administrative Support

Effective Date: October 11, 2020 Series:

Union/Nonunion: Union Affected CBU/Service Code(s):

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0079
 X03

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	Steps										Between Steps
	1	2	3	4	5	6	7	8	9	10	
2 \$	31,184 \$	32,274 \$	33,364 \$	34,454 \$	35,544 \$	36,634 \$	37,724 \$	38,814 \$	39,904 \$	40,994 \$	1,090
3 \$	33,981 \$	35,160 \$	36,339 \$	37,518 \$	38,697 \$	39,876 \$	41,055 \$	42,234 \$	43,413 \$	44,592 \$	1,179
4 \$	35,637 \$	36,848 \$	38,059 \$	39,270 \$	40,481 \$	41,692 \$	42,903 \$	44,114 \$	45,325 \$	46,536 \$	1,211
5 \$	38,538 \$	39,881 \$	41,224 \$	42,567 \$	43,910 \$	45,253 \$	46,596 \$	47,939 \$	49,282 \$	50,625 \$	1,343
6 \$	42,704 \$	44,192 \$	45,680 \$	47,168 \$	48,656 \$	50,144 \$	51,632 \$	53,120 \$	54,608 \$	56,096 \$	1,488
7 \$	47,317 \$	48,962 \$	50,607 \$	52,252 \$	53,897 \$	55,542 \$	57,187 \$	58,832 \$	60,477 \$	62,122 \$	1,645
8 \$	51,964 \$	53,620 \$	55,276 \$	56,932 \$	58,588 \$	60,244 \$	61,900 \$	63,556 \$	65,212 \$	66,868 \$	1,656
9 \$	57,162 \$	58,988 \$	60,814 \$	62,640 \$	64,466 \$	66,292 \$	68,118 \$	69,944 \$	71,770 \$	73,596 \$	1,826



District of Columbia Government Salary Schedule: Comp Unit 1 & 2

Fiscal Year: 2021 **Service Code Definition:** Corrections and Other Occupation Groups

Effective Date: October 11, 2020

Union/Nonunion: Union

Job Series:

- 0006 Correctional Program Specialist
- 0081 Fire Protection Specialist
- 0101 Correctional Treatment Specialist
- 0390 Telecommunications Equipment Operator
- 1802 Cellblock Technician (Cellblock Only)
- 1811 Criminal Investigator
- 2151 Dispatcher (OUC Only)

Pay Plan/Schedule: CS
Peoplesoft Schedule: DS0067
X04

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
4	\$ 41,344	\$ 42,493	\$ 43,642	\$ 44,791	\$ 45,940	\$ 47,089	\$ 48,238	\$ 49,387	\$ 50,536	\$ 51,685	\$ 1,149
5	\$ 47,549	\$ 48,834	\$ 50,119	\$ 51,404	\$ 52,689	\$ 53,974	\$ 55,259	\$ 56,544	\$ 57,829	\$ 59,114	\$ 1,285
6	\$ 50,119	\$ 51,554	\$ 52,989	\$ 54,424	\$ 55,858	\$ 57,293	\$ 58,728	\$ 60,163	\$ 61,598	\$ 63,033	\$ 1,435
7	\$ 54,098	\$ 55,691	\$ 57,284	\$ 58,877	\$ 60,470	\$ 62,063	\$ 63,656	\$ 65,249	\$ 66,842	\$ 68,435	\$ 1,593
8	\$ 56,382	\$ 58,150	\$ 59,918	\$ 61,686	\$ 63,454	\$ 65,222	\$ 66,990	\$ 68,758	\$ 70,526	\$ 72,294	\$ 1,768
9	\$ 60,347	\$ 62,296	\$ 64,245	\$ 66,194	\$ 68,143	\$ 70,092	\$ 72,041	\$ 73,990	\$ 75,939	\$ 77,888	\$ 1,949
10	\$ 66,454	\$ 68,602	\$ 70,750	\$ 72,898	\$ 75,046	\$ 77,194	\$ 79,342	\$ 81,490	\$ 83,638	\$ 85,786	\$ 2,148
11	\$ 70,687	\$ 73,037	\$ 75,387	\$ 77,737	\$ 80,087	\$ 82,437	\$ 84,787	\$ 87,137	\$ 89,487	\$ 91,837	\$ 2,350
12	\$ 84,700	\$ 87,523	\$ 90,346	\$ 93,169	\$ 95,992	\$ 98,815	\$ 101,638	\$ 104,461	\$ 107,284	\$ 110,107	\$ 2,823
13	\$ 100,711	\$ 104,070	\$ 107,429	\$ 110,788	\$ 114,147	\$ 117,506	\$ 120,865	\$ 124,224	\$ 127,583	\$ 130,942	\$ 3,359
14	\$ 119,029	\$ 122,993	\$ 126,957	\$ 130,921	\$ 134,885	\$ 138,849	\$ 142,813	\$ 146,777	\$ 150,741	\$ 154,705	\$ 3,964

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021 Service Code Definition: Social Worker & Student Trainee

Effective Date: October 11, 2020

Union/Nonunion: Union Affected CBU/Service Code(s): A22

Pay Plan/Schedule: CS Series: 0185 Social Worker
 Peoplesoft Schedule: DS0080 X05 0186 Social Worker (Associate)

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 56,385	\$ 57,865	\$ 59,345	\$ 60,825	\$ 62,305	\$ 63,785	\$ 65,265	\$ 66,745	\$ 68,225	\$ 69,705	\$ 1,480
7	\$ 61,132	\$ 62,780	\$ 64,428	\$ 66,076	\$ 67,724	\$ 69,372	\$ 71,020	\$ 72,668	\$ 74,316	\$ 75,964	\$ 1,648
9	\$ 66,289	\$ 68,120	\$ 69,951	\$ 71,782	\$ 73,613	\$ 75,444	\$ 77,275	\$ 79,106	\$ 80,937	\$ 82,768	\$ 1,831
11	\$ 75,506	\$ 77,719	\$ 79,932	\$ 82,145	\$ 84,358	\$ 86,571	\$ 88,784	\$ 90,997	\$ 93,210	\$ 95,423	\$ 2,213
12	\$ 85,209	\$ 87,855	\$ 90,501	\$ 93,147	\$ 95,793	\$ 98,439	\$ 101,085	\$ 103,731	\$ 106,377	\$ 109,023	\$ 2,646
13	\$ 94,593	\$ 97,527	\$ 100,461	\$ 103,395	\$ 106,329	\$ 109,263	\$ 112,197	\$ 115,131	\$ 118,065	\$ 120,999	\$ 2,934

District of Columbia Government Salary Schedule: Comp Unit 1 & 2



Fiscal Year: 2021 Service Code Definition: Health Care Occupations

Effective Date: October 11, 2020 Service Codes: A15, A39

Union/Nonunion: Union Job Series: 0603 Physicians Assistant
 0620 Licensed Practical Nurse
 0625 Autopsy Assistant Mortuary
 0638 Recreation Therapist
 0644 Medical Technologist
 0645 Medical Technician
 0647 Diagnostic Radiologic Technician
 0649 Medical Instrument Technician
 0681 Dental Assistant
 0682 Dental Hygienist
 0688 Sanitarian

Pay Plan/Schedule: CS
 Peoplesoft Schedule: DS0069 X06
 % Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 44,558	\$ 45,769	\$ 46,980	\$ 48,191	\$ 49,402	\$ 50,613	\$ 51,824	\$ 53,035	\$ 54,246	\$ 55,457	\$ 1,211
6	\$ 49,386	\$ 50,728	\$ 52,070	\$ 53,412	\$ 54,754	\$ 56,096	\$ 57,438	\$ 58,780	\$ 60,122	\$ 61,464	\$ 1,342
7	\$ 53,108	\$ 54,610	\$ 56,112	\$ 57,614	\$ 59,116	\$ 60,618	\$ 62,120	\$ 63,622	\$ 65,124	\$ 66,626	\$ 1,502
8	\$ 58,585	\$ 60,239	\$ 61,893	\$ 63,547	\$ 65,201	\$ 66,855	\$ 68,509	\$ 70,163	\$ 71,817	\$ 73,471	\$ 1,654
9	\$ 64,470	\$ 66,298	\$ 68,126	\$ 69,954	\$ 71,782	\$ 73,610	\$ 75,438	\$ 77,266	\$ 79,094	\$ 80,922	\$ 1,828
10	\$ 70,762	\$ 72,767	\$ 74,772	\$ 76,777	\$ 78,782	\$ 80,787	\$ 82,792	\$ 84,797	\$ 86,802	\$ 88,807	\$ 2,005
11	\$ 77,734	\$ 79,942	\$ 82,150	\$ 84,358	\$ 86,566	\$ 88,774	\$ 90,982	\$ 93,190	\$ 95,398	\$ 97,606	\$ 2,208
12	\$ 93,144	\$ 95,791	\$ 98,438	\$ 101,085	\$ 103,732	\$ 106,379	\$ 109,026	\$ 111,673	\$ 114,320	\$ 116,967	\$ 2,647

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021
Service Code Definition: Maintenance, Trades, & Labor

Effective Date: October 11, 2020

L- Leader

Union/Nonunion: Union
Affected CBU/Service Code(s): B01 Regular
 B02 Leader

Pay Plan/Schedule: RW
Peoplesoft Schedule: WS0029
 WS0034- Leaders
 X07 (Leaders previously X08)

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	Step										Between Steps	
	1	2	3	4	5	6	7	8	9	10		
02 \$	17.50	18.11	18.72	19.33	19.94	20.55	21.16	21.77	22.38	22.99	\$	0.61
02L \$	19.07	19.74	20.41	21.08	21.75	22.42	23.09	23.76	24.43	25.10	\$	0.67
03 \$	18.89	19.53	20.17	20.81	21.45	22.09	22.73	23.37	24.01	24.65	\$	0.64
03L \$	20.66	21.37	22.08	22.79	23.50	24.21	24.92	25.63	26.34	27.05	\$	0.71
04 \$	20.21	20.91	21.61	22.31	23.01	23.71	24.41	25.11	25.81	26.51	\$	0.70
04L \$	22.16	22.92	23.68	24.44	25.20	25.96	26.72	27.48	28.24	29.00	\$	0.76
05 \$	21.62	22.35	23.08	23.81	24.54	25.27	26.00	26.73	27.46	28.19	\$	0.73
05L \$	23.53	24.35	25.17	25.99	26.81	27.63	28.45	29.27	30.09	30.91	\$	0.82
06 \$	22.84	23.64	24.44	25.24	26.04	26.84	27.64	28.44	29.24	30.04	\$	0.80
06L \$	25.11	25.97	26.83	27.69	28.55	29.41	30.27	31.13	31.99	32.85	\$	0.86
07 \$	24.37	25.21	26.05	26.89	27.73	28.57	29.41	30.25	31.09	31.93	\$	0.84
07L \$	26.61	27.54	28.47	29.40	30.33	31.26	32.19	33.12	34.05	34.98	\$	0.93
08 \$	25.76	26.64	27.52	28.40	29.28	30.16	31.04	31.92	32.80	33.68	\$	0.88
08L \$	28.15	29.15	30.15	31.15	32.15	33.15	34.15	35.15	36.15	37.15	\$	1.00
09 \$	27.01	27.95	28.89	29.83	30.77	31.71	32.65	33.59	34.53	35.47	\$	0.94
09L \$	29.65	30.67	31.69	32.71	33.73	34.75	35.77	36.79	37.81	38.83	\$	1.02
10 \$	28.39	29.38	30.37	31.36	32.35	33.34	34.33	35.32	36.31	37.30	\$	0.99
10L \$	31.15	32.23	33.31	34.39	35.47	36.55	37.63	38.71	39.79	40.87	\$	1.08
11 \$	29.79	30.83	31.87	32.91	33.95	34.99	36.03	37.07	38.11	39.15	\$	1.04
11L \$	32.64	33.78	34.92	36.06	37.20	38.34	39.48	40.62	41.76	42.90	\$	1.14
12 \$	31.15	32.23	33.31	34.39	35.47	36.55	37.63	38.71	39.79	40.87	\$	1.08
12L \$	34.15	35.32	36.49	37.66	38.83	40.00	41.17	42.34	43.51	44.68	\$	1.17
13 \$	32.47	33.60	34.73	35.86	36.99	38.12	39.25	40.38	41.51	42.64	\$	1.13
13L \$	35.50	36.78	38.06	39.34	40.62	41.90	43.18	44.46	45.74	47.02	\$	1.28

District of Columbia Government Salary Schedule: Comp Unit 1 & 2 (Union)



Fiscal Year: 2021 Service Code Definition: Correctional Officers & EMS

Effective Date: October 11, 2020

Union/Nonunion: Union Affected CBU/Service Code(s): A01, A03, A20, A21

Pay Plan/Schedule: CS Series: 0007 Correctional Officer
 Peoplesoft Schedule: DS0070 0083 Special Police Officer
 X10 0699 EMT/Paramedic

% Increase: 3.5%

Resolution Number:

Date of Resolution:

Grade	1	2	3	4	5	6	7	8	9	10	Between Steps
5	\$ 46,997	\$ 48,203	\$ 49,409	\$ 50,615	\$ 51,821	\$ 53,027	\$ 54,233	\$ 55,439	\$ 56,645	\$ 57,851	\$ 1,206
6	\$ 50,719	\$ 52,064	\$ 53,409	\$ 54,754	\$ 56,099	\$ 57,444	\$ 58,789	\$ 60,134	\$ 61,479	\$ 62,824	\$ 1,345
7	\$ 54,038	\$ 55,561	\$ 57,084	\$ 58,607	\$ 60,130	\$ 61,653	\$ 63,176	\$ 64,699	\$ 66,222	\$ 67,745	\$ 1,523
8	\$ 59,579	\$ 61,265	\$ 62,951	\$ 64,637	\$ 66,323	\$ 68,009	\$ 69,695	\$ 71,381	\$ 73,067	\$ 74,753	\$ 1,686
9	\$ 65,585	\$ 67,445	\$ 69,305	\$ 71,165	\$ 73,025	\$ 74,885	\$ 76,745	\$ 78,605	\$ 80,465	\$ 82,325	\$ 1,860
10	\$ 71,966	\$ 74,011	\$ 76,056	\$ 78,101	\$ 80,146	\$ 82,191	\$ 84,236	\$ 86,281	\$ 88,326	\$ 90,371	\$ 2,045

WORKING CONDITIONS BARGAINING AGREEMENT

BETWEEN

**THE GOVERNMENT OF THE DISTRICT OF
COLUMBIA**

AND

**THE DISTRICT OF COLUMBIA NURSES
ASSOCIATION**

(COMPENSATION UNIT 13)

EFFECTIVE

FROM OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2020

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PREAMBLE

SECTION A:

This Agreement is entered into between the District of Columbia, hereinafter referred to as the Employer or Management or District, and the District of Columbia Nurses Association, hereinafter referred to as the Union, the Association, or DCNA, and covers employees in Compensation Unit 13 who are represented by DCNA. The Employer and Union are jointly referred to herein as "the Parties".

SECTION B:

1. This preamble is intended to provide the background and purpose of the collective bargaining agreement (Agreement herein). Alleged violations of the Preamble per se will not be cited as contract violations.
2. The Employer and the Union recognize the need to provide professional, efficient nursing services to the public and to maintain and increase the quality of the nursing services. The Parties mutually agree to continue working toward this goal. The Parties have been afforded the opportunity to put forth all their proposals and to bargain in good faith. The Parties agree that this Agreement expresses the result of their negotiations and affirms without reservation the contents of this Agreement. Therefore, to ensure the stability of the Agreement, no new provisions shall be proposed during its term unless provided for elsewhere in the Agreement or such proposals are entertained by mutual agreement of the Parties.

SECTION C:

1. The Employer and the Union agree that in all instances in the Agreement (except as stated) in which the feminine form of the third person is used, such pronoun shall refer to both male and female employees.
2. Now therefore, in consideration of the mutual covenants and promises contained herein, the Employer and the Union do hereby agree as follows:

RECOGNITION

SECTION A:

The District of Columbia Nurses Association has been certified as the exclusive collective bargaining representative for the following appropriate unit (the Unit) herein:

"All full-time registered nurse positions at all agencies under the personnel authority of the Mayor of the District of Columbia and the District of Columbia Child and Family Services Agency, , management executives, confidential employees, supervisors, employees engaged in personnel work in other than a purely clerical capacity and employees engaged in

administering the provisions of Title XVII of the District of Columbia Comprehensive Merit Personnel Act of 1978."

SECTION B:

Should the Public Employee Relations Board certify or modify any collective bargaining unit as under the exclusive collective bargaining representation of DCNA, the District of Columbia will recognize the DCNA as such. The parties shall proceed promptly to negotiate concurrently any working conditions, other non-compensation matters, and coverage of the compensation agreement.

SAVINGS

In the event that any provision of this Agreement shall at any time be declared invalid by a court of competent jurisdiction or any other competent authority, such decision shall not invalidate the entire Agreement it being the intent of the parties that all valid provisions shall remain in full force and effect.

Upon such an occurrence both parties will, if appropriate, immediately meet and enter into negotiations of the specific portion of the Agreement declared illegal by law to arrive at a substitute clause for the invalidated section.

DURATION

This Agreement shall be in full force and effect from the date this Agreement is signed by the Mayor. This Agreement shall be implemented in accordance with the requirements of the District of Columbia Comprehensive Merit Personnel Act of 1978, as amended, D.C. Official Code Section 1-617.15. (2001 Ed.). The Agreement shall be automatically renewed from year to year thereafter until changed by the parties in the following manner: written notice at least ninety (90) days and not more than 180 days prior to the stated termination date of its desire to renegotiate this Agreement. Upon a mutually agreeable date, after notice of the renegotiation is given and all legal procedures have been followed, the parties will exchange proposed changes in the contract simultaneously.

FINALITY OF AGREEMENT

The Parties acknowledge that this Agreement represents the complete agreement of the Parties arrived at as a result of negotiations during which both had the unlimited right and opportunity to make demands and proposals with respect to any negotiable subject or matter. The parties waive the right to negotiate with respect to any matter referred to or not referred to herein for the duration of the Agreement, except that matters not covered herein may be negotiated upon mutual agreement of the parties.

PART I: NON-COMPENSATION

ARTICLE 1: UNION SECURITY AND DUES DEDUCTIONS

SECTION A:

The terms and conditions of this Agreement shall apply to all employees in the Bargaining unit without regard to Union membership. Employees covered by this Agreement have the right to join or refrain from joining the Union.

SECTION B:

Consistent with D.C. Official code (2001 ed.), Management agrees to deduct dues from each employee's bi-weekly pay upon authorization on D.C. Form 277 or other appropriate form. An Employee's Dues Authorization Form along with Form 277, or other appropriate form, shall be forwarded to the Office of Labor Relations and Collective Bargaining. Dues withholding authorization may be cancelled upon written notification to the Union and Management. When Union dues are cancelled, Management shall withhold a service fee in accordance with Section C of this Article.

SECTION C:

The service fee and/or Union dues withheld shall be transmitted to the Union, minus a collection fee of 10 cents per deduction per pay period.

In keeping with the principle that employees who benefit by the Agreement should share in the cost of its administration, and as provided by D.C. Official Code §§ 1-617.07 and 1-617.11(a), upon the Union's request that employees who do not pay Union dues shall pay a services fee amount (not to exceed Union dues) consistent with law, the Employer shall withhold the requested service fee. The Union retains the sole responsibility to develop and maintain procedural safeguards consistent with existing applicable law with regard to the administration of the payments of service fees.

SECTION D:

Payment of dues or service fee shall not be a condition of employment.

SECTION E:

The Union shall indemnify, defend and otherwise hold the Employer harmless for mistakes, omissions, timely deductions made or not made, etc., for deductions provided to the Union under this Article. Should any employee pursue a claim for recovery of any monies, it shall be a matter solely between the Union and the employee. Whenever it has been shown that the dues or service fees have been incorrectly deducted and forwarded to the Union, the Union shall refund them. The District Government shall only be liable to the Union for any dues or service fees deducted from the employee's pay.

SECTION F:

1. The service fees for bargaining unit employees who are not members of the union shall be equal to the proportionate share of the Union's costs of negotiating and administering the collective bargaining agreement and adjusting the grievances and disputes of collective bargaining unit employees.
2. Employees hired subsequent to the effective date of this Agreement when a service fee is in effect shall normally have the service fee of Union dues withheld no later than the beginning of the third pay period after his/her date of entry on duty.
3. The Union shall be solely responsible for providing notices to bargaining unit employees who are not members and for maintaining procedures consistent with the constitutional rights of employees. Should the Union's annual "Hudson Plan" result in any challenges or objections, the arbitration award shall establish the amount of service fees for non-member employees. The Union shall annually, on the first Monday in January, notify management of the pro-rata amount to be paid for service fees and the results of any arbitration award should it result in a change in service fees payable by any unit member.

SECTION G:

When a service fee is not in effect, the Union may require that an employee who does not pay dues or a service fee shall pay all reasonable costs incurred by the Union in representing such employee(s) in arbitrations, grievance or adverse action proceedings in accordance with provisions of the CMPA.

ARTICLE 2: EMPLOYEE LISTS

Upon written request, the Employer, through the Office of Labor Relations and Collective Bargaining, shall furnish the Union a list of all employees in the bargaining unit including:

1. responsibility center;
2. last name, first name;
3. position title;
4. grade/step;
5. tour of duty;
6. DC appointment date; and
7. termination date, code and reason for termination In addition, on a monthly basis the Agency shall supply a list of new hires and separations.

ARTICLE 3: UNION RIGHTS

SECTION A: UNION ACTIVITIES ON EMPLOYER'S TIME AND PREMISES

1. The Employer agrees that during working hours, on the Employer's premises and without loss of pay, Union representatives shall be allowed to:
 - a. Post Union notices on designated bulletin boards;
 - b. Transmit communications authorized by the Union's Executive Director to the Employer or its representative;
 - c. Consult with the Employer, his/her representative, District or local officials, other Union representatives or employees, concerning the enforcement of any provisions of the Agreement.
2. Any collection of Union dues on the Employer's premises, solicitation of membership and distribution of literature shall be confined to the non-working time of all employees involved, except as provided below.

SECTION B: VISITS BY BARGAINING UNIT REPRESENTATIVES

The Employer agrees that authorized representatives of the DCNA shall have access to the premises of the Employer during working hours to conduct Union/Management business. Advance notification will be given to the appropriate supervisor of the facility to be visited to permit scheduling that will cause a minimum disruption of work activities. If the time requested in the notice is not possible, the visit will be rescheduled within three (3) working days for a specific date and time.

SECTION C: BULLETIN BOARDS

1. The Employer agrees to provide bulletin board space where notices of official Union matters may be posted by the DCNA. Provisions will be made for DCNA use of space on existing bulletin boards in all bargaining unit facilities.
2. Notices shall not contain any political, derogatory or libelous statements or materials. The Agency agrees to notify the Union upon determination that such materials violate this section. The Union agrees to remove any material in violation of this Section not more than three (3) working days from the Department's request.

ARTICLE 4: BARGAINING UNIT REPRESENTATIVES

SECTION A: BARGAINING UNIT REPRESENTATIVES

1. Unit representatives shall be designated by the Union and shall be recognized as employee's representatives. The Union shall supply the labor liaison at each agency with lists of names of unit representatives and areas of assignments, which shall be posted on appropriate bulletin boards. Copies of such lists shall also be provided to the Office of

Labor Relations and Collective Bargaining (OLRCB). The Union shall notify the labor liaison at each Agency of changes in the roster of representatives within ten (10) days of such change. A copy of such changes shall also be provided to the OLRCB.

Representatives are authorized to perform and discharge representational activities and responsibilities, which may be assigned to them under the terms of this Agreement. In the event such performance would require the employee to leave his/her post of duty, he/she must first obtain the permission of his/her immediate supervisor and the supervisor in the area he/she will visit to permit scheduling that will cause a minimal disruption of work activities. Requests for official time must be submitted on the form that is attached hereto as Appendix A.

2. Union representational rights, as established by the Agreement, will be extended only to those individuals designated on those lists provided to Management as referenced in this Article. For the purpose of this Agreement, the term "Union Representatives" and 'bargaining unit representatives' includes Union stewards and officers.

SECTION B:

In assigning Representatives, the Union will make every effort to designate an equitable distribution of Representatives. The Union will work toward establishing an equitable distribution of representatives at the division level.

SECTION C:

Any leave of absence for bargaining unit business shall be in accordance with the contract. The Employer has the right to grant or deny leave of absence (without pay) or annual leave for the purpose of attending a Union sponsored convention, caucus, conference, or training seminar. Employees must submit a request for leave of absence (without pay) or annual leave two (2) weeks prior to the date of such event. The Employer may grant leave only if the employee can be released from his/her duties at that time.

SECTION D:

1. The Agency shall provide Union representatives official time in the manner hereinafter described to receive, investigate, prepare and present grievances. For purposes of this Article, preparation does not encompass drafting, editing, or legal research of arguments, briefs or memoranda involving matters before an arbitrator, administrative forum or court.

- a. When it is necessary for contacts to be made between employees and Union Representatives in connection with the prosecution of a grievance/complaint the Union representative who desires the meeting shall request authorization from his/her immediate supervisor to be relieved from duty for this purpose. Such request will include a general statement regarding the nature of the meeting (i.e. to process a grievance/complaint) and notification of the location to be visited.

Requests for official time must be submitted on the form that is attached hereto as Appendix A.

b. If it is necessary for an employee to leave his/her immediate work area, the employee shall contact the supervisor of the employee's work area who he/she is contacting. The supervisor shall advise the employee if the employee to be contacted can be relieved of his/her duties. Such arrangements, as described above, shall be coordinated prior to the requesting employee leaving his/her work area. Upon return to his/her work area, each employee shall report to his/her supervisor that he/she is ready to return to his/her tour of duty.

c. Upon request, employees shall be granted administrative leave, to be estimated in advance, upon individual request within their scheduled working hours to present their own grievances or complaints to Management consistent with the D.C. Official Code § 1-617.06 (2001 Ed.).

d. Union stewards shall be granted official time authorized as administrative leave, to be estimated in advance, to investigate, receive, and present grievances or complaints in accordance with the negotiated grievance procedure.

2. The Department agrees that permission for Union representatives/employees to conduct Union representational activities as defined in Section F below will not be unreasonably delayed; however, the Union recognizes that workload and scheduling considerations will not always allow for release of Union representatives/employees from their assignments, nor shall the presentation or receipt of a grievance or complaint interfere with the performance and reporting requirements of employees. Supervisors disapproving official time for representational activities shall provide a written statement setting forth the reasons therefore, notwithstanding the language on the Official Time Form.
3. The Union agrees that an employee who requests Union representation shall be represented at each stage of the grievance procedure by no more than one (1) Union/employee representative, provided that one (1) DCNA staff member may also attend at any step. However, one (1) additional person may attend for training purposes.

SECTION F:

Bargaining unit business as used in this Article is defined as follows:

1. Preparation and presentation of grievances and appeals.
2. Consultation between Union representatives and authorized management officials affecting employees in bargaining unit.
3. Representation on committees established under this agreement.
4. Representation on the Partnership Council or committees, subcommittees or task forces established by the Council.
5. Preparation, investigation and participation in matters before the Public Employee Relations Board.

SECTION G:

In no case will internal Union business be conducted on official time, but rather the employee must request annual leave or leave without pay for internal Union business or Union-only training. The Employer recognizes however, that Union members may be authorized administrative leave to attend contract ratification meetings.

SECTION H:

Where committees are established pursuant to this Agreement, the Union will provide the Employer with a list of bargaining unit members and alternates designating the committee(s) they will serve on. The Union shall notify the Employer of changes in the list within ten (10) days of such change. Committee representation shall be provided only to those members and alternates designated on such list.

SECTION I:

The Employer shall endeavor to locate two (2) excess file cabinets near the program area of the union president for the exclusive use of the Union. Should the union desire to have a facsimile machine and separate line for the exclusive use of the Union, the Union shall contact the Labor Liaison and arrange to have it installed and maintained at the expense of the Union.

ARTICLE 5: DISCRIMINATION

SECTION A: EQUAL EMPLOYMENT OPPORTUNITY

1. Management and the Union agree to cooperate in providing equal employment opportunity for all members of the bargaining unit. The Employer pledges to ensure enforcement of the D.C. Human Rights Law, D.C. Official Code Section 2-1401, et seq. (2004).
2. Alleged violations of this Article shall be subject solely to the provisions of Equal Employment Opportunity Rules Governing Complaints of Discrimination in the District of Columbia Government, 31 D.C. Reg. 56 (January 6, 1984), and are not grievable under the grievance/arbitration provisions of this collective bargaining agreement.

SECTION B: SEXUAL HARASSMENT

No employee shall be subject to sexual harassment. A statement of commitment to this principle will be posted where notices to employees are generally posted. Complaints of sexual harassment will be brought to the appropriate management official's attention and will be expeditiously investigated. If, after a claim of sexual harassment is resolved, the employee feels unable to continue in his/her job he/she may apply for a transfer; transfers will be accomplished in accordance with applicable regulations and this Agreement.

ARTICLE 6: STRIKES AND LOCKOUTS

1. It shall be unlawful for any District Government employee or the Union to participate in, authorize or ratify a strike against the District. The term "strike" as referred to herein means a concerted refusal to perform duties or any concerted work stoppage or slowdown not authorized by the Employer. The Union agrees that it has an affirmative duty to disavow any strike, and to publicly encourage employees to return to work, in accordance with the Comprehensive Merit Personnel Act, D.C. Official Code Sections 1-617.04 and 1-617.05.
2. No lockout of employees shall be instituted by the Employer during the term of this Agreement, except that the Employer retains the right to close down any facilities to provide for the safety of employees, equipment or the public.

ARTICLE 7: ORIENTATION

SECTION A: GENERAL ORIENTATION

1. New nurses shall be given general orientation for bargaining unit employees followed by specific orientation to the program area assigned. General orientation shall include, but not be limited to the following:
 - a. An explanation of the organizational structure of the Agency;
 - b. The Agency's policies and procedures as they relate to the performance of the employee's duties;
 - c. Legal rights of clients and staff including HIPAA; and,
 - d. Familiarization with allied patient services and employee benefits.
2. All unit orientations for newly assigned/reassigned nurses will vary in length of time depending on the area and individual nurse's ability and experience as determined by the nurse's supervisor.
3. Orientation of nurses will include orientation to all units to which the employee is assigned.
4. When the Agency contemplates the assignment of the employee to a different work area/location or unit, the Agency shall provide unit specific orientation
5. The orientation program shall be structured and in writing to allow monitoring of the implementation and the progress of the employee.
6. Rehires and inter- or intra-agency transfers will receive orientation as required. Such orientation period may vary depending on the experience of the nurses.

SECTION B: STAFFING PATTERN

For the purpose of patient coverage, a nurse being oriented is not to be considered as a regular staff member in the staffing pattern of the unit.

SECTION C: UTILIZATION

A nurse being oriented is not to be utilized during her orientation period to provide coverage. A nurse can only be utilized before the conclusion of their orientation period during an emergency situation as defined by Article 28 of this Agreement.

SECTION D: ORIENTATION MATERIALS

Appropriate materials shall be provided for review. Orientation schedules will include an outline of the content to be included.

SECTION E: UNION ORIENTATION

A Union representative will be given thirty (30) minutes during orientation to explain the role and status of the Union to new employees. The Union will provide each new employee with an orientation package including the current contract, membership application and other literature regarding the Union. Management shall notify the designated representative of DCNA of the orientation schedule no later than fourteen calendar days prior to the date of orientation.

SECTION F: AGENCY REFERRALS

1. The Employer recognizes that it may receive referrals from other agencies, resulting in the assignment of additional duties to bargaining unit employees. The Employer shall, prior to assigning bargaining unit employees referrals, provide thorough and complete orientation on the agency's policies, procedures, guidelines and protocols relating to all aspects of the referral (including legal requirements and court responsibilities, if applicable).
2. If extensive additional job duties are required due to the high acuity of referred clients, the supervisor will work with individual employees to provide additional orientation and determine the impact on scheduled caseload.
3. Management shall insure that nursing policies and procedures are promulgated and in effect throughout all divisions, offices and programs. Management shall insure that bargaining unit employees receive orientation on all relevant promulgated policies and procedures and are provided a copy of such.

ARTICLE 8: LABOR-MANAGEMENT COMMITTEE

Upon the request of either party, there shall be labor-management committees for each Agency established and maintained during the course of this Agreement, which shall be comprised and function as follows:

1. The management side shall consist of either: the Agency Director or his or her designee, a representative of the highest level of nursing management in the respective Agency; and up to two other persons whose presence is determined by the Employer to be necessary for discussion of the agenda items. Additional participants may be added by the Agency if necessary for discussion of agenda items, but the number shall not be unreasonably large.
2. The Labor side shall consist of the Chapter Chairperson, the DCNA representative responsible for collective bargaining with the Employer, and up to two persons whose presence is determined by the Union to be necessary for discussion of the agenda items. Additional employee participants may be added by DCNA if necessary for discussion of agenda items, but the number shall not be unreasonably large.
3. The Committee shall meet upon the request of either party at a mutually agreed upon time that will assure attendance of the Committee members.
4. At least five (5) working days before the scheduled meeting date, the Parties shall exchange agendas listing the subjects proposed for discussion. The agenda may be amended upon notice at least two (2) days in advance. The parties shall try to avoid postponing the meetings. The scheduled meetings may be cancelled by either party if an agenda is not presented five (5) working days in advance of said meeting.
5. Topics for discussion may include any issue relating to working conditions that could affect members of the bargaining unit. Grievances may be discussed upon mutual agreement. Nothing shall be agreed to in these meetings that will have the effect of altering or amending the Agreement.
6. Reasonable efforts will be made to schedule committee and subcommittee meetings on working time of all members. Union officials who are scheduled to work at the time of a meeting will receive appropriate time to attend meetings, including if necessary, meetings in Section 7 of this Article. In no case, will overtime be paid to anyone as a result of the implementation of this Article.
7. If necessary, based on the mutually agreed upon need to address District- or Agency-wide issues, labor-management meetings may be convened. The Committee members for the respective sides shall consist of all individuals referenced in Subsections 1 and 2 above.

ARTICLE 9: MERIT PROMOTION

SECTION A:

Bargaining unit vacancies and promotion opportunities shall be filled in accordance with D.C. government rules and regulations, and this Agreement, as applicable.

SECTION B: POSTING

Vacancy announcements shall be posted by the Employer within five (5) working days after receipt from the District of Columbia Office of Personnel.

SECTION C:

1. Any unit member who applies for a vacancy in a higher graded position will be considered for that position if he/she is qualified, in accordance with established rules and regulations and this Agreement.
2. Management has the right to determine job qualifications, provided they are limited to those factors directly required to satisfactorily perform the job.

SECTION D:

1. Where two of the best qualified candidates for unit positions are equal, as determined by the Department, the employee with the longest continuous service as a registered nurse with the Department or its predecessors, or Federal government agencies as presently recognized will be selected.
2. Upon any selection from a list of best qualified applicants for bargaining unit positions, the Union, upon request, shall be notified of the result and rationale of the selection.

SECTION E:

No employee may grieve non-selection unless there has been a procedural violation of the D.C. government rules and regulations and/or this Agreement. Complaints of non-selection due to discrimination are appealable to the D.C. Office of Human Rights and are not subject to the negotiated grievance procedure.

ARTICLE 10: WORK SCHEDULE

PART 1: WORK SCHEDULES FOR EMPLOYEES IN CLINICAL WORK AREAS SECTION

SECTION A: POSTING OF WORK SCHEDULES

1. Time schedules are to be posted at least five (5) to eight (8) weeks in advance. If, due to an unavoidable emergency in which the scheduler is unable to provide minimum coverage for patient care, the scheduler may request employees to work different shifts than those originally posted. Volunteers must be solicited before making such changes. At least five (5) calendar days' notice will be given for involuntary changes. An emergency is any situation that develops suddenly and/or unexpectedly or an unforeseen combination of circumstances and results thereof that demands immediate action. An emergency is not chronic or recurring shortages of staff.
2. All requests for extended annual leave are to be submitted prior to the posting of a work schedule.

3. Thereafter, nurses requesting annual leave or sick leave (for scheduled appointments) must make their own arrangements for replacements without the use of overtime. The scheduler will assist the nurses in emergency situations.

SECTION B: GUARANTEE OF WEEKENDS OFF

The Employer will schedule each nurse every other weekend off. This provision shall be suspended under emergency situations or upon mutual agreement between individual employees and the Employer. An emergency is any situation that develops suddenly and/or unexpectedly or an unforeseen combination of circumstances and results thereof that demands immediate action. For the purposes of this section, the term "weekend" shall mean Saturday and Sunday. The determination of whether a shift is considered a Saturday or Sunday shift shall be in accordance with existing practices.

PART 2: WORK SCHEDULES FOR EMPLOYEES IN NON-CLINICAL WORK AREAS

SECTION A: SHIFT SCHEDULING

1. Management has the right to establish work schedules to satisfy the District's needs to provide services. The Employers will notify the Union at least thirty (30) days prior to the implementation of new work schedules, and will upon request, bargain to the extent permissible by law. However, in applying this provision, the Employer will give consideration to accommodating employees with special needs relating to their work schedule. Requests for such accommodation shall be made in writing, to the employee's immediate supervisor, within five (5) days of notification of the new work schedule.
2. Where permanent shifts exist or are established, qualified volunteers shall be considered. In the event that more than one (1) qualified volunteer requests placement in the available permanent shift, selection shall be based on seniority (entrance on duty (EOD) date). The most senior volunteer, as indicated above, shall be placed in the available permanent shift.

PART 3:

SECTION A: ALTERNATIVE WORK SCHEDULES

1. Prior to implementing an alternative work schedule, the Employer shall notify the Union and, upon request, bargain to the extent permissible by law. Overtime premium pay will be paid in accordance with the AWS policy. Other premiums shall be based on the regularly scheduled workday of the employees. An alternative work schedule shall not affect the existing leave system. Leave will be earned at the same number of hours per pay period as for employees on five-day, forty-hour schedules and will be charged on an hour-by-hour basis.
2. Nurses who do not wish to work an alternative work schedule may request to maintain their regular schedule or request to be reassigned to another unit. The Agency shall make reasonable efforts to grant such requests, provided however, that granting the request will not disrupt service to the public.

SECTION B: LUNCH

Each employee scheduled to work at least eight and one-half (8.5) hour shifts shall receive a thirty (30) minute lunch break. Management shall assure that coverage for lunch breaks will be provided where necessary.

SECTION C: NEW PROGRAMS AND SERVICES

In the event that the Employer adds new programs, services, units or divisions, it shall negotiate with Union over the impact and effect on work schedules of bargaining unit members.

SECTION D: EMERGENCY SITUATIONS

The parties understand that work schedules may be temporarily modified to permit the Agency to more effectively respond during health-related incidents requiring increased nursing services to the public or in emergencies. In the case of emergency, such as flood, fire, epidemic, disaster, catastrophe or other unforeseen major contingency, this Agreement shall not be deemed to apply in connection with reasonable measures taken by the Employer for the care and protection of patients, the public, the equipment and buildings, or reasonably necessary to repair and place the same in condition for occupancy.

SECTION E: FLEXIBLE SCHEDULE ARRANGEMENTS

To the extent possible, Management shall provide flexible work schedule arrangements to employees in its discretion.

ARTICLE 11: VACATION SCHEDULES

SECTION A: VACATION AND HOLIDAY TIME

Vacation Time - Annual Leave:

1. All vacation requests for prime time (May 15th September 15th) must be submitted by March 1st. Vacations will be approved or disapproved by April 1st. Vacation requests for non-prime time must be submitted no later than two (2) weeks before taking the requested vacation in compliance with Article 11, Work Schedule, Section A.
2. CFSA Vacation Time – All requests for leave to be taken from June 15th – September 15th must be submitted by April 1st. Leave will be approved or disapproved by May 1st. Leave requests for periods other than from June 15th to September 15th must be submitted no later than two (2) weeks before taking the requested leave in compliance with Article 11, Work Schedule, Section A.

Holiday Time:

1. Requests for days off during the holiday season (Thanksgiving through the end of the leave year) must be submitted by September 15. Holiday time will be approved or disapproved by October 15.
2. CFSA - Requests for days off during the holiday season (Thanksgiving through the end of the leave year) must be submitted by October 15. Holiday time will be approved or disapproved by October 31.
3. The Employer will make good faith efforts without resort to overtime to grant at least four (4) consecutive days off during the holiday period, to include scheduled days off, holiday, accrued compensatory time and annual leave.

SECTION B: ANNUAL LEAVE (THREE DAYS OR LESS)

A request for a short leave of absence shall be answered before the end of the work shift in which the request is submitted. Such requests shall be made during the first half of the shift.

SECTION C: GENERAL PROVISIONS

1. Leave shall be provided in accordance with the District Personnel Manual and this Agreement. Vacations should not be denied solely on the basis of failure of the employee to comply with the stipulated deadlines for submission of requests. However, if a conflict results due to a late request, the employee who submitted her request in compliance with the deadline will receive priority consideration for the requested time and will not have her approved vacation changed in order to accommodate a late request.
2. An employee will not be denied the opportunity to change a vacation request either before or after it has been approved. Such requests will not conflict with either approved or already submitted vacations.
3. Unless an employee asks to change her vacation, Management will not revoke an approved vacation except in emergencies, such as but not limited to, an unanticipated inability to meet critical minimum staffing needs, major disasters -- either natural or man-made -- or civil disturbances, and then only after consultation with the parties involved.
4. The Employer will consider individual employee circumstances in addition to the needs of the Agency when approving or denying leave requests.

ARTICLE 12: ADMINISTRATION OF OVERTIME

Voluntary sign-up lists for overtime will be posted with each work schedule posting. The Employer will initiate and maintain a current list of covered employees, and their specialties, who request overtime work. On those occasions when there are more employees available than overtime, work will be assigned to the employees on the list on a rotating basis by length of service as a registered nurse in the Agency/Component, and by specialty. On those occasions when there are not enough volunteers available, overtime will be assigned to employees within the facility according to specialty on a rotating basis starting with the least senior person, except when the need of the program requires otherwise.

ARTICLE 13: OFFICIAL TRAVEL

SECTION A:

The employer agrees to reimburse each bargaining unit employee authorized to use his/her personal car for official business at the rate established for employees of the Federal Government.

SECTION B:

In the event that an employee who is required to travel away from an office environment utilizes his or her personal vehicle, the Department shall provide a government issued notification indicating that the employee is working on government business.

SECTION C:

The Employer shall provide each bargaining unit employee who is required to travel away from an office environment during the workday to perform official duties with a cellular phone or access to a cellular phone for the period that they are away from office. The Employer shall insure that the phone is properly equipped and maintained.

SECTION D:

The Employer shall provide each bargaining unit employee who is required to travel away from an office environment with the opportunity to be transported by a Government vehicle or public transportation or taxi as appropriate.

SECTION E:

The Employer shall provide each bargaining unit employee who is required to travel away from an office environment with the opportunity to be escorted by a security or special police officer if the employee has a reasonable belief that there is imminent threat of harm or danger.

SECTION F:

Employees required to use their personal vehicle for official business if a government vehicle is not available, who are reimbursed by the District on a mileage basis for such use, are within the scope of the District of Columbia Non-Liability Act (D.C. Official Code §§ 1-411 — 1-416) (2001 ed.) The Act generally provides that a District employee is not subject to personal liability in a civil suit for property damage or for personal injury arising out of a motor vehicle accident during the discharge of the employee's official duties, so long as the employee was acting within the scope of his or her employment.

SECTION G:

Claims by employees for personal property damage or loss incident to the use of their personal vehicle for official business if a government vehicle is not available may be made under the Military Personnel and Civilian Employees Claim Act of 1964 (31 U.S.C. § 3721).

SECTION H:

Employees required as a condition of employment to use their personal vehicle in the performance of their official duties may be provided a parking space or shall be reimbursed for non-commuter parking expenses, which are incurred in the performance of their official duties.

SECTION I:

The Employer agrees that employees using public transportation for official business shall be provided bus tokens, fare cards or reimbursements.

ARTICLE 14: GRIEVANCE PROCEDURE AND ARBITRATION

SECTION A: GENERAL

1. This procedure is established for use in the resolution of grievances. The term "Grievance" means a complaint by an employee of the bargaining unit that there has been a violation, misinterpretation or misapplication of this Agreement, or the Compensation Agreement, or a violation, misinterpretation or misapplication of the Agencies or District of Columbia rules, regulations or procedures which adversely affects the bargaining unit member's terms and conditions of employment.
2. No step of this procedure may be skipped except by mutual consent. The time limits set forth in this Article may be extended only by mutual consent.
3. Matters submitted under negotiated grievance procedures will not be grieved or appealed through other established administrative mechanism including the Office of Employee Appeals.
4. If otherwise in a duty status, the employee and his or her Union representative, if employed by the District Government, are entitled to a reasonable amount of official time to present and pursue the grievance.
5. A copy of all grievances filed at step 2, or above will be submitted simultaneously to the Agency's labor liaison. A copy of all grievance replies and information requests under section B, Step 2 will be submitted simultaneously to the DCNA Office.
6. Work days for purpose of filing or processing grievances only shall mean Monday through Friday.
7. Grievances may be filed by the Union alleging a contract violation of general applicability. Union grievances shall be filed at the appropriate step of the grievance procedure; that is, with the supervisor or other official whose alleged contract violation is at issue.
8. The parties, or their authorized representatives, have the authority to settle any grievance at any stage of the grievance procedure.

9. Issues of procedural arbitrability shall be presented first at the arbitration proceeding and must be decided before a hearing on the merits. Disputes concerning substantive arbitrability will be determined by the courts.
10. At the request of either party a meeting to discuss the grievance will be held at either Step 2 or Step 3 at the relevant agency.

SECTION B: PROCEDURE

Step 1: The aggrieved employee, with or without the Union representative, shall take up the grievance orally with the employee's immediate supervisor within ten (10) working days of the date of the grievance or the employee's knowledge of its occurrence. The supervisor shall respond orally to the Union representative (or to the employee in cases where the employee brought a grievance without the Union representative) within ten (10) working days. If the grievance is presented in writing, the response will be in writing.

Step 2: If the grievance is unresolved, it shall be presented in writing by the Union representative to the second level supervisor within ten (10) working days after the supervisor's response is due. The second level supervisor shall respond in writing to the Union representative within ten (10) working days.

Each grievance filed at Step(s) 2, 3, 4 and 5 of this procedure shall contain: (1) Date(s) grievance occurred; (2) Name of Union representative filing the grievance; (3) the date the grievance was filed; (4) Name(s) of grievant and work site; (5) Name of the management official with whom grievance was filed; (6) Nature of grievance; (7) Article(s) and section(s) of contract violated; (8) the remedy requested, and (9) any responses received.

Should the grievance not contain the above information, management shall specify in writing, to the Grievant and the Union representative the information required to correct the grievance. The Grievant or Union representative shall have ten (10) working days from receipt of notification to respond to the Step 2 official's request.

Step 3: If the grievance is still unresolved, it shall be presented in writing by the Union Representative to both the Deputy Director or other appropriate Agency designee and the Administrator within fifteen (15) working days after the second level manager's response is due. The Deputy Director or other appropriate Agency designee or Administrator may convene an informal hearing prior to replying to the grievance, and shall respond in writing to the Union Representative within fifteen (15) working days after the date of hearing.

Step 4: If the grievance is still unresolved, it shall be presented in writing by the Union representative to the appropriate Agency Director within fifteen (15) working days after the response from Step 3, is due. The director or the director's designee shall reply in writing to the Union representative within thirty (30) working days.

Step 5: If the grievance is still unresolved, either party may, within twenty (20) calendar days after the reply at the previous step is due, invoke arbitration by written notice to the other.

The request for arbitration must be served on the OLRCB with copies to the Agency's labor liaison.

SECTION C: ARBITRATION

1. The parties agree on a list of three (3) arbitrators to hear and decide all grievances: Robert T. Simmelkjaer, Roger Kaplan, Joseph Sharnoff. One arbitrator will be assigned to each grievance referred to arbitration in the order listed starting from the first and proceeding to the last listed. Additional arbitrators may be added to, or an arbitrator deleted from, the list of arbitrators by the parties mutual written agreement. Once a grievance has been assigned to an arbitrator, the next grievance assigned to an arbitrator will be referred to the next arbitrator listed regardless of the resolution of the first grievance.
2. Once the arbitrator is appointed, no new or different claims may be submitted except by the mutual agreement of the parties.
3. The parties will make reasonable efforts to schedule hearings within 120 days of the demand for arbitration.
4. The decision of the arbitrator shall be final and binding on the parties, except as otherwise provided by law, and shall not be inconsistent with the terms of this Agreement. The arbitrator shall render his/her decision within, thirty (30) calendar days after the conclusion of testimony, argument, and/or after the filing of post-hearing briefs (whichever is later).
5. Expenses for the arbitrator's service and proceedings shall be borne equally by the Employer and the DCNA. However, each party shall be responsible for compensating its own representatives and witnesses. If either party desires a verbatim record of the proceedings, it may cause such a record to be made. The parties shall endeavor to reach mutual agreement concerning shared cost for transcription services. If the parties cannot agree to share the cost for transcription services, the party ordering transcription services shall arrange to have a copy provided to the Arbitrator. Hearing will be held at a location agreed to by the parties.

ARTICLE 15: CORRECTIVE OR ADVERSE ACTIONS

SECTION A:

Any corrective or adverse action shall be taken for just cause, in accordance with the current provisions of Section 1-617.51 of the Comprehensive Merit Personnel Act and Chapter 16 of the DPM.

SECTION B:

If the Employer has reason to discipline an employee, it shall be done in a manner that will not embarrass the employee before the public or other employees.

SECTION C:

A charge of AWOL is not a form of discipline but may result in corrective or adverse action when charged in a procedurally correct manner.

SECTION D:

Corrective or adverse actions may be grieved through the grievance procedure contained in this Agreement, or appealed to the Office of Employee Appeals (OEA), but not both. An employee's election to appeal to the Office of Employee Appeals shall be in writing, with copies to the Employer and the union, and shall be irrevocable.

SECTION E:

Any employee required to attend a disciplinary conference or investigatory interview which may result in discipline may elect to have union representation, if no union representatives are available, the meeting shall be rescheduled within three (3) workdays for a specific date and time. Such meeting can occur more than three (3) days later.

SECTION F:

If a disciplinary action is dismissed on procedural grounds, the disciplinary action and all references to it shall be removed from the employee's official personnel file and adverse action file. Should it be necessary for any record relating to the disciplinary action to be kept (e.g., risk management), the employee will be notified of the location and purpose of such record.

SECTION G:

Matters related to investigations and discipline shall be processed consistent with this Agreement, Chapter 16 of the DPM, applicable laws, regulations and existing policies.

ARTICLE 16: PERSONNEL FILE

Official personnel files shall be maintained in accordance with the procedures of Chapter 31 of the D.C. Personnel Rules, "Records Management and Privacy of Records."

1. An employee and her authorized representative shall be permitted to examine his or her personnel file upon request in accordance with Personnel Rules. The employee or his or her representative shall indicate in writing, to be placed in the file, that she has examined said file. Where an employee provides written authorization for his or her representative to review the employee's personnel file, the written authorization shall specify the documents and /or records to be disclosed or the degree of access permitted by the employee to the representative.
2. Only those personnel who have an official right and reason for inspecting an employee's file may do so. Such personnel shall indicate in writing, to be placed in the employee's file, that he/she has examined said file and reason for said examination, except for persons filing documents in a purely clerical capacity and for use in conjunction with litigation, administrative hearings, and classification and compensation reform efforts.

3. Upon request Administrators shall continue to place in an employee's file, information of a positive nature indicating competencies, achievements, performance or contributions of an academic, professional or civic nature. In addition, all other pertinent information shall be placed in the employee's file. Management officials shall notify an employee of letters of appreciation or commendations that management received concerning said employee from the public or other District employees.
4. In accordance with the provisions of the guidelines and regulations of the District Personnel Manual, Chapter 31, Records Management and Privacy of Records, confidential inquiries and replies of any such material received from competent responsible outside sources, such as recommendations and references, which are included in the employee's file, are to be expunged from said file, upon the employee's request, after completion of the employee's probationary period of employment. In any event, this material shall not be used against the employee. This shall not apply to confidential medical information relevant to the employee's fitness to perform the duties of her position.
5. No material related to an employee's conduct, character or personality shall be placed in the official personnel folder unless it is signed and dated by the person submitting the information. The employee shall be made aware of information described in this paragraph being placed in the file. The employee shall have the right to answer any material filed, and the answer shall be attached to the file copy.

ARTICLE 17: EDUCATION

SECTION A:

1. In order to keep abreast of current practices in nursing and health care, employees are encouraged to apply for job related education and training. The Employer will seek to increase related educational opportunities and distribute such educational opportunities among all employees.
2. If a formal request for funds, as referenced in the provisions regarding compensation in this agreement, is submitted prior to forty-five (45) calendar days before the approved training, Management shall make every effort to pay the funds prior to the training taking place.
3. If a formal request for funds, as referenced in the provisions regarding compensation in this agreement, is submitted less than forty-five (45) calendar days before the approved training, Management shall make every effort to reimburse the employee within forty-five (45) days of the request.
4. On or about January 1 of each year, the District shall send a statement to all Agency Directors and managers indicating that the negotiated collective bargaining agreement entitles each bargaining unit employee to an annual training allowance provided for in Article 6, Section A of the compensation agreement that commenced on October 1, 2014.

SECTION B: PROFESSIONAL PRACTICE AND TRAINING COMMITTEE

The committee's training responsibilities shall also include the following:

1. Making recommendations regarding the specific needs for in-service education programs.
2. Receiving requests for the addition of programs or courses for nursing education. The committee will review and recommend programs for the education calendar.
3. Report quarterly on its activities and on available and proposed training and educational opportunities.
4. Develop a proposed training calendar of proposed training and educational opportunities to be offered by the Agency.
5. Reviewing education/training requests in accordance with the following procedures.
 - a. All training requests are to be submitted on Training Form 1 in accordance with agency procedures and time limits. If training is requested by the employee, the supervisor shall request approval or shall deny the request on the Form 1. Management shall respond to requests for leave related to obtaining a BSN or MSN degree or other health related graduate degrees within a reasonable time after receipt of the request. Management will not arbitrarily or unreasonably deny a request. If management denies a request, it will provide the employee a written explanation.
 - b. Requests for training shall be responded to within three (3) work days after the Form 1 is submitted.
 - c. Copies of all training requests, whether approved or denied, will be referred to the education committee on a quarterly basis. The committee shall review training requests and shall submit reports to the District, Commissioners and the Union on their findings and recommendations concerning operations of the training program.
 - d. The training committee shall have access to any available information concerning training, including sources and amounts of money available for training and education. They may recommend an in-service education program calendar, within their Agency, if appropriate.

SECTION C:

Educational leave denials may be grieved through the contract grievance procedure. Denial of administrative leave and annual leave to facilitate attendance at training relevant to the employee's employment constitutes a denial of educational leave. If the educational leave request

is denied the employee may grieve the denial within three (3) workdays of being notified of the denial at the step corresponding with the next grievance level above which the request was denied. The grievance may continue through succeeding steps on the three (3) day interval basis provided for in the preceding sentence. If the grievance reaches step 4, the Director or his/her designee shall respond within no more than ten (10) calendar days. Should the grievance go to arbitration, the parties will seek an arbitrator familiar with nursing education.

ARTICLE 18: TRANSFERS

SECTION A:

Bargaining unit members may submit requests for transfer or reassignment to other positions and work locations within the Agency in which they are employed.

SECTION B:

When vacancies occur in bargaining unit jobs, the Agency official responsible for maintaining the reassignment requests shall review the reassignment request file and shall notify employees who have requested reassignments to that position or work location that such vacancy exists. Nurses who are so notified will have an opportunity to timely submit a DC 2000 application to personnel. Applications solicited in this manner will be considered at the same time and in the same manner as other applications for that vacant position. Approved non-competitive transfers will be granted in order of request. In the case of ties, such transfers will be granted in order of longest service computation date.

SECTION C:

Requests for reassignment may be acted upon in the absence of a vacant position when the Agency official responsible for maintaining reassignment requests identifies situations in which a nurse is qualified and able to perform the work at the other work locations and nursing management officials at each location approve the reassignments.

SECTION D:

Reassignment requests will be reviewed in January and July. Reassignments or details, when necessary, shall be rotated in order of reverse seniority (as determined by individuals service computation dates) if there are no-volunteers; provided that the nurse has the appropriate qualifications to fulfill the duties of the position to which reassigned/detailed.

ARTICLE 19: HEALTH AND SAFETY

SECTION A:

The Employer shall provide and maintain adequate, safe and sanitary facilities in compliance with D.C. health and safety laws, licensure requirements and requirements of regulatory agencies. The Center for Disease Control guidelines are used to provide a central reference containing recommendations for preventing and controlling nosocomial infections.

SECTION B:

Any time a nurse is required to perform tasks which she believes would endanger her health, safety or well-being or that of the patient, she is to notify her supervisor or designee. If not resolved at that level, the nurse can bring the matter to the immediate attention of the next level of supervision. The nurse shall document the incident in the appropriate incident sheet, as determined by management.

SECTION C:

When clinics are closed for unsafe conditions or otherwise closed, nurses shall be reassigned or, based upon needs of the services as determined by the Employer, granted leave. If clinics are closed during the course of a workday and employees are reassigned, the employer will provide transportation to the assigned site, if needed.

SECTION D:

Issues involving environmental conditions will be reported and processed in accordance with agency procedures. However, if relief is not provided in a reasonable period of time, individuals may file grievances involving safety and health at Step 2, and proceed with the grievance through step 4, but may not invoke step 5.

SECTION E:

Nothing in this article shall prevent employees or the Union from filing reports under the D.C. Occupational Safety and Health plan in accordance with Title 21 of the CMPA, 1987 Repl. Vol. as amended.

SECTION F:

The Union may designate one (1) health and safety officer for each work site to facilitate the implementation of this Article. The Union shall provide each Department Director and labor liaison with the names of the respective designated Health and Safety Officer and alternate and will notify the Director and labor liaison of any changes in these designations.

SECTION G:

The Union shall have an opportunity to designate a representative and alternate to serve on each Committee which exists or may be established that addresses bargaining unit members' health and safety issues.

ARTICLE 20: INCLEMENT WEATHER

Nurses declared essential for work in weather emergencies shall report for duty as scheduled. Inability to report for duty as described above shall be considered in accordance with existing policies and practices on an individual basis.

ARTICLE 21: EQUIPMENT AND SUPPLIES

Routine patient care equipment and supplies (excluding personal use items such as watches) are to be furnished by the Employer and used by the nurses in the unit only for carrying out their duties. Any actual or perceived shortages or defects in equipment and supplies furnished by the Employer shall be brought to the immediate attention of nursing supervisors.

ARTICLE 22: PROFESSIONAL PRACTICE

SECTION A: NON-NURSING DUTIES

In support of the concept that patient care is the primary responsibility of registered nurses, management shall seek to minimize assignment of registered nurses to duties not related directly to patient care and the related documentation.

SECTION B: JOB DESCRIPTION

The Employer shall make available to each new nurse a copy of the written job descriptions. Nurses already employed may receive a copy of their job description upon request. The Department shall solicit the nurses' input while developing proposed changes in job descriptions.

SECTION C: POLICY MANUALS

Upon request the Union shall be provided a copy of applicable nursing policy manuals created or in effect by January 1 of each year, and as updated. The applicable nursing policy manual(s) shall be placed in all work locations where nurses are assigned.

SECTION D: SUBJECT MATTER OF MEETINGS

Matters related to staffing, non-nursing duties and professional nursing practice will be considered during labor-management meetings, in accordance with Article 9, "Labor-Management Committees, of this Agreement.

SECTION E: ASSIGNMENTS TO DUTIES REQUIRING SPECIAL TRAINING OR EXPERIENCE

1. The Employer shall not deploy, detail or assign bargaining unit registered nurses to perform duties where special training or experience is required without first assuring that the nurses currently possess the special training or experience needed to perform the duties or providing the necessary training to permit the nurses to successfully perform such duties; provided however, this provision shall not be interpreted to prevent the Agency from assigning nurses in emergencies. The parties recognize that registered nurses must adhere to statutory licensing and nursing requirements.
2. Orientation or training shall be provided for any new patient care procedure or new type of equipment to be utilized.

SECTION F: PROFESSIONAL PRACTICE AND TRAINING COMMITTEE

Within sixty (60) days of execution of this Agreement, the parties shall establish a Professional Practice Training Committee, which shall be comprised of representatives from each Agency and the Union. The Committee shall:

1. Assess the skills of bargaining unit nurses (including those with specialized training or experience);
2. Discuss Agency needs for nursing skills (including those that may be required intermittently, during health-related incidents requiring increased nursing services to the public, or emergencies);
3. Assess bargaining unit nurses training needs in light of anticipated or projected need for nursing services;
4. Within one hundred and eighty (180) days of the establishment of the committee, draft recommendations for submission to each Agency concerning ongoing nursing training programs for bargaining unit nurses;
5. Within one hundred and eighty (180) days of the establishment of the committee, draft recommendations for procedures that permit agencies to more effectively respond during health-related incidents requiring increased nursing services to the public, or emergencies.

ARTICLE 23: CIVIC DUTY

Volunteers shall be solicited first for civic duty jobs. If sufficient numbers of employees do not volunteer, each Administration shall assign nurses on the existing rotational basis. The District of Columbia will be responsible for reimbursement for services of nurses selected in accordance with this Section.

ARTICLE 24: IMPROVED BENEFITS

Any future legislation, ordinance or order which improves the benefits employees covered by this contract now receive, shall not automatically be applied to such employees. If a similar action results in a reduction in benefits, the affected articles of the agreement shall be renegotiable, at the option of DCNA.

ARTICLE 25: WORK PERFORMANCE EVALUATION

SECTION A:

The parties agree that until a new performance plan is developed, as required by Section 1-613.53 of the D.C. Official Code (2001 Ed.), the rating plan currently in place will continue in effect.

SECTION B:

Every employee shall be carefully evaluated periodically, in accordance with District Personnel Manual, in order to promote effective and economical operation of the Government of the District of Columbia and to strengthen supervisory employee relations. Such evaluation shall be made with a view toward identifying deficiencies, taking corrective action, and providing recognition and incentive for outstanding performance of duties.

SECTION C:

1. An employee's request for an impartial review of a performance rating by D.C. Performance Rating Impartial Review committee must be in writing, outlining the reasons for his request, and submitted in quadruplicate.
2. Requests to this Committee must be filed within thirty (30) calendar days after the employee has been informed of his rating.

SECTION D:

An employee may elect to appeal the Impartial Review Board Committee's decision to the Office of Employee Appeals (OEA) in the manner specified in OEA's regulations or, if applicable, grieve the decision under the provisions of Article 15 of this Agreement.

SECTION E:

The District of Columbia Nurses' Association, in its capacity as a labor organization, may send an observer to hearings on performance ratings in accordance with the District Personnel Manual.

SECTION F:

1. All nurses in the bargaining unit shall be supervised and evaluated in the areas of nursing practice issues by Registered Nurse Managers/Supervisors. Bargaining unit nurses shall be supervised and evaluated by employees of the District of Columbia, consistent with law and regulation.
2. Before assigning a contract nurse as a charge nurse for any particular shift or unit, Management shall first determine whether any bargaining unit nurse on the unit qualifies for the assignment of charge nurse. If management determines that unit nurses are qualified, the assignment shall be made from among the qualified nurses.

ARTICLE 26: PRINTING COSTS

Each party is responsible for providing its stakeholders with copies of the Agreement.

**ARTICLE 27: REORGANIZATION, REALIGNMENT AND
PRIVATIZATION**

SECTION A:

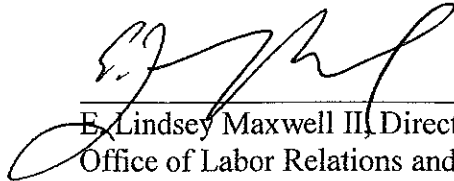
Consistent with the D.C. Official Code, the District shall notify the Union no later than thirty (30) days prior to the implementation of any agency reorganization or realignment affecting bargaining unit employees and, upon demand, bargain the impact and effects of any such reorganization or realignment.

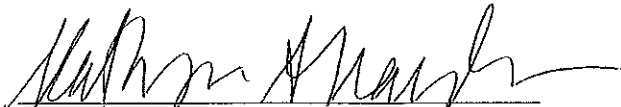
SECTION B:

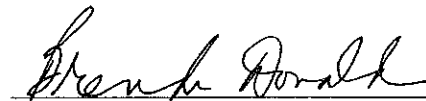
If during the term of this Agreement, the Employer awards any contract that displaces bargaining unit employees, the D.C. Official Code §2-301.05b shall govern the rights of any bargaining unit employees


Signed and executed this 2 day of September, 2019.

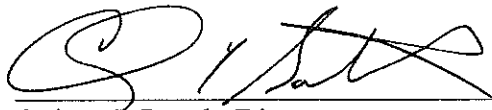
**FOR THE DISTRICT OF COLUMBIA
GOVERNMENT**

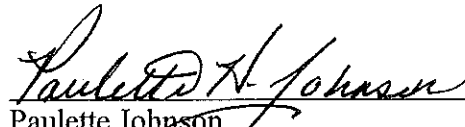

E. Lindsey Maxwell III, Director
Office of Labor Relations and
Collective Bargaining



Kathryn Naylor, Supervisory Attorney
Office of Labor Relations and
Collective Bargaining


Brenda Donald, Director
Child and Family Services Agency

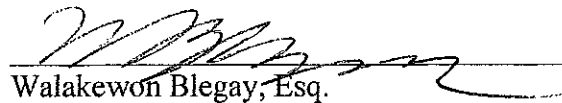

Christal Williams, Manager
Labor Relations Manager

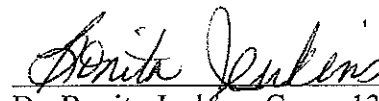

Quincy I. Booth, Director
Department of Corrections

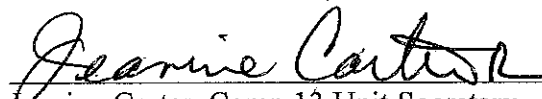

Paulette Johnson
DOC Labor Liaison

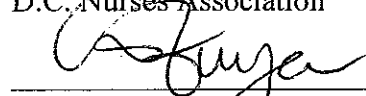

Andrew Reese, Director
Department on Disability Services

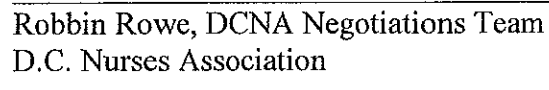
FOR THE UNION

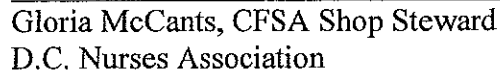

Walakewon Blegay, Esq.
Chief Negotiator
D.C. Nurses Association



Dr. Bonita Jenkins, Comp 13 Unit President
D.C. Nurses Association



Jeanine Carter, Comp 13 Unit Secretary
D.C. Nurses Association


Chinyere Otuya, DDS Shop Steward
D.C. Nurses Association


Robbin Rowe, DCNA Negotiations Team
D.C. Nurses Association


Gloria McCants, CFSA Shop Steward
D.C. Nurses Association

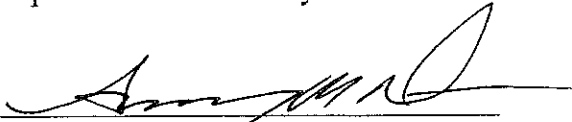

Leo Ekane, DYRS Shop Steward
D.C. Nurses Association



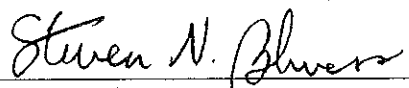
Jessica Gray, Labor Liaison
Department on Disability Services



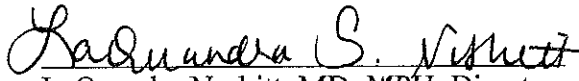
Judy Poole, DCNA Negotiations Team
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Gregory M. Dean, Chief
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Steven Blivess, Esq.
Senior Labor Relations Specialist
Department of Fire and Emergency Medical Services




LaQuandra Nesbitt, MD, MPH, Director
Department of Health

Alana Robinson, Labor Liaison
Department of Health

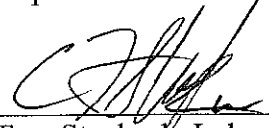


Wayne M. Turnage, Director
Department of Health Care Finance

Sudie Mae Seed, Labor Liaison
Department of Health Care Finance




Clinton Lacey, Director
Department of Youth Rehabilitation Services



Trey Stanback, Labor Liaison
Department of Youth Rehabilitation Services

APPROVAL

The compensation collective bargaining agreement between the District of Columbia Government and the District of Columbia Nurses Association, dated March 3, 2019 has been reviewed in accordance with Section 1-617.17 of the District of Columbia Comprehensive Merit Personnel Act of 1978, D. C. Official Code (2016 Repl.) and is hereby approved on this 6 day of May, 2019.


Muriel Bowser
Mayor

**COMPENSATION
COLLECTIVE BARGAINING AGREEMENT**

BETWEEN THE

GOVERNMENT OF THE DISTRICT OF COLUMBIA

**(DEPARTMENT OF HEALTH,
DEPARTMENT OF YOUTH REHABILITATION SERVICES,
DEPARTMENT ON DISABILITY SERVICES,
DEPARTMENT OF HEALTH CARE FINANCE,
CHILD AND FAMILY SERVICES AGENCY
DEPARTMENT OF CORRECTIONS**

AND

**THE DEPARTMENT OF FIRE AND EMERGENCY MEDICAL
SERVICES)**

(COMPENSATION UNIT 13)

AND

THE DISTRICT OF COLUMBIA NURSES ASSOCIATION

EFFECTIVE OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2020

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ARTICLE 1: WAGES

SECTION A: FISCAL YEAR 2018

Effective the first day of the first full pay period beginning on or after October 1, 2017, bargaining unit employees actively on the payroll as of the date of approval of this Compensation Agreement by D.C. Council, shall receive a three percent (3.0%) increase.

SECTION B: FISCAL YEAR 2019

Effective the first day of the first full pay period beginning on or after October 1, 2018, bargaining unit employees actively on the payroll as of the date of approval of this Compensation Agreement by D.C. Council, shall receive a two percent (2.0%) increase.

SECTION C: FISCAL YEAR 2020

Effective the first day of the first full pay period beginning on or after October 1, 2019, bargaining unit employees actively on the payroll as of the date of approval of this Compensation Agreement by D.C. Council, shall receive a three percent (3.0%) increase.

SECTION D: Step Movement

1. All employees shall be eligible for step increases based on the following schedule, provided that the employee's last performance rating was at least at the "Valued Performer" or a comparable level.

Employees at Steps 1-4 – One (1) year at the current step.

Employees at Steps 5-9 – Two (2) years at the current step.

2. Once an employee reaches Step 5, there will be a two-year waiting period before moving to Step 6.

3. All government service shall be credited toward the waiting period for step increases.

SECTION E: Certification

Any bargaining unit employee who receives a nationally recognized certification (e.g., from the American Nurses Association) that enhances his or her capacity to perform nursing functions shall receive a bonus in the amount of \$ 500.00.

SECTION F: Additional Degrees:

1. Any bargaining unit nurse who attains a BSN or MSN degree will receive a Quality Step Increase (a single basic pay adjustment of one step within the occupied grade). Any nurse who is at the top basic rate of pay for the grade at the time of becoming eligible shall receive a one-time cash lump sum payment equal to 3.5% of salary. The obligation to supply proof of qualification will rest with the nurse.

2. Any bargaining unit nurse who attains a degree in a health related field, which is determined by the Employer to be directly related to performance of assigned duties and that enhances his or her capacity to perform nursing functions will receive a Quality Step Increase (a single basic adjustment of one step within the occupied grade). Any Nurse who is at the top basic rate of pay for the grade at the time of becoming eligible shall receive a one-time cash lump sum payment equal to 3.5% of salary. The obligation to supply proof of qualification will rest with the nurse.

SECTION G: New Hires

The Employer shall place newly-hired bargaining unit employees as follows at the appropriate step:

Years of RN experience	Step
0 - <1	1
1 - <2	2
2 - <3	3
3 - <4	4
4 - <5	5
5 - <7	6
7 - <9	7
9 - <11	8
11 - <13	9
13+	10

SECTION H: License Renewal Requirement

1. Any employee who successfully meets renewal license requirements by no later than June 30, 2020, for Registered Nurses set by the District of Columbia Department of Health, shall receive a one-time payment that is equivalent to one-half of one percent (0.5%) of an employee's annual salary as of September 30, 2019.

2. This payment will be made no later than the end of the fourth quarter in FY 2020 by the end of September, 2020.

ARTICLE 2: NIGHT DIFFERENTIAL

SECTION A:

A differential of ten percent (10%) will be paid to bargaining unit employees for the entire night shift except when a Sunday differential applies, provided that the employee performs regularly scheduled night work between 6:00 p.m. and 6:00 a.m.

SECTION B:

All part-time employees working evening or night shifts or employees assigned temporarily to perform night work, as referenced above, shall receive the appropriate differential. Night differential shall not be considered basic pay for any purpose except for computing overtime under the Fair Labor Standards Act.

SECTION C:

An employee who performs regularly scheduled non-overtime work shall be entitled to pay at a rate equal to ten percent (10%) of his or her basic pay for that work, payable on an hour-for-hour basis, in increments of one-quarter (1/4) of an hour for each fifteen (15) minutes and portion thereof in excess of fifteen (15) minutes.

SECTION D:

An employee shall be entitled to a night differential for night work performed when he or she is assigned temporarily, except on an overtime basis, to a tour of duty other than his or her own.

ARTICLE 3: OVERTIME REST PERIODS

Any bargaining unit employee who is required to work three (3) hours or more beyond his/her regularly scheduled tour of duty shall be entitled to a thirty (30) minutes paid rest period, to be taken at such time as patient care or work needs permits. If no such time occurs during the overtime period, he/she shall receive an additional one-half hour of pay.

ARTICLE 4: OUT OF TITLE WORK

If a nurse is assigned a position normally filled by an employee of a higher grade for longer than thirty (30) consecutive days, he/she shall receive the rate of pay for the higher graded position for the balance of his/her service in that job. A temporary promotion in excess of 120 days shall be subject to the competitive promotion procedures.

ARTICLE 5: UNIFORM ALLOWANCE

The Uniform allowance of \$350.00 shall be paid annually to eligible employees required to wear uniforms in accordance with management-established practices. To the extent that lab coats are required by the Employer, they will be supplied by the Employer, and the uniform allowance does not apply.

ARTICLE 6: EDUCATION

SECTION A:

The District shall provide a minimum of \$750.00 per bargaining unit employee for annual training/educational opportunities, and tuition reimbursement for health-related degree or certification, in accordance with the terms of the applicable working conditions agreement covering the bargaining unit employee or District-wide regulations (if not addressed in the applicable working conditions agreement). Requests for training or tuition reimbursement shall be submitted a minimum of 30 days in advance of the training/course and must be approved by the employee's supervisor prior to attendance. Attendance at such training/course must occur in the fiscal year in which the payment for training is made or reimbursement is required.

The availability for tuition reimbursement under this Article will not be applicable to Comp Unit 13 Agencies that have an agency wide tuition reimbursement program.

SECTION B:

Tuition reimbursement and administrative leave shall be provided for training in accordance with the applicable regulations.

SECTION C:

Employees will be eligible for no more than five (5) days administrative leave to attend professional meetings, workshops, seminars, etc. related to the performance of nursing duties or job responsibilities as long as staffing needs permits. Requests for administrative leave shall be submitted as far in advance as possible to permit appropriate staffing adjustments, if necessary.

ARTICLE 7: ANNUAL LEAVE/COMPENSATORY TIME BUYOUT

SECTION A:

An employee who is separated or is otherwise entitled to a lump-sum payment under the District personnel regulations for the District of Columbia Government shall receive such payment for each hour of unused annual leave or compensatory time in the employee's official leave record.

SECTION B:

The lump-sum payment shall be computed on the basis of the employee's rate at the time of separation in accordance with such personnel regulations.

ARTICLE 8: SICK LEAVE INCENTIVE PROGRAM

In order to recognize an employee's productivity through his/her responsible use of accrued sick leave, the Employer agrees to provide time-off in accordance with the following:

SECTION A:

A full-time employee who is in a pay status for the Leave Year shall accrue annually:

1. Three (3) days off for utilizing a total of no more than two (2) days of accrued sick leave.
2. Two (2) days off for utilizing a total of more than two (2) but not more than four (4) days of accrued sick leave.
3. One (1) day off for utilizing a total of more than four (4) but no more than five (5) days of accrued sick leave.

SECTION B:

Employees in a non-pay status for no more than two (2) pay periods for the Leave Year shall remain eligible for incentive days under this Article. Sick leave usage for maternity and

catastrophic illness/injury, not to exceed two (2) consecutive pay periods, shall not be counted against sick leave for calculating eligibility for incentive leave under this Article.

SECTION C:

Time off pursuant to a sick leave incentive award shall be selected by the employee and requested at least three (3) full workdays in advance of the leave date. Requests for time off pursuant to an incentive award shall be given priority consideration and the employee's supervisor shall approve such requests for time off unless staffing needs or workload considerations dictate otherwise. If the request is denied, the employee shall request and be granted a different day off within one month of the date the employee initially requested. Requests for time off shall be made on the standard Application for Leave form.

SECTION D:

All incentive days must be used in full-day increments following the Leave Year in which they were earned. Incentive days may not be substituted for any other type of absence from duty. There shall be no carryover or payment for any unused incentive days.

SECTION E:

Part-time employees are not eligible for the sick leave incentive as provided in this Article.

ARTICLE 9: OVERTIME

SECTION A:

Hours of work authorized in excess of eight hours in a pay status in a day or forty hours in a pay status in a work week shall be overtime work for which an employee shall receive either overtime pay or compensatory time unless the employee has used unscheduled leave during the eight hours shift or the forty hours work week. The unscheduled leave rule will not apply when an employee has worked a sixteen hour shift (back to back) and takes unscheduled leave for an eight hour period following the back to back shift or where an employee has indicated his or her preference not to work overtime and the Employer has no other option but to order the employee to work overtime. Scheduled leave is leave requested and approved prior to the close of the preceding shift.

SECTION B:

Overtime work, as described in section A, above, shall be compensated at one and one-half (1.5) times the employee's regularly scheduled hourly rate. The employee, at his/her option, may elect to receive compensatory time at the rate of one and one-half (1.5) hours for each hour of work for which overtime is payable.

SECTION C:

Overtime will not be paid for employees on a compressed schedule. A compressed schedule for a full-time employee is an 80-hour bi-weekly basic work requirement which is scheduled for less than ten (10) workdays. A compressed schedule for a part-time employee is less than an 80-hour bi-weekly basic work requirement which is scheduled for less than ten (10) workdays.

ARTICLE 10: CALL-BACK/ON-CALL

SECTION A:

A minimum of four hours of work shall be credited to any employee who is called back to perform unscheduled work either on a regular workday after he/she has completed the regular work schedule and has left his/her place of employment, or when not scheduled and informed in advance, on one of the days when he/she is off duty. Only time spent actually performing work, shall count as "hours worked" and be credited toward overtime compensation under the provisions of this Agreement and the requirements of the Fair Labor Standards Act (FLSA). In addition, employees shall be paid the night shift differential for all overtime hours actually worked between 6:00 p.m. and 6:00 a.m.

SECTION B:

1. An employee may be required to be on call prior to or after having completed his/her regular tour of duty. The employer shall specify the hours during which the employee is on call; and shall compensate the employee at a rate of twenty-five (25%) of his/her basic rate of pay for each hour the employee is on call.
2. For the purpose of this Agreement, time spent in an on-call status for which an employee will be considered on duty and time spent on standby duty shall be considered hours of work, and therefore eligible for compensation, if:
 - a. The employee is restricted to an agency's premises, or so close thereto that the employee cannot use the time effectively for his or her own purposes;
or
 - b. The employee, although not restricted to the agency's premises:
 - (1) Is restricted to his or her living quarters or designated post of duty;
 - (2) Has his or her activities substantially limited; and
 - (3) Is required to remain in a state of readiness to perform work.

3. The employee's schedule must specify the hours during which he/she shall be required to remain on call.

SECTION C:

An employee will not be considered off duty and time spent shall not be considered off work if:

1. The employee is requested to leave a telephone number or to carry an electronic device for the purpose of being contacted, or, if the employee is allowed to make arrangements of such that any work, which may arise during the on-call period, will be performed by another person approved by management; and
2. The restrictions in section B.2.a and B.2.b.(1), (2) and (3) do not apply.

ARTICLE 11: PREMIUM PAY FOR WEEKEND WORK

The District shall pay premium pay at the rate of twenty-five percent (25%) of the employee's basic rate of pay for each hour the employee performs work on Saturday and Sunday. All part-time employees working Saturdays and Sundays shall also receive premium pay for weekend work at the rate set forth, above.

ARTICLE 12: BENEFITS

SECTION A: LIFE INSURANCE

1. Life insurance is provided to covered employees in accordance with §1-622.01 et seq. of the District of Columbia Official Code (2016 Repl.) and Chapter 87 of Title 5 of the United States Code.
 - (a) District Official Code §1-622.03 requires that benefits shall be provided as set forth in §1-622.07 to all employees of the District first employed after September 30, 1987, except those specifically excluded by law or by rule.
 - (b) District Official Code §1-622.01 requires that benefits shall be provided as set forth in Chapter 87 of Title 5 of the United States Code for all employees of the District government first employed before October 1, 1987, except those specifically excluded by law or rule and regulation.
2. The current life insurance benefits for employees hired on or after October 1, 1987 are: The District of Columbia provides life insurance in an amount equal to the employee's annual salary rounded to the next thousand, plus an additional \$2,000. Employees are required to pay two-thirds (2/3) of the total cost of the monthly premium. The District Government shall pay one-third (1/3) of the total

cost of the premium. Employees may choose to purchase additional life insurance coverage through the District Government. These additions to the basic coverage are set-forth in the schedule below:

Optional Plan	Additional Coverage	Premium Amount
Option A – Standard	Provides \$10,000 additional coverage	Cost determined by age
Option B – Additional	Provides coverage up to five times the employee's annual salary	Cost determined by age and employee's salary
Option C – Family	Provides \$5,000 coverage for the eligible spouse and \$2,500 for each eligible child.	Cost determined by age.

Employees must contact their respective personnel office to enroll or make changes in their life insurance coverage.

SECTION B: HEALTH INSURANCE

1. Pursuant to D.C. Official Code §1-621.02, all employees covered by this agreement and hired after September 30, 1987, shall be entitled to enroll in group health insurance coverage provided by the District of Columbia.
 - (a) Health insurance coverage shall provide a level of benefits comparable to the plan(s) provided on the effective date of this agreement. Benefit levels shall not be reduced during the term of this agreement except by mutual agreement of the District, representatives of Compensation Unit 13 and the insurance carrier(s). District employees are required to execute an enrollment form in order to participate in this program.
 - (b) The District may elect to provide additional health care providers for employees employed after September 30, 1987, provided that such addition of providers does not reduce the current level of benefits provided to employees. Should the District Government decide to expand the list of eligible providers, the District shall give Compensation Unit 13 representatives notice of the proposed additions.
 - (c) The employee contribution for total premium cost of the employee's selected plan is established by the D.C. Official Code.

2. Pursuant to D.C. Official Code §1-621.01, all District employees covered by this agreement and hired before October 1, 1987, shall be eligible to participate in group health insurance coverage provided through the Federal Employees Health Benefits Program (FEHB) as provided in Chapter 89 of Title 5 of the United

States Code. This program is administered by the United States Office of Personnel Management.

3. The plan descriptions shall provide the terms of coverage and administration of the respective plans. Employees and union representatives are entitled to receive a copy of the summary plan description upon request. Additionally, employees and union representatives are entitled to review copies of the actual plan description upon advanced request.
4. The Department shall provide an employee health services program that provide treatment, counseling and prevention health programs for the treatment of alcoholism, drug dependence and mental illness, consistent with its obligations under D.C. Official Code Section 1-620.07.

SECTION C: OPTICAL AND DENTAL

1. The District shall provide Optical and Dental Plan coverage at a level of benefits comparable to the plan(s) provided on the effective date of this agreement. Benefit levels shall not be reduced during the term of this agreement except by mutual agreement of the District, the Union and the insurance carrier(s). District employees are required to execute an enrollment form in order to participate in the Optical and Dental program.
2. The District may elect to provide additional Optical and/or Dental providers, provided that such addition of providers does not reduce the current level of benefits provided to employees. Should the District Government decide to expand the list of eligible providers, the District shall give Compensation Unit 13 Representatives notice of the proposed additions.

SECTION D: SHORT-TERM DISABILITY INSURANCE PROGRAM

Employees covered by this Agreement shall be eligible to enroll, at their own expense, in the District's Short-Term Disability Insurance Program, which provides for partial income replacement when employees are required to be absent from duty due to a non-work-related qualifying medical condition. Employees may use income replacement benefits under the program in conjunction with annual or sick leave benefits provided for in this Agreement.

SECTION E: ANNUAL LEAVE

1. In accordance with D.C. Official Code §1-612.03, full-time employees covered by the terms of this agreement are entitled to:
 - (a) one-half (1/2) day (4 hours) for each full biweekly pay period for an employee with less than three years of service (accruing a total of thirteen (13) annual leave days per annum);

- (b) three-fourths (3/4) day (6 hours) for each full biweekly pay period, except that the accrual for the last full biweekly pay period in the year is one and one-fourth days (10 hours), for an employee with more than three (3) but less than fifteen (15) years of service (accruing a total of twenty (20) annual leave days per annum); and,
 - (c) one (1) day (8 hours) for each full biweekly pay period for an employee with fifteen (15) or more years of service (accruing a total of twenty-six (26) annual leave days per annum).
- 2. Part-time employees who work at least 40 hours per pay period earn annual leave at one-half the rate of full-time employees.
 - 3. Employees shall be eligible to use annual leave in accordance with the District Personnel Manual (DPM).

SECTION F: SICK LEAVE

- 1. In accordance with the D.C. Official Code §1-612.03 (2016 Repl.) a full-time employee covered by the terms of this agreement may accumulate up to thirteen (13) sick days per annum.
- 2. Part-time employees for whom there has been established in advance a regular tour of duty of a definite day or hour of any day during each administrative workweek of the biweekly pay period shall earn sick leave at the rate of one (1) hour for each twenty (20) hours of duty. Credit may not exceed four (4) hours of sick leave for 80 hours of duty in any pay period. There is no credit of leave for fractional parts of a biweekly pay period either at the beginning or end of an employee's period of service.

SECTION G: OTHER FORMS OF LEAVE

- 1. **Military Leave:** An employee is entitled to leave, without loss of pay, leave, or credit for time of service as reserve members of the armed forces or as members of the National Guard to the extent provided in the D.C. Official Code §1-612.03(m) (2016 Repl.)
- 2. **Court Leave:** An employee is entitled to leave, without loss of pay, leave, or service credit during a period of absence in which he or she is required to report for jury duty or to appear as a witness on behalf of the District of Columbia Government, or the Federal or a state or local Government to the extent provided in D.C. Official Code §1-612.03(l) (2016 Repl.)

3. **Funeral Leave:**

- a. An employee is entitled to three (3) days of leave, without loss of pay, leave, or service credit to make arrangements for or to attend the funeral or memorial service for an immediate relative. In addition, the Employer shall grant an employee's request for annual or compensatory time up to three (3) days upon the death of an immediate relative. Approval of additional time shall be at the Employer's discretion. However, requests for leave shall be granted unless the Agency's ability to accomplish its work would be seriously impaired.
- b. For the purpose of this section "immediate relative" means the following relatives of the employee: spouse (including a person identified by an employee as his/her "domestic partner" as defined in D.C. Official Code § 32-701 (2017 Supp.), married same-sex individuals, and related laws and parents thereof, children (including adopted and foster children and children of whom the employee is legal guardians and spouses thereof, parents, grandparents, grandchildren, brothers, sisters, and spouses thereof. For the purposes of certification of leave, employees shall provide a copy of the obituary or death notice, a note from clergy or funeral professional or a death certificate upon the Employer's request.
- c. An employee is entitled to not more than three (3) days of leave, without loss of pay, leave, or service credit to make arrangements for or to attend the funeral or memorial service for a family member who died as a result of a wound, disease or injury incurred while serving as a member of the armed forces in a combat zone to the extent provided in D.C. Official Code §1-612.03(n).

SECTION H: PRE-TAX BENEFITS

1. Employee contributions to benefits programs established pursuant to the D.C. Official Code §1-611.19, including the District of Columbia Employees Health Benefits Program, may be made on a pre-tax basis in accordance with the requirements of the Internal Revenue Code and, to the extent permitted by the Internal Revenue Code, such pre-tax contributions shall not effect a reduction of the amount of any other retirement, pension, or other benefits provided by law.
2. To the extent permitted by the Internal Revenue Code, any amount of contributions made on a pre-tax basis shall be included in the employee's contributions to existing life insurance, retirement system, and for any other District government program keyed to the employee's scheduled rate of pay, but shall not be included for the purpose of computing Federal or District income tax withholdings, including F.I.C.A., on behalf of any such employee.

SECTION I: RETIREMENT

1. **CIVIL SERVICE RETIREMENT SYSTEM (CSRS):** As prescribed by 5 U.S.C. 8401 and related chapters, employees first hired by the District of Columbia Government before October 1, 1987 are subject to the provisions of the CSRS, which is administered by the U.S. Office of Personnel Management. Under Optional Retirement the aforementioned employee may choose to retire when he/she reaches:

- (a) Age 55 and 30 years of service;
- (b) Age 60 and 20 years of service;
- (c) Age 62 and 5 years of service.

Under Voluntary Early Retirement, which must be authorized by the U.S. Office of Personnel Management, an employee may choose to retire when he/she reaches:

- (a) Age 50 and 20 years of service;
- (b) Any age and 25 years of service.

The pension of an employee who chooses Voluntary Early Retirement will be reduced by 2% for each year under age 55.

2. **DEFINED CONTRIBUTION PENSION PLAN:** All eligible employees hired by the District on or after October 1, 1987, are enrolled into the defined contribution pension plan. As prescribed by D.C. Official Code §1-626.09(c), after the completion of one year of service, the District shall contribute an amount not less than 5% of their base salary to an employee's Defined Contribution Pension Plan account. The District government funds this plan; there is no employee contribution to the Defined Contribution Pension Plan. Employees shall vest pursuant to the vesting schedule established by law.
3. **DEFERRED COMPENSATION PROGRAM:** As prescribed by §1-626.05 and related Chapters of the D.C. Official Code, all District Government employees covered by this agreement shall be eligible to participate in the District's Deferred Compensation Program. The Deferred Compensation Program is a savings system through pre-tax deductions and allows employees to accumulate funds for long-term goals, including retirement. The portion of salary contributed reduces the amount of taxable income in each paycheck. The Internal Revenue Service

determines the annual maximum deferral amount. Under the program, employees can choose from various fixed or variable investment options.

SECTION J: HOLIDAYS

1. As prescribed by the D.C. Official Code §1-612.02, the following legal public holidays are provided to all employees covered by this agreement:
 - (a) New Year's Day, January 1st of each year;
 - (b) Dr. Martin Luther King, Jr.'s Birthday, the 3rd Monday in January of each year;
 - (c) Washington's Birthday, the 3rd Monday in February of each year;
 - (d) Memorial Day, the last Monday in May of each year;
 - (e) Independence Day, July 4th of each year;
 - (f) Labor Day, the 1st Monday in September of each year;
 - (g) Columbus Day, the 2nd Monday in October of each year;
 - (h) Veterans Day, November 11th of each year;
 - (i) Thanksgiving Day, the 4th Thursday in November of each year;
 - (j) Christmas Day, December 25th of each year; and
 - (k) Emancipation Day.

2. When an employee, having a regularly scheduled tour of duty is relieved or prevented from working on a day District agencies are closed by order of the Mayor, he or she is entitled to the same pay for that day as for a day on which an ordinary day's work is performed.

ARTICLE 13: ADMINISTRATIVE CLOSINGS

SECTION A:

1. Premium pay or leave due to an administrative closing will be paid and administered pursuant to the DPM, Section 1135.

2. Emergency employees or essential employees, as defined by the DPM, who are required to work when all other District Government employees are released for administrative closings by the Mayor, in lieu of compensation, shall earn administrative closing leave on an hour for hour basis for each hour worked during an administrative closing. A determination as to whether the employee receives administrative closing pay or administrative closing leave will be made by joint agreement between the employee and his/her supervisor.

SECTION B:

Each Department shall identify emergency positions. DCNA and each emergency employee shall be notified in writing of the emergency status of his/her position.

ARTICLE 14: BACK PAY

To the extent the authority to pay the award is delegated to the Agency, arbitration awards or settlement agreements shall be processed within 60 days of receipt from the employee or the Union of necessary and relevant documentation, including documentation of interim earnings or other potential offsets.

ARTICLE 15: TERM & TEMPORARY EMPLOYEES

The District recognizes that agencies and departments have extended many temporary and term employees' appointments to perform permanent services. To address the interests of current term and temporary employees whose appointments have been so extended over time and who perform permanent services, the parties agree to the following:

1. Joint Labor-Management committees shall be established in each agency/program to identify temporary and term employees whose term or temporary appointment extend through six months after the effective date of this Agreement.
2. Each committee shall review all temporary and term appointment to determine whether each is consistent with law. If an appointment is not consistent with law, the Employer and the Union shall meet to resolve the matter. Employees shall be converted to permanent appointments consistent with the D.C. Official Code.
3. The Employer shall convert bargaining unit temporary and term employees identified by the committees, who perform permanent services, are in a pay status as of six months after the effective date of this Agreement, and who are paid from appropriated funds, to the career service prior to the expiration of this Agreement.
4. Prior to the expiration of this Agreement and if not inconsistent with law, the Employer shall make every effort to convert bargaining unit temporary and term employees identified by the committees, who perform permanent services, are in a pay status as of six months after the effective date of this Agreement, and who are paid through intra-District or federal grant funds, to the career service.
5. District agencies retain the authority to make term and temporary appointments as appropriate for seasonal and temporary work needs.

ARTICLE 16: EMPLOYEE EDUCATIONAL LOAN REPAYMENT REIMBURSEMENT PROGRAM

SECTION A:

Consistent with the application criteria, bargaining unit employees may apply to the District of Columbia Health Professional Loan Repayment Program. The Program will repay the cost of education necessary to obtain a health professional degree. The Program will pay toward the outstanding principal, interest, and related expense of federal, state or local government loans and commercial loans obtained by the employee for school tuition and required fees incurred by the employee and reasonable educational expenses.

SECTION B:

Under the guidelines of this program, bargaining unit employees may be eligible for up to \$66,000 over four years of service. Specifically, for each year of participation, the Program will repay loan amounts according to the following schedule:

1. First year of service, 18% of the total debt, up to \$11,800
2. Second year of service, 26% of the total debt, up to \$17,200
3. Third year of service, 28% of the total debt, up to \$18, 500
4. Fourth year of service, 28% of the total debt, up to \$18,500

ARTICLE 17: EMPLOYEE METRO CARD INCENTIVE

The District of Columbia Government shall subsidize the cost of monthly transit passes for personnel use by employees by not less than fifty (\$50) per month for employees who purchase and use such passes to commute to and from work. The metro transit benefit will roll over from month to month for employees who access the benefit. Any benefit not accessed by the end of the calendar year will revert back to the District of Columbia Government.

ARTICLE 18 SAVINGS CLAUSE

SECTION A

In the event any article, section or portion of this Agreement is held to be invalid and unenforceable by reason of any existing or subsequently enacted law or by decree of any court or other authority of competent jurisdiction, such decision shall apply only to the specific article, section, or portion thereof specified in the decision; and upon issuance of such law or decision, the Employer and the Union agree to immediately negotiate a substitute for the invalidated article, section or portion thereof to the extent possible.

SECTION B

The terms of this Agreement supersede any conflicting District Personnel Manual (DPM) regulations, or departmental rules concerning non-compensation or compensation matters covered herein for the term of this agreement.

ARTICLE 19: IMPROVED BENEFITS

SECTION A:

Any future legislation, ordinance or order which improves the benefits employees covered by this contract now receive shall not automatically be applied to such employees, but will be negotiated.

SECTION B:

If a similar action results in a reduction in benefits, the affected articles of the agreement shall be renegotiable at the option of DCNA.

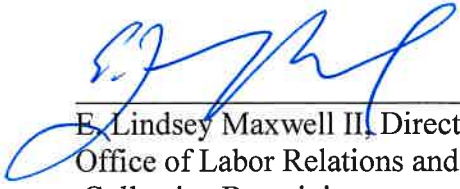
ARTICLE 20: MILEAGE PAY WHEN FLOATING BETWEEN LOCATIONS

Any DCNA bargaining unit employee at DYRS who is floated between their assigned location to another location, that is, between New Beginnings Youth Services Center and the Youth Services Center, shall be entitled to receive compensation for mileage for the actual distance between the two locations.


Bargaining unit members who are reassigned to the new location are not entitled to this benefit.

Signed and executed this ____ day of _____, 2019.


**FOR THE DISTRICT OF COLUMBIA
GOVERNMENT**




E. Lindsey Maxwell II, Director
Office of Labor Relations and
Collective Bargaining



Kathryn Naylor, Supervisory Attorney
Office of Labor Relations and
Collective Bargaining



Brenda Donald, Director
Child and Family Services Agency



Christal Williams, Manager
Labor Relations Manager



Quincy I. Booth, Director
Department of Corrections




Paulette Johnson
DOC Labor Liaison




Andrew Reese, Director
Department on Disability Services

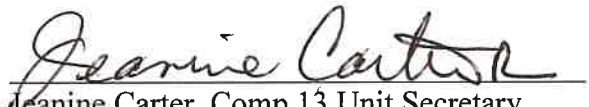
FOR THE UNION



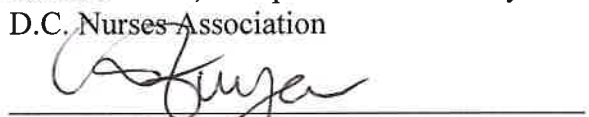
Walakwon Blegay, Esq.
Chief Negotiator
D.C. Nurses Association



Dr. Bonita Jenkins, Comp 13 Unit President
D.C. Nurses Association



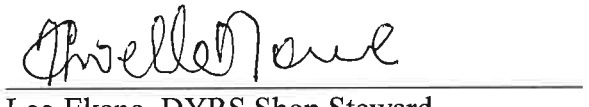
Jeanine Carter, Comp 13 Unit Secretary
D.C. Nurses Association



Chinyere Otuya, DDS Shop Steward
D.C. Nurses Association

Robbin Rowe, DCNA Negotiations Team
D.C. Nurses Association

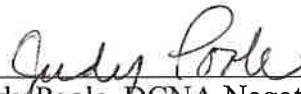
Gloria McCants, CFSA Shop Steward
D.C. Nurses Association



Leo Ekane, DYRS Shop Steward
D.C. Nurses Association



Jessica Gray, Labor Liaison
Department on Disability Services



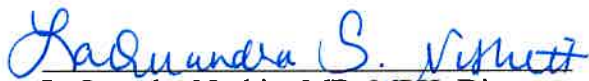
Judy Poole, DCNA Negotiations Team
D.C. Nurses Association



Gregory M. Dean, Chief
Department of Fire and Emergency Medical Services



Steven Blivess, Esq.
Senior Labor Relations Specialist
Department of Fire and Emergency Medical Services



LaQuandra Nesbitt, MD, MPH, Director
Department of Health

Alana Robinson, Labor Liaison
Department of Health



Wayne M. Turnage, Director
Department of Health Care Finance

Sudie Mae Seed, Labor Liaison
Department of Health Care Finance



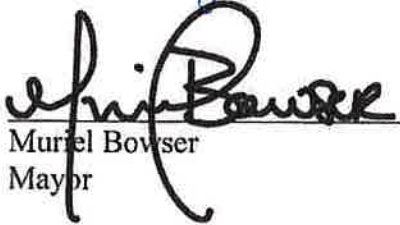
Clinton Lacey, Director
Department of Youth Rehabilitation Services



Trey Stanback, Labor Liaison
Department of Youth Rehabilitation Services

APPROVAL

The compensation collective bargaining agreement between the District of Columbia Government and the District of Columbia Nurses Association, dated March 3, 2019 has been reviewed in accordance with Section 1-617.17 of the District of Columbia Comprehensive Merit Personnel Act of 1978, D. C. Official Code (2016 Repl.) and is hereby approved on this 6 day of May, 2019.


Muriel Bowser
Mayor

District of Columbia Salary Schedule: Comp Unit 13 (Union)

Fiscal Year: 2018
Service Code Definition: Registered Nurses
Effective Date: October 1, 2017
Affected CBU/Service Code(s): CAA A28
Union/Nonunion: Union
Occupational Series: 0610
Pay Plan Schedule: DS/CS
Peoplesoft Schedule: DS0075
% Increase: 3.0%
Resolution Number:
Date of Resolution:

	Step 1 Entry	Step 2 1yr	Step 3 1yr	Step 4 1yr	Step 5 1yr	Step 6 2yrs	Step 7 2yrs	Step 8 2yrs	Step 9 2yrs	Step 10 2yrs	Classification
CS Grade 5	\$60,240	\$61,520	\$62,801	\$64,084	\$66,647	\$69,210	\$71,772	\$74,337	\$76,901	\$79,463	NURSE GRADUATE
CS Grade 7	\$70,870	\$72,376	\$73,883	\$75,392	\$78,408	\$81,423	\$84,439	\$87,454	\$90,469	\$93,487	CLINICAL NURSE I (Registered Nurse)
CS Grade 9	\$76,538	\$78,167	\$79,795	\$81,423	\$84,680	\$87,938	\$91,194	\$94,452	\$97,709	\$100,965	CLINICAL NURSE II (Occupational Health Nurse, Community Health Nurse, Lead Registered Nurse)
CS Grade 10	\$79,598	\$81,295	\$82,987	\$84,680	\$88,068	\$91,456	\$94,841	\$98,230	\$101,618	\$105,003	CLINICAL NURSE III (Nurse Team Leader)
CS Grade 11	\$83,183	\$84,950	\$86,721	\$88,491	\$92,032	\$95,568	\$99,110	\$102,650	\$106,189	\$109,730	NURSE SPECIALIST I (Nurse Consultant I, Nurse Specialist I)
CS Grade 12	\$87,341	\$89,199	\$91,057	\$92,914	\$96,634	\$100,350	\$104,066	\$107,781	\$111,499	\$115,216	NURSE SPECIALIST II (Nurse Consultant II - Team Leader, Nurse Specialist II - Team Leader)

District of Columbia Salary Schedule: Comp Unit 13 (Union)

Fiscal Year: 2019 **Service Code Definition:** Registered Nurses
Effective Date: October 14, 2018 **Affected CBU/Service Code(s):** CAA A28
Union/Nonunion: Union **Occupational Series:** 0610

Pay Plan Schedule: DS/CS
Peoplesoft Schedule: DS0075

% Increase: 2.0%

Resolution Number:

Date of Resolution:

	Step 1 Entry	Step 2 1yr	Step 3 1yr	Step 4 1yr	Step 5 1yr	Step 6 2yrs	Step 7 2yrs	Step 8 2yrs	Step 9 2yrs	Step 10 2yrs	Classification
CS Grade 5	\$61,445	\$62,750	\$64,057	\$65,366	\$67,980	\$70,594	\$73,207	\$75,824	\$78,439	\$81,052	NURSE GRADUATE
CS Grade 7	\$72,287	\$73,824	\$75,361	\$76,900	\$79,976	\$83,051	\$86,128	\$89,203	\$92,278	\$95,357	CLINICAL NURSE I (Registered Nurse)
CS Grade 9	\$78,069	\$79,730	\$81,391	\$83,051	\$86,374	\$89,697	\$93,018	\$96,341	\$99,663	\$102,984	CLINICAL NURSE II (Occupational Health Nurse, Community Health Nurse, Lead Registered Nurse)
CS Grade 10	\$81,190	\$82,921	\$84,647	\$86,374	\$89,829	\$93,285	\$96,738	\$100,195	\$103,650	\$107,103	CLINICAL NURSE III (Nurse Team Leader)
CS Grade 11	\$84,847	\$86,649	\$88,455	\$90,261	\$93,873	\$97,479	\$101,092	\$104,703	\$108,313	\$111,925	NURSE SPECIALIST I (Nurse Consultant I, Nurse Specialist I)
CS Grade 12	\$89,088	\$90,983	\$92,878	\$94,772	\$98,567	\$102,357	\$106,147	\$109,937	\$113,729	\$117,520	NURSE SPECIALIST II (Nurse Consultant II - Team Leader, Nurse Specialist II - Team Leader)

District of Columbia Salary Schedule: Comp Unit 13 (Union)

Fiscal Year: 2020 Service Code Definition: Registered Nurses
 Effective Date: October 13, 2019 Affected CBU/Service Code(s): CAA A28
 Union/Nonunion: Union Occupational Series: 0610

Pay Plan Schedule: DS/CS
 Peoplesoft Schedule: DS0075

% Increase: 3.0%

Resolution Number:

Date of Resolution:

	Step 1 Entry	Step 2 1yr	Step 3 1yr	Step 4 1yr	Step 5 1yr	Step 6 2yrs	Step 7 2yrs	Step 8 2yrs	Step 9 2yrs	Step 10 2yrs	Classification
CS Grade 5	\$63,288	\$64,633	\$65,979	\$67,327	\$70,019	\$72,712	\$75,403	\$78,099	\$80,792	\$83,484	NURSE GRADUATE
CS Grade 7	\$74,456	\$76,039	\$77,622	\$79,207	\$82,375	\$85,543	\$88,712	\$91,879	\$95,046	\$98,218	CLINICAL NURSE I (Registered Nurse)
CS Grade 9	\$80,411	\$82,122	\$83,833	\$85,543	\$88,965	\$92,388	\$95,809	\$99,231	\$102,653	\$106,074	CLINICAL NURSE II (Occupational Health Nurse, Community Health Nurse, Lead Registered Nurse)
CS Grade 10	\$83,626	\$85,409	\$87,186	\$88,965	\$92,524	\$96,084	\$99,640	\$103,201	\$106,760	\$110,316	CLINICAL NURSE III (Nurse Team Leader)
CS Grade 11	\$87,392	\$89,248	\$91,109	\$92,969	\$96,689	\$100,403	\$104,125	\$107,844	\$111,562	\$115,283	NURSE SPECIALIST I (Nurse Consultant I, Nurse Specialist I)
CS Grade 12	\$91,761	\$93,712	\$95,664	\$97,615	\$101,524	\$105,428	\$109,331	\$113,235	\$117,141	\$121,046	NURSE SPECIALIST II (Nurse Consultant II - Team Leader, Nurse Specialist II - Team Leader)



COUNCIL OF THE DISTRICT OF COLUMBIA
THE JOHN A. WILSON BUILDING
1350 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D.C. 20004

The Honorable Muriel E. Bowser
Mayor of the District of Columbia
1350 Pennsylvania Avenue, N.W., 3rd Floor
Washington, D.C. 20004

Dear Mayor Bowser:

This is to inform you of the status of a proposed resolution transmitted to the Council in accordance with D.C. Official Code § 1-617.17(j). The below proposed resolution has been deemed approved by virtue of the Council having taken no action to disapprove it.

<u>Proposed Resolution</u>	<u>Title</u>	<u>Date of Approval</u>
PR 23-226	Compensation Collective Bargaining Agreement between the District of Columbia Department of Health, Department of Youth Rehabilitation Services, Department on Disability Services, Department of Health Care Finance, Child and Family Services Agency, the Department of Corrections and Fire and Emergency Medical Services Department (Compensation Unit 13) and the District of Columbia Nurses Association Approval Resolution of 2019	May 6, 2019

If you have any questions please contact me at 202-724-8032.

Sincerely,

Phil Mendelson
Chairman of the Council

cc: Committee on Labor and Workforce Development

COLLECTIVE BARGAINING AGREEMENT

BETWEEN

The District of Columbia

**Department of Youth Rehabilitation Services
(formerly known as the "Department of Human Services")**

and

the Fraternal Order of Police/Department of Youth Rehabilitation

Services Labor Committee

**(formerly known as the "Fraternal Order of Police/Department of Human Services
Labor Committee")**

EFFECTIVE OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2021

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PREAMBLE

This Agreement is entered into between the District of Columbia Department of Youth Rehabilitation Services, formerly known as the "Department of Human Services" (hereinafter referred to as the Employer) and the Fraternal Order of Police/Department of Youth Rehabilitation Services Labor Committee, formerly known as the "Fraternal Order of Police/Department of Human Services Labor Committee" (hereinafter referred to as the Union).

The Employer and the Union recognize the need to provide efficient service to the public and to maintain and increase the quality of service. Both parties further agree to the need for establishing and maintaining a sound labor-management relationship and mutually agree to continue working toward this goal. Each side has been afforded the opportunity to put forth all its proposals and to bargain in good faith. Both parties agree this Agreement expresses the results of their negotiations. Each party declares without reservation the contents of the Agreement.

Therefore, to ensure the stability of the Agreement, no new provisions shall be proposed during the term of this Agreement, unless provided for elsewhere in this Agreement, or such proposal is entertained by mutual agreement of the parties.

The Preamble is intended to provide the background and purpose of the collective bargaining agreement. Alleged violations of the Preamble per se will not be cited as contract violations.

ARTICLE 1—RECOGNITION

The Union is the exclusive collective bargaining representative for certain employees of the Employer in an appropriate unit ("the Unit" herein) as certified by the Public Employee Relations Board (PERB) in PERB Case No.96-RC-02, Certification No. 93, as amended.

ARTICLE 2—GOVERNING LAWS AND REGULATIONS

The Employer and Union agree that all applicable District of Columbia laws, government-wide rules, regulations or Department rules, issuances or policies govern the working conditions regarding this Agreement. In the event any D.C. laws, Government-wide rule or regulation or Department rule, issuance or policy is in conflict with this Agreement, the terms of this Agreement shall prevail.

ARTICLE 3—UNION SECURITY AND DUES DEDUCTION

SECTION 1:

The terms and conditions of this Agreement shall apply to all employees in the bargaining unit without regard to Union membership. Employees covered by this Agreement have the right to join or refrain from joining the Union.

SECTION 2:

Pursuant to D.C. Official Code § 1-617.01 (2001 edition), the Employer shall deduct dues from the bi-weekly salaries of those employees who authorize the deduction of said dues. The dues check-off authorization may be cancelled in accordance with the lawful terms of employee's agreement with the Union under which an employee voluntarily authorized said deductions and upon notification by the Union that the employee's check-off should be cancelled consistent with such terms.

SECTION 3:

Employee's Union dues shall be transmitted to the Union, minus ten (0.10) cents to the Office of Labor Relations and Collective Bargaining for the administrative costs associated with the collection of said dues.

SECTION 4:

The Union may require that an employee who does not pay dues shall pay all reasonable costs incurred by the Union in representing such employee(s) in personal grievances, adverse actions or appeal proceedings in accordance with the provisions of the Comprehensive Merit Personnel Act (CMPA).

SECTION 5:

The Employer and the District Government as a whole shall be indemnified or otherwise held harmless for any errors, or omissions in carrying out the provisions of this Article.

SECTION 6:

When an employee is permanently separated from the bargaining unit, he/she will submit a request to have Union dues deductions canceled. Upon request, on a quarterly basis, Management will provide the Union with a list of names of bargaining unit members.

SECTION 7:

Payment of dues shall not be a condition of employment.

ARTICLE 4—UNION RIGHTS

SECTION 1:

A. The Union Chairperson, Shop Stewards, Officers, and duly designated representatives shall be granted a reasonable amount of official time to perform representational functions during duty hours. Use of official time shall not result in any loss of pay, adversarial action, retaliatory action or loss of any other benefits as a result thereof. Performance-evaluations of employee representatives shall consider only assignments performed relative to the position of record.

B. For the purpose of this Article, "representational functions" means those authorized activities undertaken by employees on behalf of other employees or the Union or other authorized official representatives pursuant to representational rights under the terms of this Agreement and District of Columbia law. Examples of activities for which official time will be authorized include, but are not limited to:

1. Labor negotiations;
2. Contacts between employee representatives and employees provided for in the negotiated grievance procedure;
3. Grievance meetings, administrative hearings and arbitration hearings;
4. Disciplinary or adverse action proceedings, if the union is designated as a representative of the employee;
5. Attendance at an examination of an employee who reasonably believes he or she may be the subject of a disciplinary or adverse action and the employee has requested representation;
6. Union-sponsored training that benefits both labor and management;
7. Attendance at board or other committee meetings on which the Union representatives are authorized membership by Management or the Agreement;
8. Attendance at meetings between the Employer and the Union;
9. Attendance at agency recognized/sponsored activities to which the Union has been invited;
10. Attendance at meetings between the Union and bargaining unit employees regarding the terms of working conditions and conditions of employment; and
11. Other joint labor-management activities benefiting both labor and management.

C. Official time shall not include time spent on internal Union business.

SECTION 2:

A. Requests to use official time to carry out representational functions shall be made on the "Official Time Report" (See form attached).

B. Official time for all Union representatives must be requested and approved by an authorized management official as designated in writing by the deputy director in advance consistent with workload requirements except when exceptional circumstances do not allow for advance approval (e.g., unscheduled meetings called by management when the Union's attendance is requested, representation of employees in interviews where the employee might be subject to discipline).

C. The Union representative shall request authorization from an authorized management official as designated in writing by the deputy director. The Union representative will indicate to the supervisor or designee, on the "Official Time Report" form (See form attachment), the representational activity to be performed and approximate length of time required.

D. Advance requests for official time are understood to be estimates.

E. Workload needs will be balanced with official time needs prior to approval based on the following standard: official time requests will be granted except under conditions of work necessity.

F. If the Employer denies official time to a Union representative, the representative will be notified, at the time of denial, when they will be released. If the release is delayed for more than twenty-four (24) hours, the Union Chairperson or designee may request that the Management Official state the denial and the reason for denial. Such statement will be provided in writing within two (2) workdays.

SECTION 3:

Within thirty (30) business days of certification of the results of a Union election or appointment of new Shop Steward(s), the Union shall provide the Labor Liaison, in writing, with a complete list of all Union Officers and Shop Stewards. It shall be the responsibility of the Union to notify the Authorized Management Official(s) in writing of any changes in the roster of Union Officers and Shop Stewards. The Employer will not recognize any representative who is not listed as required, or for whom notification was not provided in accordance with this section.

SECTION 4:

A. Union representatives, as designated in Section 3, Subparagraph A of this Article are authorized to perform and discharge representational functions related to representing employees in the unit.

B. A Union representative may be required to leave his/her assigned work area to transact permissible labor-management business. When it becomes necessary for an officer or steward to transact permissible labor-management business away from the assigned work area during work hours, the officer or steward must request and receive permission from an authorized management official as designated in writing by the deputy director, utilizing the "Official Time Report" form.

Before entering a work area other than his/her own, a Union representative shall request from the appropriate supervisor of his/her desire to visit or meet and confer with an employee in that work area. If the supervisor is unable to grant the request, the representative will be advised of an appropriate time to meet with the employee within two (2) calendar days. If such meeting cannot take place within (2) calendar days of the original

request, then Management shall extend any relevant deadlines by a duration commensurate with the delay.

SECTION 5:

Management agrees to recognize the officers and duly designated representatives of the Union who are not employees and shall be advised by the Union of the names of its officers and representatives.

SECTION 6:

Union officers may also be granted official time to participate in labor/management activities on behalf of the Union including, attending scheduled meetings with Management officials outside the Department, officials of the Executive Branch, and the Council of the District of Columbia.

SECTION 7:

The Union will be notified prior to any change in shift assignments of duly appointed stewards. The Union will be notified prior to the implementation of new shifts that would affect the members of the unit. The Union will have the right to select a steward for each newly organized shift. In the event a shop steward is detailed or reassigned, he/she will be given reasonable time to complete all pending matters in which he/she is involved.

SECTION 8:

During orientation of new employees or when new employees come on board, the Union president or his/her designee shall be granted up to one (1) hour for the purpose of informing employees of the Union's exclusive recognition, union benefits, and employee rights under the negotiated agreement as well as distribution of any Union related materials. The shop steward will be given an opportunity to meet with the new employee.

SECTION 9

The Employer agrees, upon request, to notify the Union of new employees in the bargaining unit listed by organization unit with title and grade.

SECTION 10:

Upon request, the Employer agrees to provide the Union with a list in alphabetical order, of all employees in the bargaining unit. The list shall contain name, job title, grade, date employment, job status, date of NTE for temporary/term employees, when applicable, and CBU codes.

SECTION 11—LABOR REPRESENTATIVE TRAINING:

Each Local shall notify the Office of Labor Relations and Collective Bargaining (OLRCB) in advance of Union Sponsored training, with the names of the Union officials and stewards

who are to attend. The Employer shall grant official time for Union stewards and officials to attend Union sponsored training related to their roles as Union Representatives.

SECTION 12:

If it has space available, the Employer agrees to provide the Union with habitable office space for its exclusive use at the Employer's facility where the majority of the bargaining unit is employed.

ARTICLE 5—LABOR MANAGEMENT RELATIONS

SECTION 1—LABOR MANAGEMENT RELATIONS COMMITTEE

A. The parties agree to establish a Labor-Management Relations Committee. This Committee will be composed of five (5) Union representatives and five (5) Management representatives. The Union and the Employer shall independently establish methods related to appointment and tenure of Committee representatives. The Committee shall meet quarterly or on a mutually agreed upon basis, as needed. The parties shall provide an agenda five (5) working days prior to the scheduled meeting. The meetings will be co-chaired by one (1) Union and one (1) Management representative.

B. The Labor-Management Relations Committee may establish subcommittees as may be necessary and agreed upon by the Committee Representatives. The Labor-Management Committee may make recommendations to the Department but shall not have any authority to renegotiate, amend or otherwise alter this Agreement. The parties agree that appeals, grievances or problems of individual employees shall not be subjects of discussion at these meetings.

C. When either party has agreed to furnish to the other party information relevant to a topic discussed in the Labor-Management Relations Committee, the information shall be provided within fifteen (15) working days, when practicable. The fifteen working day time limit may be waived upon mutual agreement.

SECTION 2--LEVEL MEETINGS:

For the purpose of establishing open communications, upon request, the Employer' and the Union Chairperson with the Executive Board will meet on an as needed basis, provided either party furnishes the other with an itemized agenda setting forth the topics of discussion five (5) working days prior to the meeting. When preparing the agenda called for in this Section, the Employer and the Union will provide space on the agenda for appropriate issues which may arise after the agenda is submitted. If the parties mutually agree that other meetings are necessary, such meetings shall be scheduled to discuss the specific issue(s).

SECTION 3:

The Department Director or designee may meet quarterly with the Union Chairperson and the Executive Board in his/her Department, provided either party furnishes the other an itemized agenda fifteen (15) working days prior to the meeting.

ARTICLE 6—EMPLOYEE RIGHTS

SECTION 1:

Employees shall have the right to: organize a labor organization free from interference, restraint, or coercion; form, join, or assist any labor organization or to refrain from such activity; bargain collectively through representatives of their own choosing; and refrain from any or all such activities, in accordance with D.C. Official Code Section 1-617.06.

SECTION 2:

The terms of this Agreement do not preclude any bargaining unit employee from bringing matters of a personal concern to the attention of the appropriate officials of the Employer and/or the Union.

SECTION 3:

Employees elected to Union office may request a leave of absence without pay from their employment with the Department to perform union related duties in accordance with D.C. Official Code Section 1-612.03(p).

ARTICLE 7—CLASSIFICATION AND POSITION DESCRIPTION

SECTION 1 - CLASSIFICATION:

A. An employee may request a review of his/her classification in terms of title, series, grade or description with his/her supervisor. Such a request must be presented in writing to the supervisor. If the review does not settle the matter, the employee may request a review through the D.C. Office of Personnel, using the District Personnel procedures.

B. Any appeal of a classification action shall be processed exclusively in accordance with the grievance procedure outlined in the District Personnel Manual.

SECTION 2 - POSITION DESCRIPTIONS:

Employees may request a copy of the description of the position to which assigned within ten (10) business days after the time of the assignment or upon request. An employee detailed or reassigned to an established position shall be given a position description within ten (10) business days after the time of assignment. An employee detailed to an

unestablished position shall be furnished with a statement of duties within ten (10) business days after the time of assignment to the detail.

SECTION 3:

If the Union is representing an employee or group of employees and needs a position description to facilitate the representation, the Union may request a copy (ies) of the position description(s) from the Employer. All requests must be submitted in writing, identifying the name(s), series, and grade(s) of position(s) requested. The Employer will provide the position description(s) within ten (10) business days.

SECTION 4:

When changes are made to a position description, the affected employee will be notified prior to implementation and will receive a copy of the official revised position description within ten (10) business days.

SECTION 5:

The principle of equal pay for equal work will be supported in accordance with the provisions of the D.C. Official Code, Section 1-611.01 (a)(2) (2001 edition) and applicable D.C. Personnel regulations and instructions.

SECTION 6:

Alleged violations of equal pay for equal work law shall be handled exclusively in accordance with law and procedures of the District Personnel Manual.

ARTICLE 8—MERIT STAFFING

SECTION 1:

The Union Chairperson or designee shall be furnished a copy of all vacancy announcements when issued.

SECTION 2:

When a vacancy is within the bargaining unit, the Employer shall notify the Union in advance prior to the convening of an interview panel. The Union may send one (1) representative to attend as an observer to ensure that interviews are job-related, reasonably consistent, and fair to all candidates, pursuant to D.C. laws and regulations. The Union representative shall not interfere with the interview process and his/her attendance shall not result in the Employer having to incur overtime/drafting procedures. In the event the Union representative is delayed or fails to attend scheduled interviews, Management reserves the right to continue the interview process.

SECTION 3: ACCESS TO MERIT STAFFING INFORMATION

A. An applicant who has made application in response to a specific merit staffing announcement is entitled to the following information concerning his or her consideration under that announcement (the same information is available to the applicant's representative designated in writing):

1. Any record of performance or supervisory evaluation not submitted by the candidate which was used in considering him or her for selection;
2. Whether he or she was found eligible on the basis of minimum qualifications for the position;
3. Whether he or she was among the candidates referred to the selecting official;
4. His or her categorical ranking; and
5. The name of the individual selected.

B. The information requested may be transcribed from the merit staffing file or copies may be provided. If copies of documents are furnished, names and data relating to all other candidates must be deleted. Names and data relating to other candidates may not be released because such release would constitute an invasion of the privacy of the other candidates.

SECTION 4: VIOLATIONS AND CORRECTIONS

The parties agree that merit promotion principles should be applied as prescribed in the Comprehensive Merit Personnel Act (CMPA) and DPM, and in accordance with Departmental procedures.

ARTICLE 9—DETAILS AND TEMPORARY PROMOTIONS

Details and temporary promotions will be conducted in accordance with the provisions set forth in the DPM.

SECTION 1 - DETAILS:

A. Nothing in this Agreement prevents the Employer from detailing an employee to maintain and preserve the efficiency of the service or the health, safety or welfare of the Department.

B. Employees detailed to work in a higher graded position shall be entitled to the pay associated with that position effective the first pay period following the detail after undertaking the duties of the higher grade for a period of ninety (90) consecutive days. Thereafter, beginning on the ninety-first (91st) day, the employee is entitled to acting pay as long as he/she remains in the detail.

C. A record of all employee details or assignments to higher-graded positions in excess of thirty (30) working days shall be documented and placed in his/her Official Personnel File (OPF). Notification of a detail or assignment shall be given to the affected employee as soon as practicable prior to the proposed detail.

D. Employees on detail to a lower-grade position shall maintain the pay of his/her incumbent position.

SECTION 2 - TEMPORARY PROMOTION:

Except in emergency circumstances, advance notice shall be given to the Union of temporary promotions of Local Officers and Stewards. The notification shall include the position, title, grade, effective date, and location.

ARTICLE 10—SPECIALLY FUNDED POSITIONS

The Employer agrees, prior to transferring employees into specially funded positions, to explain the employment and funding contingencies of the position and to document such employment and funding contingencies on the Personnel Action Form 1 and to provide a copy to the employee.

ARTICLE 11—TEMPORARY AND TERM EMPLOYEES

Employees appointed non-competitively to term or temporary positions are subject to the terms and procedures in Article 17 of the Comp 1 and 2 Compensation Agreement.

ARTICLE 12—REASSIGNMENT

SECTION 1:

Requests for reassignments may be made by an employee. Employees requesting reassignment within the same organizational unit or to other organizational units shall submit a request in writing, inclusive of the supportive reasons, to their immediate supervisor. The supervisor will respond to the written request in writing within fifteen (15) days. The notification periods in Sections 2 and 3 below will not apply to reassignments made pursuant to a request.

SECTION 2:

If an employee is reassigned, he/she will be given at least fourteen (14) days advanced notice of the reassignment except in cases of shortage or emergencies. If a reassignment involves relocation to a different facility or building, fourteen (14) working days advanced notice will be given to the employee, unless an emergency situation necessitates the

reassignment. When an employee is reassigned, a personnel action will be prepared to initiate the action.

SECTION 3:

If a reassignment or relocation of a Union representative is planned, the Union Chairperson will be given a fourteen (14) day advance written notice provided that the Employer has been notified that the employee listed is an authorized Union representative prior to reassignment.

ARTICLE 13—PERFORMANCE EVALUATION

Each employee shall be evaluated in accordance with Section 1-613.52 of the D.C. Official Code. The Employer agrees that, when feasible, it will engage in employee counseling as a means of improving employee performance before resorting to discipline.

ARTICLE 14—TRAINING AND UPWARD MOBILITY

The Employer and the Union recognize the need for cooperation in the area of employee training and upward mobility.

SECTION 1 - INFORMATION:

The Department will assist employees in implementing individual career development plans by publicizing training programs and current training opportunities.

SECTION 2:

When information on training is received the Department agrees to post such information on bulletin boards or electronically.

SECTION 3 - RECORDS:

A record of satisfactorily completed training courses may be filed by each employee in his/her Agency Personnel File.

SECTION 4 - IN-HOUSE TRAINING:

Training which is authorized and approved by the Department under the terms of this Agreement shall be conducted during duty hours where practical. The Employer reserves the right to schedule training sessions. Multiple training sessions will not be scheduled to accommodate all duty hours. Shift employees shall not lose any money because of training in accordance with the District Personnel Manual, Chapters 12 and 13. All employees assigned to attend training shall be given at least seven (7) calendar days' notice of the training and its date, location, and time.

SECTION 5--OPTIONAL TRAINING:

A. Bargaining unit employees will be given an opportunity to apply for and participate in appropriate training and educational programs. Requests for training and educational opportunities shall be processed timely.

B. Employees shall be notified in a timely manner of their selection or non-selection for a training or educational opportunity for which they applied or were nominated. In cases where a training request or nomination has been denied, the employees may request and receive an explanation for the denial.

SECTION 6:

Subject to availability of training and educational funds, the Department may pay or help pay tuition for approved training offered outside of the Department.

SECTION 7-- MANDATORY TRAINING:

When the Department introduces new equipment, new rules, regulations or policies into the work place which impacts upon the position and/or duties of an employee in the bargaining unit, the Department will provide the necessary training. Shift employees shall not lose any monies because of training in accordance with the District Personnel Manual, Chapters 12 and 13.

ARTICLE 15—CONTRACTING OUT/PRIVATIZATION

SECTION 1:

The parties agree that, the decision to contract out is a management right subject to applicable laws, regulations and policies.

SECTION 2:

It is agreed that issues regarding contracting out or privatization, are appropriate for Labor/Management meetings. The Department agrees to discuss such issues, as well as alternatives of contracting out or privatization (existing and future work) with the Union.

SECTION 3:

The Employer agrees to give the Union at least forty-five (45) days advance notice of any contracting out actions which may displace any bargaining unit employees, except in emergency situations. The Employer agrees to consider existing resources, to consult with the Union, and further agrees to consider the views, recommendations, and suggestions offered by the Union concerning the impact of its decision to contract out bargaining unit positions. When requested by either party, Union proposals and Agency responses will be reduced to writing.

SECTION 4:

The Employer agrees to minimize displacement actions by reassigning, retraining, restricting hiring as required under the Agency Reemployment and Displaced Employee Programs, and taking other actions necessary to retain bargaining unit employees consistent with applicable laws and regulations.

SECTION 5:

When requested, the Employer agrees to provide the Union with current information on contracts within the Agency, and the names of bargaining unit members who will be displaced.

ARTICLE 16—REORGANIZATION OR REALIGNMENT

SECTION 1:

Reorganization is defined under Section 1-315.03 of the D.C. Official Code (2001 edition) as "that action which results in the transfer, consolidation, abolition, or authorization with respect to functions and hierarchy, between or among agencies, and which affects the structure or structures thereof, at the control or responsibility level(s)..." and including but not limited to the specific circumstances described in Sections 1-315.03(1) - (4).

SECTION 2:

Within the context of this Agreement, realignment is defined as a change in the internal structure or functions of the Agency which effects a substantial number of employees in the bargaining unit but which does not constitute reorganization.

SECTION 3:

The Employer agrees to give the Union at least thirty (30) days' notice, except in emergency situations, of its intent to effect a reorganization impacting on bargaining unit employees. The Employer shall notify the Union in writing and shall provide the following information:

- A. A description of the purpose and nature of the changes;
- B. Organizational chart(s) existing and proposed;
- C. Mission and function statements existing and proposed;
- D. Staffing patterns existing and proposed; and
- E. Any relevant information deemed necessary for representational purposes.

SECTION 4:

When realignment occurs, the Director or his/her designee shall provide the relevant information requested by the union prior to the action.

SECTION 5:

Within ten (10) working days after receipt of the Employer's written notice to the Union, of the Employer's intent to effect reorganization impacting on bargaining unit employees, the Director or his/her designee shall arrange to meet with the Union prior to the implementation of the reorganization.

ARTICLE 17—EQUAL EMPLOYMENT OPPORTUNITY

SECTION 1:

The Employer and the Union agree to cooperate in providing equal opportunity for all qualified persons, to prohibit discrimination because of age, sex, race, creed, color, national origin, or other criteria prohibited and, to promote the full realization of equal opportunity through positive and continuing efforts. Complaints of discrimination are not subject to the negotiated grievance procedure.

SECTION 2:

Through the procedures established for Union-Management cooperation, each party agrees to advise-the other of equal opportunity problems of which they are aware. The Employer and the Union will jointly seek solution to such problems through personnel management procedures and programs provided in the Agreement and in the Employer's rules and regulations.

SECTION 3:

The Employer supports the Equal Employment Opportunity/Affirmative Action principles that:

- A. All personnel actions and employment practices are based on merit and fair and equitable treatment; and
- B. Any complaints of, or known discriminatory personnel management policy, procedure or practice, shall be given prompt and fair consideration and corrected where found.

SECTION 4:

The Union shall be promptly notified in writing of the name and telephone number of the EEO Counselor.

SECTION 5:

The name and telephone number of the Department's EEO Counselor shall be posted on all designated bulletin boards.

SECTION 6:

The Employer and the Union recognize that sexual harassment is a form of misconduct that undermines the integrity of the employment relationship and adversely affects employees' opportunities. All employees must be allowed to work in an environment free from unsolicited and unwelcomed sexual overtures.

SECTION 7:

Employees alleging discrimination or sexual harassment shall contact the Department's EEO Counselor or another District of Columbia EEO Counselor of their choosing from outside the Department for assistance in processing such complaints. EEO complaints are not grievable under the collective bargaining agreement.

ARTICLE 18—REDUCTIONS-IN-FORCE (RIF)

SECTION 1:

The Agency agrees that reductions-in-force will be conducted in accordance with the procedures set forth in D.C. Official Code § 1-624.02 or § 1-624.08 as amended.

SECTION 2:

In the event of a reduction-in-force, the Agency shall engage in impact and effect bargaining upon request by the Union.

SECTION 3:

When requested by the Union, the Agency agrees to provide the Union with information that is relevant and necessary for the Union to engage in impact and effects bargaining.

ARTICLE 19—FURLOUGH

SECTION 1:

The Employer agrees to give the Union at least thirty (30) days advance notice, except in emergency situations, of the Mayor's approval of an administrative order authorizing a furlough affecting bargaining unit employees. Upon receipt of such notice, the Union has ten (10) days to request impact and effects bargaining and to submit proposals. Such notice shall be prior to the official notice to employees and will include:

- A. The reason for the action to be taken;

- B. The approximate number of employees who may be initially affected;
- C. The number of furlough hours; and
- D. The designated pay periods in which the furlough will be conducted.

SECTION 2:

Upon written request, the Union shall be provided information regarding the furlough action that is relevant and necessary for impact and effects bargaining.

ARTICLE 20—EMPLOYEE COUNSELING AND REFERRAL

SECTION 1:

The parties recognize that alcoholism, drug abuse and emotional illness or other personal problems may cause excessive absenteeism, disruptive behavior, or directly affect an employee's job performance. As such, the Employer shall make best efforts to assist employees experiencing these conditions by referring them to the appropriate District Government counseling or treatment program.

SECTION 2:

Employees accepting a referral will be provided reasonable time in accordance with applicable regulations, to improve work performance and/or attendance, provided, however, that the employee adheres to the requirements of the service or program and the employee's work performance and/or attendance satisfactorily improves.

SECTION 3:

The Employer may grant excused leave, in accordance with the DPM (i.e., annual leave, sick leave, advanced sick leave, or leave without pay), to an employee who accepts referral for the time he/she participates in a program. Such leave must be requested in advance.

SECTION 4:

To the extent available, the Employer will post a notice describing the D.C. Government Employee Counseling and Referral program.

SECTION 5:

With respect to any programs or counseling attended by employees pursuant to this Article, the employee shall sign a release of information form to provide the Employer or supervisor with information on the employee's attendance and completion of the program or service.

SECTION 6:

The Employer reserves its right to take disciplinary action against employees. Due consideration will be given to the recovery process. The Employer may also verify an employee's participation in a program or service when initiating disciplinary action.

SECTION 7:

The Employer and the Union recognize the benefit to both the Employee and Employer of offering the opportunity for an employee to obtain rehabilitation. However, the use of illegal drugs or the use of alcohol (in a manner that impairs his/her job performance) cannot be tolerated.

ARTICLE 21—LEAVE ADMINISTRATION

SECTION 1—GENERAL:

A. Employees must request leave in advance and obtain written approval before taking leave. The request may either be written, or electronic, and shall state the type and length of the leave requested. Failure to obtain advanced approval for leave may result in having the absence charged as unauthorized.

B. Requests for annual leave of three (3) work days or less shall be submitted at least seven (7) work days in advance. Requests for annual leave of four (4) work days or more shall be submitted at least fourteen (14) work days in advance. Management shall respond to the employee's leave request within three (3) work days of receiving it.

C. Requests for annual leave will not be denied without sufficient cause and shall be based on upon factors which are reasonable, equitable and do not discriminate against any employee or group of employees.

SECTION 2—CALL IN TIME:

A. Employees who are unable to report for their assigned shift because of unforeseen reasons must call in at least two (2) hours before the start of their tour of duty. The Employer agrees that the request for leave shall not be unreasonably denied. However, the Union and employees recognize that workload and scheduling considerations will not always allow the granting of previously unscheduled leave requests. Employees are required to request leave for illness or emergencies

B. All requests shall be called into the employee's immediate supervisor. If the immediate supervisor is not on duty, or cannot be reached, the employee should call the Shift Commander's Office. The supervisor receiving the call shall convey the request to the proper supervisor.

SECTION 3 - VACATION SCHEDULE:

The Employer reserves the right to determine the number of employees in each job category who may be on scheduled annual leave at any given time and to approve or disapprove requests for leave. Vacation schedules shall be based on employee requests and upon

supervisory approval and shall be posted as early in the leave year as possible. When the needs of the service are met, scheduling of leave will be resolved based on seniority on a first come, first served basis.

SECTION 4 - PAID LEAVE:

A. ANNUAL LEAVE: Employees shall earn annual leave in accordance with the Compensation Agreement between the District of Columbia Government and Compensation Units 1 and 2.

1. Requests to use annual leave shall be submitted by the employee on Standard Form-71, "Application for Leave," normally in advance of the date such leave is to commence. Leave may be used for personal business in hourly amounts.

a. In accordance with D.C. Official Code Section 1-612.03(h) (2001 edition), annual leave which is not used by an employee accumulates for use in succeeding years until it totals not more than 30 days. Annual leave, which is lost, may be restored, in accordance with D.C. Official Code Section 1-612.03(h) (2001 edition):

(1) To correct an Administrative error;

(2) When annual leave was scheduled in advance but it was denied because of exigencies of the public business; or,

(3) When the annual leave was scheduled in advance but its use was precluded because of illness or injury.

b. Consistent with D.C. Official Code Section 1-612.03 (h) (2) (a) (2001 edition), restored annual leave which is in excess of the 30 days shall be credited to a separate leave account for all restored annual leave must be taken within two (2) years from the date of restoration. It is understood that all decisions relating to this matter are in the authority of the Office of Financial Management, D.C. Controller.

c. Employees shall receive a lump sum payment for all annual leave not used upon resignation, retirement or separation.

B. SICK LEAVE:

1. Call in and reporting time for request for emergency annual or sick leave shall be specified in the Section 2, Subparagraphs A and B entitled, "Call In Time," of this Article.

2. Advance sick leave may be granted to permanent or probationary employees up to thirty (30) days. Employees requesting such leave must submit a satisfactory medical certificate.

3. Sick leave shall be granted to employees incapacitated by illness, for appointments with physicians, dentists, diagnostic examinations, x-rays or for any

other purposes set forth in DPM Chapter 12 or as required by the District of Columbia Sick and Safe Leave Act, D.C. Official Code Sections 32-131.01 et seq. Employees shall request sick leave in advance when appointments have been previously scheduled for medical, dental or optical treatment.

4(a). In accordance with Chapter 12B of the DPM, an employee may be required to furnish a satisfactory medical certificate to the Employer for any absence of more than three (3) days. When a physician's services are not used, the employee's signed statement and Form 11 may be accepted in lieu of the medical certificate if the Supervisor is assured sick leave privileges are not being abused.

(b) Such certificate for shorter periods can be required from employees who have been placed on leave restriction.

(c) An ongoing review shall be made of the employee's sick leave record. Once the employee has demonstrated an improvement in the use of sick leave, a notice rescinding the medical certification requirement shall be issued to the employee. Employees shall not be placed on leave restriction for longer than ninety (90) days.

5. Employee shall earn sick leave in accordance with the Compensation Agreement Between the District of Columbia Government and Compensation Units 1 and 2 (Compensation Agreement).

6. Employees shall be credited unused sick leave by having such leave counted as time in service for retirement purposes. Sick leave for employees who terminate employment other than by retirement shall remain to their credit for three (3) years.

C. MILITARY LEAVE:

Military leave shall be granted in accordance with the Compensation Agreement.

D. COURT LEAVE:

Employees shall be granted court leave in accordance with the Compensation Agreement.

If an employee testifies in a non-official capacity on behalf of a private party, thereby having to take annual leave, or leave without pay, he/she is entitled to the usual fees and expenses related to such witness services provided by Court.

E. FUNERAL LEAVE:

Employees shall be granted funeral leave in accordance with the Compensation Agreement.

F. OTHER (ADMINISTRATIVE LEAVE):

Duty time (administrative leave) may be granted for other purpose as provided by the DPM, or elsewhere in this Agreement.

SECTION 5 - UNPAID LEAVE:

A. Leave Without Pay (LWOP):

Leave of absence without pay for a limited period may be granted for a reasonable purpose. Such leave shall be requested on SF-71 for an absence of eighty (80) hours or less and on the appropriate Department Form for an absence of more than eighty (80) hours. Reasonable purposes in each case shall be agreed upon by the employee and the Employer.

B. TRAINING LEAVE:

After completing one (1) year of service, an employee, upon request may be granted a leave of absence for educational purposes. The period of the leave of absence may not exceed one (1) year but it may be extended at the Employer's discretion.

C. MATERNITY/PATERNITY LEAVE:

Maternity/paternity leave before childbirth and following childbirth shall be granted at the request of the employee, in accordance with the DPM and applicable law. Extensions of this period not to exceed a total of one (1) year shall be made for medical reasons upon proper certification. Extensions for non-medical reasons shall be at the option of the Employer. (NOTE: Maternity leave may be accumulated annual leave, sick leave, or leave without pay). Sick leave shall be requested and approved in accordance with this Article.

D. MILITARY FURLOUGH:

An employee who enlists or is ordered to active duty in the Armed Forces can claim restoration rights within ninety (90) days of release from active duty under honorable conditions.

The Employer shall restore eligible employee as soon as possible after he/she applies, but in any case it shall restore him/her within thirty (30) days after it receives his/her application.

ARTICLE 22—LIGHT DUTY

SECTION 1:

There are no permanent light duty assignment positions within the Agency. However, due to operational need, the Agency may intermittently identify a limited number of temporary light duty assignments for employees who are eligible under the District of Columbia Disability Compensation Program.

- A. To be eligible for light duty, the employee's limitations must be certified by the medical physician assigned under the District of Columbia Disability Compensation Program. The certification must identify the employee's impairment(s); the physical limitations associated with the impairment(s); the type of work he or she is capable of performing and; the duration of the impairment.
- B. When there are more requests for light duty than there are light duty assignments available, assignments shall be made in order of the dates the requests were made by employees determined by management to be equally qualified for the assignment.
- C. Light duty assignments shall not be considered to be detail assignments.
- D. Light duty assignments shall not be considered reassignments.
- E. Light duty assignments shall not provide an assurance to the employee that such an assignment will continue throughout the employee's tenure in the District of Columbia Disability Compensation Program.
- F. Time spent while in a light duty assignment shall not be considered in performance evaluation or promotional opportunities.
- G. While in a light duty assignment, an employee is still responsible for all regularly scheduled training requirements as administered by the Agency.
- H. The notice period as defined within Article 12 is not applicable to employees in a light duty assignment returning to their position of record upon release from the District of Columbia Disability Compensation Program.

ARTICLE 23—SAFETY

SECTION 1:

The Employer and the Employees shall work cooperatively provide and maintain safe and healthful working conditions.

SECTION 2:

The Employer and the Employees will cooperate in keeping each other informed of unhealthy and unsafe conditions in the work place. Notwithstanding the foregoing, the Employer shall ensure that work areas are maintained at a level to ensure safe and healthy working conditions.

SECTION 3:

An employee shall immediately report any dangerous or unsafe conditions to his/her immediate supervisor. Conditions determined by the supervisor to be dangerous or present a risk to employees or others shall be removed, remedied, rendered reasonably safe or employees provided adequate protection for the condition encountered. If there is a dispute

as to whether dangerous conditions exist, the supervisor shall contact the Agency Risk Manager. Employees shall not be required to work in conditions alleged to be dangerous until such conditions have been reviewed and determined to be safe by the supervisor or Agency Risk Manager.

SECTION 4:

A. The Employer agrees to furnish the appropriate protective equipment necessary for the performance of assigned work. The Union may, at its discretion, recommend new protective equipment modifications to existing equipment for consideration by the Employer.

B. Safety and protective equipment that is issued or made available by the Employer shall be worn or utilized, as the case may be, by the employees.

SECTION 5:

Management shall be responsible for replenishing first aid kits. While employees shall report to management that first aid kits need maintenance, nothing shall relieve management of the obligation to have fully usable first aid kits.

SECTION 6:

When it becomes known that an accident has resulted in a work injury, the Employer agrees to notify a Union representative promptly, and provide the injured employee with the proper Worker's Compensation forms/information as soon as possible.

SECTION 7:

If emergency medical treatment of an injury beyond immediate first aid is required, the Employer will contact 911 for assistance/transportation.

SECTION 8:

The Employer will, where practicable, provide appropriate safety training (such as CPR, Safe Crisis Management, Suicide Prevention, and other related courses regarding first aid techniques) to those employees who will benefit from the training in the performance of their jobs.

SECTION 9:

The Employer, upon written request, will provide to the Union, the manufacturer's material safety data sheet concerning chemicals used at the Employer's facilities. The employer, upon written request, will provide staff workplace illness and injury reports for the collective bargaining agreement members.

SECTION 10:

The Employer agrees to maintain clean and sanitary personal facilities. Employees are responsible for leaving such facilities in an orderly condition.

SECTION 11:

No employee will be required to perform duties involving hazards without first receiving sufficient training concerning the hazards, proper work methods, and the protective measures and equipment to be used.

SECTION 12:

A. In the event of excessive temperatures that cannot be immediately corrected or equipment failure, that precludes the performance of work or present unsafe/unhealthy working conditions, employees will, to the extent practical, be reassigned to an alternative work site or released from duty at the Employer's discretion. The Employer shall maintain an individual on site who has the ability to maintain temperatures in accordance with this agreement.

B. Excessive temperatures as outlined in the DPM are listed here for informational purposes:

95 degrees Fahrenheit – 55% humidity (minimum)
96 degrees Fahrenheit – 52% humidity
91 degrees Fahrenheit- 49% humidity
98 degrees Fahrenheit – 45% humidity
99 degrees Fahrenheit – 42% humidity
100 degrees Fahrenheit – 38% humidity.

SECTION 13:

A safety committee of three (3) representatives from the Union and three (3) representatives from Management, one (1) of whom shall be the Risk Management Officer will be established in the Agency. One (1) Management and one (1) Union representative shall serve as co-chairpersons. The Committee will:

A. Meet up to four times per fiscal year, or at the call of either co-chairperson to review special conditions which may develop.

B. Up to four times per fiscal year, conduct a safety analysis to identify risk factors in each facility. This safety analysis will include a review of all job safety-related Class One incident reports, written complaints pertaining to job safety or hazards, new claims for workers' compensation, Union recommendations, and other safety-related records created since the last safety analysis was conducted.

C. Make Joint proposals and recommendations to the appropriate administrator, through the Risk Manager, to address and remedy risk factors identified in the Committee's

quarterly safety analysis. Final reports from the appropriate administrator shall be provided to the Safety Committee within a reasonable period on all matters initiated by the Committee. If a safety concern persists after the Committee makes its recommendations, the Committee will revisit the issue at its next meeting.

D. Coordinate the development and conduct of appropriate health and safety training programs. All training must be coordinated with and approved by the Employer.

E. Render assistance to the Agency safety officer upon request.

F. Unless the Safety Committee jointly agrees to an alternative approach, the Agency agrees to provide the following safety measures:

1. All bargaining unit employees with direct access to youth shall be provided annual SCM training and quarterly SCM training refreshers;

2. All monitors, radios, or similar safety equipment will be inspected quarterly and repaired or maintained as necessary.

3. For all indoor work areas, the Agency shall maintain control of room temperature in the range of 68-76° F and humidity control in the range of 20%-60%.

4. The Agency shall make available to all employees such bio-hazard protective gear as may be necessary to safely perform all duties assigned, including but not limited to rubber gloves, protective clothing, or other such safety equipment or coverings as are necessary to prevent the spread of disease or the contamination by biohazards.

SECTION 14:

The Employer and the employees mutually recognize the need for protection of employees from assault and intimidation and will work cooperatively to obtain appropriate protective measures in this regard. The Union agrees to bring to the attention of the Employer any concerns and recommendations supporting the protection and well-being of bargaining unit members through the Safety Committee. The Employer agrees to consider the Union's recommendations with regard to health and safety.

SECTION 15:

The Employer agrees to provide to potentially exposed employees and the Union, all information available to the Employer concerning hazardous substances. A listing of all chemicals used by the Department along with their generic names shall be provided upon written request from the Union. Such listing shall indicate chemical use by work area. Emergency shower/wash facilities shall be provided at locations where employees are required to be exposed to hazardous substances.

SECTION 16:

The Employer agrees to immediately and periodically review all present security/safety measures affecting the employees and to ensure that these procedures are known and carried out by all employees. Where necessary, the Employer agrees to revise and/or implement security measures for the protection of the employees. A continuous review of security safety measures shall be the responsibility of the Employer, however, the Employer will give consideration to the Union's recommendations.

SECTION 17:

- A. The Employer shall provide full yearly physical examinations to all employees upon request of the employee, who because of the nature of their work may be exposed to biological or man-made health risks.
- B. The Employer shall provide full yearly physical, hearing and optical examinations to all employees, who because of the nature of their work may suffer physical or optical damage.
- C. The examinations in A and B above shall be on official time and at no cost to the employee.

SECTION 18:

The Employer will institute measures to control the spread of occupationally acquired infectious diseases and make copies of appropriate reports available to the bargaining unit members. Universal precautions shall be implemented and all employees will comply with those standards. The employer shall rigorously apply infection control precautions to minimize the risk of exposure to blood and body fluids. Rubber gloves and other appropriate equipment will be provided to all employees who may be subject to exposure.

ARTICLE 24—CORRECTIVE AND ADVERSE ACTION

SECTION 1:

- A. Corrective and Adverse Actions as defined in Personnel regulations, may be imposed on employees only for cause, in accordance with the provisions of the Comprehensive Merit Personnel Act (CMPA), D.C. Official Code §§ 1-601.01 et seq., as amended and the DPM.
- B. Corrective and Adverse Actions will be taken in accordance with Chapter 16 of the DPM.
- C. Employees may either grieve adverse actions ranging from suspension to termination without pay of ten days or more through the negotiated grievance procedure or appeal them to the Office of Employee Appeals (OEA), but not both. Employees shall select either of these procedures in writing and once the selection is made, it cannot be changed.

Grievances from corrective actions of less than ten (10) days may only be filed under Article 30, Section 5, of this Agreement.

SECTION 2:

A. It is understood that correction and discipline by supervisors will be done in accordance with the circumstances so as not to subject the employee to unnecessary embarrassment, i.e., privacy.

B. The Employer will inform an employee who is being investigated for conduct that may lead to that employee's discipline that he or she has a right to have a union representative present during any investigative interview.

C. Upon the request of an employee, management will explain the nature of an investigatory interview. If an employee requests a union representative for an investigatory interview, a union representative on duty shall be contacted and will be given an opportunity to be present for the interview. However, if a union representative is not available, reasonable amount of time not to exceed 24 hours will be afforded to the employee to obtain union representation.

SECTION 3:

The removal of an employee during his/her probationary period is not grievable and shall be done in accordance with the DPM. Any lesser discipline of a probationary employee shall be in accordance with the DPM's procedures applicable to non-probationary employees.

SECTION 4:

A. Discipline shall be imposed in a timely manner. An employee shall receive notice of any proposed discipline no later than 60 business days from the date the Agency knew or should have known of the misconduct giving rise to the discipline. The employee shall receive final notice of any disciplinary action no later than 60 business days from receipt of the notice of proposed discipline. The deadlines set forth in this section may be extended by mutual written agreement. If the parties agree to an extension with the Union's consent, the discipline shall issue no later than 90 business days.

B. Notwithstanding the foregoing timelines, the deadline for issuing proposed discipline may be suspended by the Employer in the event an entity entirely external to the Agency is conducting an investigation of the facts underlying the conduct that may lead to discipline. Once such outside investigation is completed, the Employer must issue any related proposed discipline within ten (10) calendar days of receiving notice of the completion of such outside investigation. The remaining timelines established by this Article shall thereafter apply.

SECTION 5:

Employees may be placed on non-contact status pending investigation of alleged misconduct or for other reasons deemed appropriate by management. Except in instances where an entity external to the Agency is conducting an investigation of the facts underlying the conduct that may lead to discipline, such non-contact status may not exceed 60 calendar days and the employee shall be returned to work unless the Employer has initiated disciplinary action against the employee.

ARTICLE 25—WORK ON HOLIDAYS

SECTION 1:

In accordance with the D.C. Official Code Section 1-612.02, for full-time employees whose basic workweek is Monday through Friday, if a legal holiday occurs on Saturday, the Friday immediately before is a legal public holiday and if a legal holiday occurs on Sunday, the Monday immediately following is a legal public holiday.

SECTION 2:

A. In accordance with the DPM Chapter 12, when a holiday falls on a regular weekly non-workday of an employee whose basic workweek is other than Monday through Friday, the workday immediately before that regular weekly non-workday is a legal public holiday for the employee.

B. The DPM issuance regarding the holiday schedule for the calendar year will be posted on the employee bulletin boards.

SECTION 3:

Except for emergency operations, work related considerations, or continuous or shift operations, any necessary work performed on a holiday may be performed by qualified volunteers. If there are insufficient qualified volunteers to perform the work, the Department reserves the right to require employees to work on holidays.

ARTICLE 26—GRIEVANCE PROCEDURE

SECTION 1—PURPOSE:

A. The purpose of this grievance procedure is to establish an effective procedure for the fair, expeditious, and orderly adjustment of grievances. Grievances may be settled informally at any step of the process. Therefore, the parties or their authorized representatives have the authority to settle a grievance at any stage of the grievance procedure.

B. Most grievances arise from misunderstandings or disputes which can be settled promptly and satisfactorily on an informal basis at the immediate supervisory level. The

Employer and the Union agree that every effort will be made by the Employer and the aggrieved party(ies) to settle grievances at the lowest possible level. When dissatisfactions and disagreements arise occasionally among people in any work situation, the filing of a grievance shall not be construed as reflecting unfavorably on an employee's good standing, his/her performance, or his/her loyalty, or desirability to the organization. Reasonable time during working hours will be allowed for employees and the Union representative to discuss, prepare for and present grievances, including attendance at meetings with Employer officials.

C. All time limits may be extended by mutual consent.

SECTION 2--SCOPE:

A grievance is any alleged violation of this Agreement or applicable provision of the Compensation Agreement, or any misapplication or misinterpretation of Personnel rules, regulations or statutes that affect terms and conditions of employment. It is agreed that EEO complaints shall not be grievable.

SECTION 3—PRESENTATION OF GRIEVANCES:

A. This procedure is designed to enable the parties to settle grievances at the lowest possible administrative level.

B. Grievances not responded to by the Employer in a timely manner may be advanced to the next level by the Union.

C. Grievances not pursued by the employee/Union to the next step are null and void.

D. Categories of Grievances:

1. **PERSONAL** - A grievance of a personal nature requires the consent of the aggrieved employee at Step 2 of this procedure even if the Grievant is represented by his/her Union. In the case of an individual Grievant proceeding without Union representation, the Union must be given an opportunity to be present and offer its views at any meeting held to adjust the grievance.

2. **GROUP** - A grievance involving a number of employees in the unit may be filed at whatever step resolution is possible. A group grievance that is brought by an individual employee or a group of employees independent of the Union must be signed by all members of the group. If the Union is filing the group grievance on behalf of a group of bargaining unit members, employee signatures shall not be required; however, the Union is required to unambiguously define the boundaries of who or which positions are included in the group.

3. **UNION/CLASS** - A grievance involving all employees in the bargaining unit may be filed and signed by the Union Chairperson or designee directly at Step 3 of the grievance procedure. Grievances so filed will be processed only if the issue raised is common to all bargaining unit employees. A class grievance must contain all

information specified in Section 4 of the grievance procedure and the Administrator or his/her designee shall respond in writing within twenty-one (21) working days of receipt.

SECTION 4 --PROCEDURAL STEPS

A. STEP 1:

The aggrieved employee and, should the employee so elect, a Union representative, shall orally or in writing, present and discuss the grievance with the appropriate Employer Representative, the Union also to initiate the grievance within twenty (20) business days of the occurrence of the event giving rise to the grievance, or within twenty (20) business days of the employee's knowledge of such event. The Employer Representative shall make a decision on the grievance and reply to the employee and his/her representative within ten (10) business days after presentation of the grievance.

B. STEP 2:

If the grievance is not settled at Step 1, the employee with or without his/her Union representative, shall submit a signed, written grievance to the Agency Labor Liaison within fifteen (15) business days following the Step 1 response or the date said response was due. The grievance at this and subsequent steps shall contain:

- a. Description of the nature of the grievance;
- b. The date(s) on which the alleged violation occurred;
- c. A complete citation to the contract provisions allegedly at issue;
- d. A statement of the remedy or adjustment sought;
- e. The signature of the aggrieved employee(s) and the Union representative, if applicable, according to the category of the grievance.

The Agency Labor Liaison shall submit a signed, written response to the grievance to the employee or his/her Union representative within fifteen (15) business days of its receipt. If the aggrieved employee is not being represented by the Union, the management official must send a copy of the Step 2 response to the Union within fifteen (15) business days.

C. STEP 3:

If the grievance remains unsettled after Step 2, the grievance shall be submitted to the Agency Director or his/her designee ten (10) business days following receipt of the Step 2 response. Within ten (10) business days, the Agency Director or his/her designee:

- a. May meet with the aggrieved employee and his/her representative to attempt to resolve the grievance, and;

- b. Shall respond in writing within ten (10) business days of the submission of the Step 3 grievance or the Step 3 meeting, if one occurred.

D. STEP 4:

If the grievance remains unsettled, the Union within 15 business days from receipt of the Director's response, shall advise the Director, Office of Labor Relations and Collective Bargaining (OLRCB) in a signed statement should the Union intend to request arbitration of the matter on behalf of the employee(s). Only OLRCB or the Union can refer a grievance to arbitration. If the Union does not demand arbitration within 15 business days of the receipt of the Director's decision, then the Director's decision is final and binding.

SECTION 5 -- MEDIATION:

A. Should the parties fail to resolve the grievance utilizing the grievance procedure set forth above (sections 4-6), by mutual agreement, the parties may, within ten (10) business days after receipt of the Agency's final response, submit the matter to grievance mediation utilizing the services of the Federal Mediation and Conciliation Services (FMCS). If the parties mutually agree to mediate the matter, a joint request shall be submitted to FMCS.

B. Mediating a grievance shall not preclude the Union from invoking arbitration should the mediation fail to resolve the grievance. However, the Union must invoke arbitration within twenty (20) business days of the mediation, or the grievance will be void.

SECTION 6 - ARBITRATION:

A. ARBITRATOR: An arbitrator will be selected from a FMCS panel, jointly requested by the parties to hear cases, using the alternate strike method.

B. On no more than four (4) occurrences per calendar year, and at the request of either the Union representatives or Management officials that are party to this agreement, a meeting can be called to review the status of grievances, the selection of arbitrators and other issues related to this grievance procedure.

C. When mutually agreed by both parties, the following expedited arbitration procedures shall be used:

1. The arbitration will be held within thirty (30) calendar days of the request to arbitrate.
2. A stenographic recording of the proceedings is not required.
3. The hearing shall be conducted by the Arbitrator in whatever manner that will most expeditiously permit full presentation of the evidence and arguments of the parties. The Arbitrator shall make appropriate minutes of the proceedings. Normally; the hearing shall be completed within one (1) day. In unusual circumstances and for good cause shown, the Arbitrator may schedule an additional hearing to be held within seven (7) calendar days.

4. There shall be no post hearing briefs.
 5. Time of Award - The award shall be rendered promptly by the Arbitrator and unless otherwise agreed by the parties, no later than seven (7) calendar days from the date of the closing of the hearing.
 6. Form of Award - The award shall be in writing and shall be signed by the Arbitrator. If the Arbitrator determines that an opinion is necessary, it shall be in summary form.
- D. The parties agree that arbitrations not heard under the expedited arbitration procedure will be scheduled and heard within a reasonable period of time unless the parties mutually agree to extend the time limits.

SECTION 7-- GENERAL:

- A. Witnesses shall be sequestered upon request of either party.
- B. If either party desires a verbatim record of the proceedings, it may order such record. If the other party desires a copy of the record, the full costs of the transcript shall be shared.
- C. The parties shall request that the arbitration award be in writing and set forth the Arbitrator's findings, reasoning and conclusions, within thirty (30) calendar days after the conclusion of the hearing. Time limits may be extended by mutual agreement except in the case of expedited arbitrations.
- D. The Arbitrator shall not have the power to add to, subtract from, or modify, the provisions of this Agreement through the award.
- E. The Arbitrator's award shall be binding upon both parties. Nothing in this Section prevents either party from appealing an award pursuant to the negotiated grievance procedure, in accordance with D.C. Official Code Section 1-605.02. Either party may submit the award for reconsideration by filing an Arbitration Review Request with the Public Employee Relations Board (PERB) within the time prescribed by law and regulation.
- F. A statement of the Arbitrator's fee and expenses shall accompany the award. The fee and expense of the Arbitrator shall be borne equally by the both parties.

SECTION 8 – APPEAL AND GRIEVANCE OPTIONS:

- A. An aggrieved employee affected by an adverse action consisting of a suspension of ten (10) days or more, a removal or reduction in grade may at his/her option raise the matter under the negotiated grievance procedure or to the Office of Employee Appeals (OEA), but not both.
- B. For the purpose of this Section, an employee shall be deemed to have exercised his/her option under this Section when the employee files a notice of appeal under the OEA appellant procedure or files a grievance in writing under the negotiated grievance procedure.

ARTICLE 27—SENIORITY

SECTION 1:

Seniority is defined as the employee's service computation date. Seniority shall only be interrupted by a break in continuous service as listed below:

- A. Voluntary resignation;
- B. Retirement or disciplinary termination;
- C. Discharge for just cause; or
- D. Any other lawful termination of service.

SECTION 2:

Seniority will be used when bidding for midnight shift post assignments and for leave approval. Seniority will only play a factor in the advanced request for the application of annual leave when two members submit the leave simultaneously; otherwise advanced annual leave is understood as being granted first come first served when available.

SECTION 3:

New employees within the Union's bargaining unit shall serve an initial probationary period not to exceed eighteen (18) months.

ARTICLE 28—OVERTIME

SECTION 1 - GENERAL:

- A. Management retains the right to determine necessary job requirements and employee eligibility for overtime assignments.
- B. In anticipation of overtime work, Management at each facility shall create and post in a visible area a draft list that includes all employees who work during each shift.

SECTION 2 - VOLUNTARY OVERTIME:

Where Management determines that employees are equally able to perform overtime assignments according to the specific requirements of the post overtime will first be offered to employees in accordance with the Agency's Overtime Draft Policy.

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SECTION 3 – MANDATORY OVERTIME:

- A. In the event that an insufficient number of qualified employees volunteer for overtime work, Management will then select employees from the draft list to meet operational and/or emergency needs.
- B. Except in an emergency, employees shall not be drafted to work overtime on his or her days off.
- C. Emergencies shall be either declared by the Mayor, or otherwise authorized in accordance with Chapter 12 of the District Personnel Manual.

SECTION 4 - EXEMPTIONS:

- A. Any employee request for an exemption from mandatory overtime must be in writing and submitted to the Superintendent, or designee, at his or her respective facility.
- B. Only the Superintendent, or his or her designee, may approve temporary exemptions from mandatory overtime.
- C. Employees in a non-pay status shall be exempt from working overtime, voluntary or mandatory, unless authorized in writing by the Superintendent, or his or her designee.

ARTICLE 29—UNIFORMS

SECTION 1:

The Employer shall provide all bargaining unit employees, at no cost, with the employee's chosen combination of a number of uniform shirts, pants, and jackets adding up to a total of ten (10) uniform items annually.

SECTION 2:

The Employer agrees to repair/replace, in a timely manner, unserviceable or worn out uniforms at no cost to the employee. Unserviceable or worn out items must be turned in for repair or replacement and shall be logged in by the Employer. The date and time at which the items are turned in shall be recorded and a receipt shall be provided to the employee.

ARTICLE 30—TIME AND ATTENDANCE INCENTIVES

SECTION 1:

To promote Employee timelines and attendance, the Employer will recognize and reward Employees with exceptional attendance records.

SECTION 2:

Exceptional attendance will be defined as having no more than two (2) unscheduled absences and two (2) incidents of tardiness over a six (6) month period. The Employer will conduct periodic reviews of attendance and timeliness records to determine which employees have demonstrated exceptional attendance over a six (6) month period.

SECTION 3:

Any Employee with an exceptional attendance record at the time of the Employer's periodic review shall be entitled to:

- A. A commendation recognizing the Employee's exceptional attendance record; and
- B. Two (2) exemptions from the mandatory overtime draft list.

ARTICLE 31—NO STRIKE OR LOCKOUT

SECTION 1:

Under the provisions of D.C. Official Code Section 1-617.05, it is unlawful to participate in, authorize or ratify a strike.

SECTION 2:

The term "strike" as used herein, means a concerted refusal to perform duties/attend work or any unauthorized concerted work stoppage or slowdown.

SECTION 3:

The Union agrees to disown any strikes or any unauthorized concerted work stoppage or slowdown.

SECTION 4:

No lockout of employees shall be instituted by the Employer during the term of this Agreement, except that the Department in a strike situation retains the right to close down any facilities to provide for the safety of employees, property or the public.

ARTICLE 32—SAVINGS CLAUSE

In the event any Article, Section or portion of the Agreement shall be held invalid and unenforceable by any court or higher authority of competent jurisdiction, such decision shall apply only to the specific Article, Section or portion thereof specified in the decision, and upon issuance of such a decision, the Employer and the Union agree to negotiate a substitute Article, Section or portion thereof.

ARTICLE 33—DURATION

SECTION 1:

This agreement shall remain in full force and effect until 30 September 2021. This Agreement shall become effective upon the Mayor's approval in accordance with provisions of D.C. Official Code § 1-617.15 (2001 edition). If disapproved because certain provisions are asserted to be contrary to applicable law, the parties shall meet within thirty (30) days to negotiate a legally constituted replacement provision for the offensive provision, or the offensive provision shall be deleted.

SECTION 2:

This Agreement shall automatically be renewed for a one (1) year period thereafter, unless either party gives to the other party written notice of intention to terminate or modify the Agreement one-hundred fifty (150) days and no later than ninety (90) days prior to its anniversary date. In the event that either party requests modification of any Article or parts of any Article, or the inclusion of additional provisions, only the related Articles and/or parts of the Articles shall be affected and unrelated Articles or parts of Article shall continue in full force and effect.

SECTION 3:


The parties acknowledge that this Agreement represents the results of negotiations during which both parties had unlimited right and opportunity to make demands and proposals with respect to any mandatory negotiable subject matter.


SECTION 4:

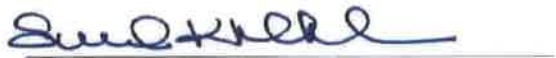
It is agreed that any requests by either party for further negotiations due to change in legislation, rules or regulations affecting any article in this Agreement shall be for the purpose of amending, modifying or supplementing provisions agreed to and included in this Agreement. If the parties mutually agree in writing during the term of this Agreement that modifications to the Agreement are necessary, it may be modified.


Signed this 25th day of February, 2019


FOR THE DISTRICT OF COLUMBIA
GOVERNMENT
DEPARTMENT OF YOUTH
REHABILITATION SERVICES


Clinton Lacey, Director
Department of Youth Rehabilitation
Services


E. Lindsey Maxwell II, Esq., Director
Office of Labor Relations and Collective
Bargaining

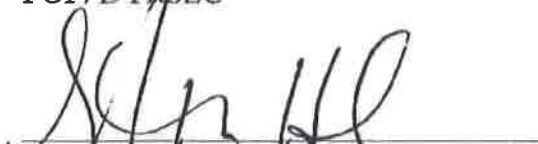

Linda Harlee Harper, Senior Dep. Dir.
Department of Youth Rehabilitation
Services


Adam Aljoburi, Chief of Staff
Department of Youth Rehabilitation
Services



Trey Stanback, Deputy Chief of Staff
Department of Youth Rehabilitation
Services

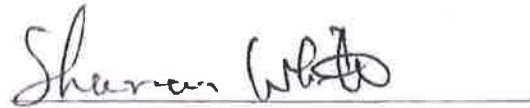
FOR THE FRATERNAL ORDER OF
POLICE/DEPARTMENT OF YOUTH
REHABILITATION SERVICES
LABOR COMMITTEE


Andre Phillips, Chairperson
FOP/DYRSLC


Monica Hill, Vice Chairperson
FOP/DYRSLC


Charmony Wright, Secretary
FOP/DYRSLC


Regina Robinson-Holloway, Executive
Chief Shop Steward
FOP/DYRSLC


Sherman White, Treasurer
FOP/DYRSLC



Kathryn Naylor, Supervisory Atty. Advisor
Office of Labor Relations and Collective
Bargaining



Vincent Harris, Attorney Advisor
Office of Labor Relations and Collective
Bargaining

APPROVAL

This Collective Bargaining Agreement between the District of Columbia Government and the Fraternal Order of Police/Department of Youth Rehabilitation Services Labor Committee dated February 25, 2019 has been reviewed in accordance with Section 1715(a) of the District of Columbia Comprehensive Merit Personnel Act of 1978 (1-617.15(a), D.C. Official Code), and is hereby approved this 2nd day of April, 2019.



Muriel Bowser
Mayor



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



Placement and Monitoring 4

Please provide the average daily number of youth residing at the Youth Services Center and the New Beginnings Youth Development Center, respectively, in FY18, FY19 and FY20, to date.

Facility	FY18	FY19	FY20 YTD (1.8.20)
YSC	43.1	40.3	49.2
New Beginnings	25.7	35.8	34.2



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



Services for Committed Youth 4

4. Please describe any actions taken by DYRS in FY19 and FY20, 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 behavioral health intake assesses the aforementioned areas with greater depth and includes the development of a clinical treatment plan, if applicable. The YSC provides the following behavioral health services: individual therapy, psychoeducational groups, crisis intervention, medication management, and psychiatric evaluation.

In addition, once any youth is admitted to New Beginnings Youth Development Center (NBYDC), they are reassessed and assigned a clinician to provide them with individualized therapeutic interventions that meet their therapeutic needs and requirements based on their triaged diagnosis. In addition to the breadth of clinical services provided to youth by the DYRS mental health staff, NBYDC has specialized therapeutic interventions that every youth can engage based on their needs. Examples of these include interventions for sexually deviant behaviors, complex trauma histories, Animal Assisted therapeutic programming, family therapy and Substance Abuse education/prevention groups. 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



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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 also works with the insurance providers of our youth to identify and fund Psychiatric Residential Treatment Facility (PRTF) placements when a youth’s intensive needs meet medical necessity.

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

Program	Service/Program Type
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
Keystone Newport News	PRTF
Liberty Point - RTC	PRTF
National Deaf Academy RTC	PRTF
New Hope PRTF	PRTF



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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 FY19 and FY20, to date, including the following:

a. Ratio of Credible Messenger to youth participants;

- *54 Credible Messengers for both FY19 and FY20 work with the agency*
- *Ratio of Credible Messenger to youth participants is 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 the 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 the 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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Personnel 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 FY19 and FY20, to date.

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

<i>Pre-Service Course Name</i>	<i>Credit Hours</i>
<i>Adolescent Development/Trauma Informed Care (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> <ol style="list-style-type: none"> <i>1. Suicide Prevention</i> <i>2. Chain of Command</i> <i>3. Cellular Phones</i> <i>4. Early Return-to-Work/Alternate and Light Duty Assignments</i> <i>5. Employee Conduct</i> <i>6. Exposure Control</i> 	<i>12 hours</i>



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

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

Staff also receive annual recertification in the following:

- *Safe Crisis Management de-escalation training*
- *Adolescent Development (“Behavioral Health”)*
- *Behavioral Observation & Report Writing*
- *CPR/AED/First Aid*
- *Suicide Prevention*
- *Secure Care Operations (Policy training)*
- *The recertification training compliance rate from FY19 was 94%. The compliance rate for FY20 to date is 97%.*



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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.

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.



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While Contract Administrators conduct compliance and monitoring site visits 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 5

5. Please describe any actions taken by DYRS in FY19 and FY20, 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 behavioral health intake on every youth admitted to the facility. The MAYSI-2 screens for substance abuse as well as other behavioral health issues. When the youth screens positively for substance abuse they 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 engage in Narcotics Anonymous and Marijuana Anonymous 12 step meetings for support and relapse prevention, which they attend 2 x per week. 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 in accordance with the treatment plan.

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, 510 drug tests were performed on DYRS youth at NB and in the community during the fiscal year.

The community Health and Restoration Team (HRT) conduct brief mental health and psychosocial screenings upon facility discharge and consider the aforementioned results of clinical screenings and assessments to ensure behavioral health care continuity. The self-reports and assessments are used to create and/or modify treatment plans to meet the youth's need, in real time, including identifying the current level of care needed, the type of external support systems required, and acknowledging past and present difficulties with treatment. To further community continuity of care and engagement, HRT and the Department of Behavioral Health's Substance Use division are exploring ways to work together to provided Substance Use Disorder support to DYRS youth



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including psychoeducational groups, individual harm-reduction sessions using the Adolescent Community Reinforcement Approach (ACRA) model, and prevention workshops.



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Agency Operations 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 FY19 and FY20, 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.

Fiscal Year 2019

Achievement Center Providers	Service Type/Nature of Program	Cost per Youth	Unique Enrollments
Achievement Center - Barbering	Vocational Training	\$11,750	10
Achievement Center - Community Tech (Digital Arts)	Arts Enrichment	\$13,997	10
Achievement Center - Dexterity Driving School	Life Skills	\$6,383	26
Achievement Center - E.A.T. (Marketing Prog)	Workforce Development	\$857	5
Achievement Center - Grow Up Grow Out	Gang Prevention	\$9,687	53
Achievement Center - Urban Encouragement Groups (Theater Arts/Film)	Arts Enrichment	\$9,091	11
Achievement Center - Women Who Boss (Life Skills)	Workforce Development	\$2,332	15
Achievement Center Drop in Classes	Service Type/Nature of Program	Cost per Youth	Unique Participants



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Community Tech	Fashion Merchandising	\$2,601	19
Community Tech	Graphic Design	\$8,748	5
Sasha Bruce	Health and Wellness	\$579	44
Sensory Services	Music and DJ Engineering	\$1,820	16
MOU - Asante Laing	Second Chance Young Mother	FREE	3
Youth Advocate Program	Women's Empowerment	\$592	34

Fiscal Year 2020

Achievement Center Providers	Service Type/Nature of Program	Cost per Youth	Unique Enrollments
Achievement Center – Ateya Productions (Cultural Arts)	Cultural Arts	Unable to provide cost, as it relates to the total number of youth participation annually	6
Achievement Center – Back 2 Basics (Barbering)	Vocational Training	Unable to provide cost, as it relates to the total number of youth participation annually	3
Achievement Center - Community Tech (Digital Arts)	Arts Enrichment	Unable to provide cost, as it relates	5



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		to the total number of youth participation annually	
Achievement Center – Creative Solutions (Studio Music Production)	Music Production	Unable to provide cost, as it relates to the total number of youth participation annually	12
Achievement Center – Dolls & Dreams (Girls Programming)	Girls Programming	Unable to provide cost, as it relates to the total number of youth participation annually	6
Achievement Center – ES Fitness (Physical Fitness and Nutrition)	Physical Fitness and Nutrition	Unable to provide cost, as it relates to the total number of youth participation annually	3
Achievement Center - Grow Up Grow Out	Gang Prevention	Unable to provide cost, as it relates to the total number of youth participation annually	16
Achievement Center - Urban Encouragement Groups (Theater Arts/Film)	Theater Arts/Film	Unable to provide cost, as it relates to the total	4



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		number of youth participation annually	
Achievement Center – Yay Me (Entrepreneurial Skills)	Entrepreneurial Skills	No data	2
Achievement Center Drop in Classes	Service Type/Nature of Program	Cost per Youth	Unique Participants
Second Chance Young Mother	Young Mother	FREE	2
Women's Empowerment	Women's Empowerment	No data	6



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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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Personnel 6

What training is mandated for the staff, including Credible Messengers and staff at group homes, 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;
- 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. What was the agency's response to such above listed non-compliance? and
- g. 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?

Credible Messengers

Each year the Credible Messenger management team hosts five consecutive days of intensive training. In addition, topic-based one-day workshops and/or training sessions are held monthly.

All Credible Messengers are mandated 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*



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- *Understanding How to Facilitate*
- *Elements of Good Facilitation*

Annual refresher courses include:

- *First Aid CPR*
- *Sexual Harassment*
- *Mandated Reporting*
- *Prison Rape Elimination Act*
- *Cultural Competency*

The following are additional trainings offered to Credible Messengers at various points throughout the year; the nature of the training; length of training.

- *Community Safety: training is meant to teach staff to be safe and strategic while performing work in the community (4 hr. training).*
- *Intervention and Documentation: training is meant to teach staff to write notes for the record detailing their engagement and interaction with youth and families (90 min. training).*
- *Reporting Unusual Incidents: training is meant to train staff on the content and urgency of submitting unusual incident reports to DYRS (2 hr. training)*
- *Case Management & Team Decision Making Conferencing: training is meant teach staff the tools necessary to establish goals and collaborate with partners to better serve youth and families (3 hr. training).*

Expectations for Training (the following info is taken from the “Credible Messenger Standard Operating Procedures”)

1. *Credible Messenger service providers will receive notifications from DYRS and the Grantee about upcoming training opportunities.*
2. *Training scheduled by DYRS and the Grantee are mandatory unless otherwise stated.*
3. *The Grantee and DYRS will schedule in service trainings for providers that will be optional.*
4. *Credible Messenger Program Coordinators are required to attend monthly Service Coalition meetings provided by the Grantee.*
5. *Attendance at the annual Service Coalition Conference is mandatory for Credible Messenger Providers*
6. *Attendance at the Credible Messenger Boot camp is mandatory for all incoming (new) staff.*



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7. *Monthly Credible Messenger Program Coordinator meetings held by DYRS require attendance by all Credible Messenger service providers.*
8. *Credible Messenger service providers are required to conduct regularly scheduled meetings with their staff (at least monthly). Agendas and attendance sheets will be reviewed by the Grantee for compliance.*

Group/Shelter Home Training

Each staff member of a group or shelter home is required to possess current American Red Cross Standard First Aid and CPR certifications or equivalent and complete 40 hours of annual training in a combination of the following subject areas:

- *Suicide Prevention*
- *Policy and Procedure Update*
- *Emergency Preparedness & Safety Procedures*
- *Physical, Emotional & Medical Needs of Adolescents.*
- *Universal Precaution.*
- *Crisis Management Techniques*
- *Working with Culturally Diverse Residents*
- *Working with Abused, Neglected, & Traumatized Residents.*
- *CPI Training: Passive Physical Restraint: Acceptable Methods of Discipline.*
- *Impact of Substance Abuse on Families*
- *Behavior Management for Adolescents*
- *Documentation, UR, and Follow-up*

Each facility must keep documentation regarding staff compliance with trainings. Where facility staff is not compliant with the training requirements, the staff member who is out of compliance is removed from the list of suitable staff and cannot work with DYRS youth until that staff member has met the requirements.

Sexual Harassment Training

All DYRS staff are required to complete annual DCHR training on Sexual Harassment either online or in-person. The training teaches staff how to identify and report sexual harassment, and it explains the different roles and responsibilities after a claim is brought forth. Managers receive additional DCHR training to ensure sexual harassment claims are taken seriously and handled expeditiously.

Trauma Informed Care



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All DYRS staff is 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. The Agency's Behavioral Health department in partnership with the Agency's Office of Professional Development instructs a 1-hour Trauma Informed training for all new hires, an 8-hour Trauma informed training for direct care staff, and a subsequent 4-hour annual re-certification training for YDRs and SYDRs.

Restorative Justice

All new hires receive a one-hour overview of Restorative Justice during onboarding, direct care staff receive eight hours of introductory Restorative Justice training that gives them the tools to effectively participate in restorative practices, and certain direct care staff complete additional train-the-trainer training that teaches them how to facilitate restorative circles and coach new staff regarding restorative practices.

The Restorative Justice training is led by an internal Restorative Justice Coordinator who partners with Families in Crisis LLC to provide training for staff as well as coaching services to trainers.

Advancing Youth Development

Advancing Youth Development is a training program that provides direct care staff an overview of youth culture within the Youth Development framework, which focuses on the capacities, strengths, and developmental needs of young people and emphasizes communities and families in the healthy development of young people. All direct care staff are required to complete this 30-hour course led by an instructor from JD Ellis and Associates LLC.

Additional SYDR/YDR Trainings

SYDRs and YDRs receive 16 hours of required re certification annually in Safe Crisis Management de-escalation training and a total of 27 hours in the following courses:

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



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DYRS tracks training for compliance and provides regular reporting to agency management/leadership. Managers are responsible for ensuring the enrollment for non-compliant staff. In addition, the Office of Professional Development offers training classes during non-traditional work hours (e.g. weekend / evening) to address compliance.



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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.



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While Contract Administrators conduct compliance and monitoring site visits 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).

During FY19, 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 routed in empowering youth to reach their full potential and goal achievement through a rites 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. 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



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commitment to the agency. For young ladies that may be involved in sex trafficking, DYRS partners with Fair Girls, and Courtney's House, 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 FY19 and FY20, to date, including how this rate is calculated;
Arrest rates are calculated as the number of unique committed youth that were rearrested divided by the number of unique committed youth in the year. Abscondence/custody orders do not count unless the youth picks up a new charge (not CPO).

	Rearrest Rate
FY19	30.2%
FY20Q1	14%

b. Rate of abscondence for FY19 and FY20, 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.

Rate of Abscondence	
FY 2019	4.5%
FY 2020YTD(1.4.20)	5.2%

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.

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20YTD
Recidivism Rate	37%	35%	41%	22%	31%	n/a	n/a	n/a



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- d. The number of youth in FY19 and FY20, to date, that either have committed a homicide or were the victim of homicide;
 - i. Arrests: In FY19 = 3; FY20 = 0
 - ii. Victims: In FY19 = 1; FY20 = 1

- e. The number of youth in FY19 and FY20, to date, that either committed a violent crime or were the victim of a violent crime; and
 - i. Arrests: FY19 = 56; FY20=17
 - ii. Victims: FY19=8; FY20=1

- 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**

	FY19	FY20Q1
YSC	153	26
NB	35	19



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General Questions 6

6. For FY19 and FY20 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: *None*
 - 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.

13. Please list each grant or sub-grant received by your agency in FY19 and FY20, to date. For each item listed, please include the following: *None*
 - 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?

17. Please describe any anticipated spending pressures for FY20. Include a description of the pressure, the estimated amount, and any proposed solutions. *None at this time.*



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Agency Operations – 7

- For FY19 and FY20 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 FY19 and FY20, to date, the reason for the procedure, and the maximum amount of time that a youth was kept separated or in isolation in FY19 and FY20, to date and if mental health services were requested and if so, were mental services provided.

# Instances of Safety Confinement over 59 minutes	
FY19	141
FY20YTD	46

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

Maximum Amt. of Time Safety Confinement Used	
FY19	315 minutes
FY20YTD	344 minutes

#Instances Mental Health Services Requested & Received w/ Use of Safety Confinement > 59min		
	Requested	Received
FY19	119	111
FY20YTD	42	41



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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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Placement and Monitoring 7

1. Please provide a list of the lead entities and members of the D.C. YouthLink service coalition that served committed youth in FY19 and FY20, to date. For each organization, please provide:
 - a. The name and address of each organization;
 - b. The number of youth referred to each organization;

FY2019	
Row Labels	Count of Referrals
Achievement Center - Barbering	11
Achievement Center - Community Tech (Digital Arts)	20
Achievement Center - Dexterity Driving School	60
Achievement Center - KBEC (Culinary)	3
Achievement Center - Urban Encouragement Groups (Theater Arts/Film)	27
Georgetown Tutoring DCYL	79
East River Family Strengthening Collaborative-Credible Messenger	31
East River Family Strengthening Collaborative-Credible Messenger (PC)	1
East River Family Strengthening Collaborative-Credible Messenger(Family)	25
ERCPCP-Credible Messenger	15
ERCPCP-Credible Messenger (Family)	11
Good Projects-Credible Messenger	21
Good Projects-Credible Messenger (PC)	1
Good Projects-Credible Messenger(Family)	19
InnerCity Collaborative-Credible Messenger	17
InnerCity Collaborative-Credible Messenger(Family)	9
Life Deeds, Inc-Credible Messenger	28



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Life Deeds, Inc-Credible Messenger(Family)	22
Sasha Bruce Youthwork, Inc-Credible Messenger	32
Sasha Bruce Youthwork, Inc-Credible Messenger(Family)	22
Grand Total	454

FY20YTD (1/15/19)

Row Labels	Count of Referrals
Achievement Center – Ateya Productions (Cultural Arts)	5
Achievement Center – Back 2 Basics (Barbering)	7
Achievement Center - Community Tech (Digital Arts)	10
Achievement Center – Creative Solutions (Studio Music Production)	7
Achievement Center – Dolls & Dreams (Girls Programming)	8
Achievement Center – ES Fitness (Physical Fitness and Nutrition)	6
Achievement Center – Georgetown University (Tutoring)	6
Achievement Center - Urban Encouragement Groups (Theater Arts/Film)	3
Achievement Center – Yay Me (Entrepreneurial Skills)	6
Georgetown Tutoring DCYL	12
Alliance of Concerned Men-Credible Messenger	2
Alliance of Concerned Men-Credible Messenger(Family)	1
ERCPCP-Credible Messenger	18
ERCPCP-Credible Messenger (Family)	16
Far Southeast Family Strengthening Collaborative-Credible Messenger	9
Far Southeast Family Strengthening Collaborative-Credible Messenger(Family)	4
InnerCity Collaborative-Credible Messenger	6
InnerCity Collaborative-Credible Messenger(Family)	2
Life Deeds, Inc-Credible Messenger	13
Life Deeds, Inc-Credible Messenger (PC)	1
Life Deeds, Inc-Credible Messenger(Family)	11
Sasha Bruce Youthwork, Inc-Credible Messenger	15
Sasha Bruce Youthwork, Inc-Credible Messenger(Family)	11
Grand Total	179

c. The number of youth served by each organization;



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- 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.

Please see the corresponding Excel Spreadsheet



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Services for Committed Youth 7

7. Please describe any actions taken by DYRS in FY 19 or FY20, 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.

The Youth Services Center (YSC) conducts a Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) screening and a behavior health intake on every youth admitted to the facility. Both tools specifically address trauma. The YSC provides the following behavior health services: individual therapy, group therapy, crisis intervention, medication management, and psychiatric evaluation to assist youth who are dealing with experienced trauma and trauma reaction as a primary clinical issue.

NBYDC, utilizes the Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) and resident historical information through evaluations and self-report during the mental health intake to obtain a holistic report of trauma and traumatic events. Licensed mental health specialists are assigned to the provide the youth with individual and group therapeutic interventions to address the clinical sequelae of traumatic experiences.

In addition to services provided by DYRS clinicians, we have several contractual resources that provide specialized services for the youth with unique treatment needs that are beyond the scope of specialization of DYRS mental health staff:

- *The WENDT center offered an 18-week Resilient Scholar Program that specializes in grief and loss related to trauma histories. Five (5) residents were serviced during the fiscal year, and DYRS clinicians continue to refer youth to services with the WENDT Center upon discharge to the community when applicable.*
- *The Pathways program at NBYDC specializes in treating youth who engage in sexually deviant behaviors and have experienced trauma associated with the same. Thirteen (13) youth received services through the Pathways program during the fiscal year. The referred youth can voluntarily continue services with the Pathways program upon discharge for successful continuity of care.*
- *The Summit Animal Assisted Therapy Program provided therapeutic support for 35 DYRS youth at NBYDC.*



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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 FY19 and FY20, 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 FY19 and FY20, 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 FY19 and FY20, 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 five youth in FY19 and no youth in FY20 who were previously committed and under 21 at the time of their death.

e. The number and percentage of youth in FY19 and FY20, 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 FY19, DYRS was aware of at least 3 previously committed youth under the age of 21 who had been victims of violent crime. In FY20, YTD, DYRS is not aware of any previously committed youth who have been the victim of a violent crime.

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

POLICY NUMBER:	IV.c.3.i.
RESPONSIBLE OFFICES:	Facilities
EFFECTIVE DATE OF POLICY:	November 6, 2018
SUPERSEDES POLICY:	YSA 11.1A
SUBJECT:	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, likely belonging to the DYRS Director, 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 Mental Health Specialist is Master’s or Doctoral prepared and the majority are independently licensed as a clinical social worker, professional counselor, or clinical psychologist. Effective 2019, all newly hired Mental Health Specialists are required to be independently licensed clinicians in the District of Columbia. (See Appendix - Mental Health Specialist Position Description)

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 rotates on call duties to ensure mental health consultation is available around the clock.

The following is the number of times a Mental Health Specialist was requested at YSC:

- FY19: 119
- FY20 (as of 1/14/20): 42

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 rotates on call duties to ensure mental health consultation is available around the clock. The following is the number of times a Mental Health Specialist was requested at NBYDC:

- FY19: 83
- FY20 (as of 1/14/20): 27



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General Questions 8

8. Please list all memoranda of understanding (MOU) entered into by your agency during FY19 and FY20, to date, as well as any memoranda of understanding currently in force. For each, indicate the date entered and the termination date.

In addition to the MOUs listed in the Intra-district Transfers question (General Questions 5), DYRS maintains the following agreements with other District agencies:

- *memorandum of agreement with OSSE and DCPS outlining the responsibilities of each entity for the provision of educational services to youth in DYRS care and custody.*
- *letter agreement with DBH and the Psychiatric Institute of Washington for the provision of acute psychiatric hospitalization for youth in DYRS care and custody.*



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PREHEARING QUESTIONS AND ANSWERS



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.



**COUNCIL OF THE DISTRICT OF COLUMBIA
PERFORMANCE OVERSIGHT HEARING
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Placement and Monitoring 8

Please provide a list of the lead entities, other community-based organizations or contractors and placements that served committed youth in FY19 and FY20, 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

Contracted Placements that served committed youth	Address	Unique Youth FY2019	Unique Youth FY2020- to 1/9/2020	Allocated Funds FY19	Allocated Funds FY 20-to 1/9/2020
Foster Care					
Psychiatric Center Chartered	7329 Hanover Pkwy, Greenbelt, MD 20770	20	11	\$1,041,720	\$210,169
WIN Team, Inc. EFH	2503 W Northern Pkwy, Baltimore, MD 21215	23	7	\$808,404	\$174,636
Group Home					
Canyon State Academy	20061 East Rittenhouse Road, Queen Creek, AZ 85142	4	3	\$369,765	\$104,851
Silver Oak Academy	999 Crouse Mill Rd, Keymar, MD 21757	12	4		
Our House Youth Home	19715 Zion Rd, Brookeville, MD 20833	4	3	\$58,145	\$29,379
Universal Healthcare Daybreak	1713 N. Capitol St., NE, Washington, DC 20002	30	7	\$1,245,496	\$323,255



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Universal Healthcare Daybreak 1 Grandma's House	1205 New Jersey Avenue NW, Washington, DC 20001	31	8		
Youth For Tomorrow	11835 Hazel Cir Dr, Bristow, VA 20136	4	2	\$131,567	\$8,287
Residential Treatment Center					
Capital Academy RTC	1700 Mt Ephraim Ave, Camden, NJ 08104	7	3	\$420,535	\$106,355
Natchez Trace Youth Academy	415 7 Hawks Ln, Waverly, TN 37185	1	2	\$19,671	\$0
Substance Abuse In-Patient					
Abraxas I Substance Abuse	165 Beavers Meadow Rd, Marienville, PA 16239	3	2	\$21,881	\$54,269
Youth Shelter Home					
CGC, Inc (Buddies Place)	6023 Clay St NE, Washington, DC 20019	22	6	\$527,206	\$206,382
REACH Shelter	716 I St SE, Washington, DC 20003	24	7	\$1,972,508	\$528,014
Sasha Bruce Youth Work - Chloe House	701 Maryland Ave NE, Washington, DC 20002	8	0		
Sasha Bruce Youthworks, Inc Runaway- Crisis Shelter	1022 Maryland Ave NE, Washington, DC 20002	4	0		
Umbrella Family Re-Unification Program 4308 E Street SE	4308 E St SE, Washington, DC 20019	12	8	\$1,388,202	\$412,286
Umbrella Group Home	325 50th St SE Washington, DC 20019	2	0		

Note: For Non-placement providers, refer to Placement and Monitoring #7/Services for Committed youth #1



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



Tracking Youth Success 8

For FY19 and FY20, 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.

Milestones Committed Youth		
	FY19	FY20 (to 1/9/20)
Registered to Vote	0	0
Selective Services	0	0
GED/HS Diploma	5	11
Certifications	11	0
Sub Emp >90days	3	0
Unsub Emp > 90 days	10	4
Accepted to Post-secondary Institution	6	5



COUNCIL OF THE DISTRICT OF COLUMBIA
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Agency Operations 9

9. Please describe any steps the agency took in FY19 and FY20, 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
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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 FY19 and FY20, 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 regular meetings with local leaders from non-profit organizations that advocate on behalf of youth in the District's Juvenile Justice System.*
- *Funding grants for local non-profit groups to provide community-based services for youth through our DC YouthLink and Credible Messenger programs.*
- *Partnering with Howard University to offer unique programming to YSC students to help facilitate successful reentry back into their families and communities.*



COUNCIL OF THE DISTRICT OF COLUMBIA
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Personnel 9

9. What training is provided to case managers and Credible Messengers regarding connected housing insecure youth to housing both during and post commitment?

- a. How often is this training provided?
- b. Who provides this training?
- c. How many case managers and Credible Messengers have completed this training in FY19?

In May 2019, DYRS staff provided an overview of housing issues and resources for fifty (50) Credible Messengers. In October 2019, fourteen (14) DYRS staff and Credible Messengers attended a housing briefing coordinated by the Office of the Deputy Mayor for Public Safety and Justice, with representatives from DCHD, DCHA, the Legal Clinic for the Homeless, and Public Welfare Foundation, which covered the following topics: the current landscape of housing in the District, a synopsis of how people access housing options, and educational opportunities and power-building to ensure our communities have what they need to thrive.



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



Placement and Monitoring 9

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

DYRS discontinued the pay for outcome framework in FY16 resulting in outcomes reports for providers being discontinued.



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



Tracking Youth Success 9

For FY19 and FY20, 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>FY19</i>		<i>FY 20YTD (1.9.20)</i>	
	<i>#</i>	<i>%</i>	<i>#</i>	<i>%</i>
<i>Mentoring</i>	<i>273</i>	<i>91%</i>	<i>165</i>	<i>77%</i>
<i>Tutoring</i>	<i>25</i>	<i>8%</i>	<i>7</i>	<i>3%</i>
<i>Family Counseling</i>	<i>159</i>	<i>52%</i>	<i>72</i>	<i>33%</i>
<i>Substance Abuse</i>	<i>18</i>	<i>6%</i>	<i>9</i>	<i>4%</i>
<i>Health Screening*</i>	<i>207</i>	<i>68%</i>	<i>108</i>	<i>35%</i>
<i>Mental Health Services</i>	<i>91</i>	<i>30%</i>	<i>104</i>	<i>48%</i>
<i>Restorative Justice/Conflict Resolution/Mediation</i>	<i>24</i>	<i>10%</i>	<i>9</i>	<i>3%</i>

*Health screening numbers account for youth that received health screenings during intake at a facility, but it is likely an undercount of all health screenings that have been received by committed youth.



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

POLICY NUMBER:	IV.c.3.ii.
RESPONSIBLE OFFICES:	Facilities
EFFECTIVE DATE OF POLICY:	March 13, 2019
SUPERSEDES POLICY:	IV.c.3.i. (09/07/2016 Version)
SUBJECT:	Use of Mechanical Restraints

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.

[REDACTED]

- 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 in accordance with the Work Plan (Attachment Four) who is an advanced level practitioner. 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 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 advanced level 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, abrasions and/or other physical injury. 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) in the agency's database (FAMCare). 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

3/13/19

Date



**COUNCIL OF THE DISTRICT OF COLUMBIA
PERFORMANCE OVERSIGHT HEARING
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General Questions 10

10. Please list all currently open capital projects for DYRS, including an update on all capital projects under its purview in FY19 and FY20, 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 FY19 and FY20, to date, including the amount budgeted, actual dollars spent, and any remaining balances.*

FY19 – FY20 Capital Projects							
Project	Title	Status	Budgeted	Total Project Cost	Remaining Balance	Funds Available for Reprogramming	Notes
SH737C	NBYDC HVAC and Demising Walls	Completed	\$4,387,192	\$3,936,570	\$450,622	\$0	Remaining funds reprogrammed to replace roof on youth units.
SH740C	YSC Security	Design/Scope Development	\$2,997,800	\$2,997,800	\$2,997,800	\$0	\$360,190 encumbered for A/E Services
	YSC Generator	Design/Scope Development	\$950,000	\$950,000	\$950,000	\$0	New project in design/scope phase

- b. **An update on all capital projects planned for FY19, FY20, FY21, FY22, and FY23.**

There are no additionally planned projects.

- c. **Do the capital projects begun, in progress, or concluded in FY18, FY19 to date have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.**

The current projects have no fiscal impact on the operating budget.



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Personnel 10

Are DYRS case managers trained to give the TAY-VI-SPDAT?

Yes.

- a. If so, how many case managers have received this training?

A total of three (3) case managers have received this training.

- b. How many TAY-VI-SPAT's were completed by DYRS staff in FY2019?

None due to staff not being trained until FY20.



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Placement and Monitoring 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
FY 2018	169	368
FY 2019	167	455
FY 2020 Q1	83	125

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

% of Committed Youth (ADP) Monitored by GPS	
FY 2018	10%
FY 2019	13%
FY 2020Q1	14%
% of Committed Youth ever Monitored by GPS in year	
FY 2018	50%
FY 2019	55%
FY 2020Q1	39%

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

FY18 \$24,473.26
FY19 \$31,927.85
FY20(1/7/20) \$8,681.85

- 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.*



**COUNCIL OF THE DISTRICT OF COLUMBIA
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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 FY18, FY19 and FY20, to date.

FY18 - Arrests while on GPS	#
Armed Carjacking	1
Assault W/I to Rob	1
Assaultive Behavior	2
Assault 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
Grand Total	17
FY19 - Arrests while on GPS	#
Assault W/ Significant Bodily Injury	1
Burglary II	1
Carry Dangerous Weapon-Gun	1
Receiving Stolen Property	1
Robbery	4
Simple Assault	1



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Theft 1st Degree	1
Theft 2nd Degree	1
Threats to Do Bodily Harm-Misd	1
UUV	1
Grand Total	13
FY20Q1 - Arrests while on GPS	#
Carry Pistol W/O Lic -Outside Home/Business	1
Robbery	2
Simple Assault	1
Theft First Degree	1
Theft in 1St Degree	1
Unknown	1
Grand Total	7



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Services for Committed Youth 10

Please describe any programs or services that the agency provided to the families of committed youth in FY19 and FY20, 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

Programs for Committed Youth's Families FY19				
Family Credible Messenger Providers	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
East River Family Strengthening Collaborative-Credible Messenger(Family)	Mentor	\$4,287	23	Credible Messenger goals and outcomes are directly correlated and influence the youth and family’s success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
ERCPCP-Credible Messenger (Family)	Mentor	\$5,169	17	Credible Messenger goals and outcomes are directly correlated and influence the youth and family’s success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Good Projects-Credible Messenger (Family)	Mentor	\$5,636	21	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
InnerCity Collaborative-Credible Messenger(Family)	Mentor	\$4,732	11	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Life Deeds, Inc-Credible Messenger(Family)	Mentor	\$3,437	34	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (Family)	Mentor	\$3,854	29	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Achievement Center Programs	Service Type/Nature of Program	Cost per Youth	Unique Participants	Outcomes



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Anchored in Strength	Family Engagement	\$1,644	73	Provide a consistent catalyst for parents/guardians/caregivers to experience a safe place to explore and manage their personal and familial challenges.
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Programs for Committed Youth's Families FY20 YTD 1.10.20				
Family Credible Messenger Providers	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
ERCPCP-Credible Messenger (Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	19	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Far Southeast Family Strengthening Collaborative-Credible Messenger (Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	3	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.



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Inner-city Collaborative-Credible Messenger (Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	4	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Life Deeds, Inc-Credible Messenger (Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	17	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	19	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals, all parties are considered in assisting with these achievements.
Achievement Center Programs	Service Type/Nature of Program	Cost per Youth	Unique Participants	Outcomes
Anchored in Strength	Family Engagement	Unable to provide cost, as it relates to the total number of youth participation annually	34	Provide a consistent catalyst for parents/guardians/caregivers to experience a safe place to explore and manage their personal and familial challenges.



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



Tracking Youth Success 10

5. For FY19 and FY20, 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.

Milestones Committed Youth		
	FY19	FY20 YTD(1.9.20)
GED/HS Diploma	4	1
Certifications	4	0
Sub Emp >90days	0	0
Unsub Emp > 90 days	3	4
Accepted to Post-secondary Institution	3	0

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

POLICY NUMBER:	IV.b.2.i.
RESPONSIBLE OFFICES:	Agency-wide
EFFECTIVE DATE OF POLICY:	November 30, 2018
SUPERSEDES POLICY:	III.8B-001 (Rule 412)
SUBJECT:	Resident Code of Conduct and Disciplinary Procedure

I. PURPOSE

The purpose of this policy is to set forth the Resident Code of Conduct, disciplinary procedure for violations of the Resident Code of Conduct, and permissible sanctions for minor and major rule violations.

II. POLICY

It is the policy of the Department of Youth Rehabilitation Services (DYRS) that no resident shall be subject to disciplinary sanction without fair and proper process, including the opportunity to participate in a restorative justice intervention, and strict adherence to the Disciplinary Procedure.

III. AUTHORITY

DC Code §§ 2-1515.02 and 2-1515.05.

IV. SCOPE

This policy shall apply to all residents of DYRS secure facilities, DYRS employees, contractors, and volunteers.

V. RESPONSIBILITY

- a. Staff are responsible for the safety and security of DYRS secure facilities, including the appropriate control of residents and adherence to the disciplinary procedure.
- b. During resident orientation, the superintendent or designee of each DYRS secure facility shall provide to, and discuss with, residents the Resident Code of Conduct.
- c. For each alleged violation of the Resident Code of Conduct, staff shall timely complete the Disciplinary Procedure, such that any sanction is imposed within a reasonable period of time after the alleged violation occurred.
- d. Staff involved in the Disciplinary Procedure shall consider all factors contributing to the resident's behavior, including the resident's mental, physical, and emotional states.

- e. Any sanctions imposed upon a resident shall be fair, impartial, and meaningful to the resident.
- f. Failure of staff to follow the content of this policy may result in disciplinary action.

VI. RESIDENT CODE OF CONDUCT

The Resident Code of Conduct refers to the adherence of two types of rules, minor and major, established to maintain order within the secure facilities. Major rules have been established to protect the health and safety of residents and staff. Violations of a major rule are extremely serious because such violations may risk the health and safety of residents and staff. Minor rules assure that everyone is treated fairly and courteously, and that a resident's stay at the secure facility is as comfortable and beneficial as possible. A resident who violates either a minor or major rule may be subject to sanctions in accordance with Sections VII, VIII, and IX of this policy.

a. Minor Rules

- i. Residents must keep their living quarters clean and orderly. The bed must be neatly made each day and articles issued by the institution or purchased from the canteen must be kept in lockers, drawers, or other approved places.
- ii. Residents shall keep their clothing and person neat and clean. Residents shall not willfully damage any article of clothing or other personal property issued to them.
- iii. Residents shall not intentionally abuse or waste supplies.
- iv. Excessive noise, boisterousness, and "horse-playing" shall not be permitted at any time. After lights are out at night, talking is not permitted.
- v. The use of profane, vulgar, or obscene language is not permitted.
- vi. Gambling activities of any type are prohibited.
- vii. All directions, orders, and assignments given by staff will be promptly obeyed.
- viii. Tampering with and picking locks is prohibited.
- ix. Residents are prohibited from making suggestive, seductive, or offensive remarks.
- x. During population movements, all residents must be in line and walk in an orderly manner. Unsecured movement without a pass or presence in an unauthorized area is prohibited.
- xi. It is a violation of the rules to make false statements about other residents or staff.

b. Major Rules

- i. Escape/Attempted Escape: It is a violation of the rules to plot, prepare for, or attempt to escape, and anyone who escapes.
- ii. Contraband and Related Acts: Possession of any item deemed to be contraband by Agency leadership is a major rule violation. Nonetheless, the Superintendent or designee reserves the right to treat possession of contraband as a minor rule violation. Prohibited contraband and related acts shall include but not be limited to:
 - 1. Weapons: Unauthorized possession of any item readily capable of serving as a weapon.
 - 2. Prohibited Equipment: Use or possession of electronic equipment not authorized for use or retention by a resident.

3. Prohibited Substances and Paraphernalia: Possessing, using, introducing, or making any prohibited substance, including controlled substances not authorized by medical or dental staff.
 4. Misuse of Medication: Using medication in a manner inconsistent with specific instructions for use.
 5. Distribution of Prohibited Substances: Distribution or sale of any prohibited substance, including controlled dangerous substances, alcohol, prescription medications, tobacco products, similar intoxicants, or related paraphernalia, such as that used to deliver or make any prohibited substance.
 6. Interference with Substance Testing: Failure to comply with an order to submit a specimen for prohibited substance testing or tampering with said specimen.
 7. Unauthorized Currency: Possession of money or currency not specifically authorized.
- iii. Attempted Assault: An attempt or effort, with force or violence, to injure, or touch a part of another person's body that would cause fear, shame, humiliation or mental anguish if done without consent.
 - iv. Assault: It is a violation of the rules to assault any other person. Assault is the nonconsensual and intentional touching of another person's body that would cause fear, shame, humiliation or mental anguish if done without consent.
 - v. Prohibited Sexual Acts and Related Conduct – It is a violation of the rules to engage in any kind of sexual activity, including consensual and non-consensual acts, with another person. Unwelcome sexual advances, comments, or gestures are prohibited.
 - vi. Destruction of Property: The intentional damage of any property, tools, or equipment is a violation of the rules.
 - vii. Rioting, Inciting to Riot, and Group Demonstrations: It is a violation of the rules to engage in any overt act to disrupt the order and safety of the institution, including rioting, inciting to riot, and group demonstrations.
 1. Rioting: Participating in a disturbance involving an assembly of three or more persons acting together, which by tumultuous and violent conduct may result in injury to another.
 2. Inciting to Riot: Engaging in behavior, verbal or otherwise, that directly leads to rioting by others, or that encourages a riot already in progress.
 3. Group Demonstration: Participating in the unauthorized assembly of three or more persons engaging in a collective action, such as but not limited to, a sit-in, rally, or work stoppage.
 - viii. Theft: The taking and removing of personal property with intent to deprive the rightful owner of it.

VII. DISCIPLINARY PROCEDURE

a. General Procedures

i. Incident Report:

1. Any employee or contractor who has been confronted with an apparent violation of the Resident Code of Conduct shall prepare an Incident Report and submit the Incident Report to the Superintendent or designee in accordance with the Reporting Unusual Incidents Policy.
2. Within one (1) hour of receiving an Incident Report, the Superintendent or designee shall review the Incident Report, conduct any investigation, and determine the appropriate charge(s) (major or minor rule(s) violation(s)) against the resident, if any.
3. Within one (1) hour after a decision to charge a resident with a major or minor rule violation, the Superintendent or designee shall ensure that the resident receives notice of proposed disciplinary action in oral form.

ii. Restorative Justice Intervention

1. Within one (1) hour following a determination that a resident will be charged with a major rule violation, the resident shall be offered an opportunity to participate in a Restorative Justice Intervention. The resident should be made aware that refusal to participate in a Restorative Justice Intervention will result in a disciplinary hearing.
2. Neither a refusal to participate in a Restorative Justice Intervention nor a revocation of a decision to participate in a Restorative Justice Intervention shall result in any additional consequences, punishments, or sanctions for the resident.
3. Restorative Justice Interventions shall be convened and administered in accordance with the Restorative Justice Policy.

b. Minor Rules

- i. If a resident is charged with a minor rule violation, the Superintendent or designee may immediately impose sanctions in compliance with Section IX of this policy.

c. Major Rules

- i. If a resident is charged with a major rule violation, and upon conclusion of a Restorative Justice Intervention:
 1. The Restorative Justice Facilitator shall submit his/her written report, including any recommendations, to the Hearing Officer.
 2. The Hearing Officer shall review the Restorative Justice Facilitator's written report and issue a written Order, imposing any sanctions, including convening a disciplinary hearing, and/or dismissing the matter.
 3. The Hearing Officer shall submit his/her written order to the Superintendent/designee, who may then impose sanctions that are compliant with the Hearing Officer's Order and Section X of this policy.



- ii. If a resident is charged with a major rule violation, and upon a refusal to participate in a restorative justice intervention or a revocation of a decision to participate in a Restorative Justice Intervention, the Restorative Justice Facilitator shall refer the matter to the Hearing Officer and the Hearing Officer shall conduct a Disciplinary Hearing in accordance with Section VIII of this policy.

VIII. DISCIPLINARY HEARINGS

a. Written Notice:

- i. Within one (1) hour following a refusal to participate in a Restorative Justice Intervention or a revocation of a decision to participate in a Restorative Justice Intervention, the resident shall be served written notice of Notice of Disciplinary Hearing (Notice).
 1. The Notice shall contain a description of the misconduct alleged and state the offense(s) charged.
 2. Staff shall explain the resident's rights, including the contents of the Notice, and request that the resident sign the Notice, acknowledging receipt.
 3. If the resident signs the Notice, one (1) staff member must witness this signature and sign in the designated space on the Notice.
 4. If the resident refuses to sign the Notice, two (2) staff members must witness this refusal and sign in the designated space on the Notice.

b. Administrative Procedure:

- i. **Timing:** Disciplinary hearings shall occur within one business day after Notice has been served upon the resident, unless the Hearing Officer has granted a continuance.
- ii. **Continuances:** The Hearing Officer may, at his/her discretion, grant continuances for periods of time necessary to ensure that parties have adequate time to obtain representation, prepare for the hearing, or alleviate any administrative barriers.
- iii. **Representation:**
 1. During the hearing, the resident may have the assistance of a representative of his/her own choosing, including an attorney or a member of the staff.
 2. The resident may not select the Hearing Officer, another resident, the facility Superintendent or Deputy Superintendent, or any individual who the Hearing Officer determines would be disruptive or a potential safety risk.
 3. If the resident refused to sign the Notice of Disciplinary Hearing Form, the Hearing Officer shall appoint the resident's attorney of record or the Public Defender to represent the resident.

c. Hearing Procedure:

- i. **Presence at hearing:** The resident shall be present at the hearing and the Hearing Officer shall read to the resident the description of the misconduct alleged and state the offense(s) charged.

- ii. **Resident Rights:** The Hearing Officer shall advise the resident of his or her rights, including: (1) timely and effective notice; (2) an opportunity to be heard, including any statement in his/her own defense or in mitigation; (3) the right to confront or cross-examine adverse witnesses present at the hearing; (4) to call relevant witnesses on his/her own behalf; (5) the right to retained representation; (6) a statement as to the reasons for the allegations and (7) an impartial decision maker.
 - iii. **Evidence:** The Hearing Officer shall admit as evidence reliable testimony about the facts from which the charge arises. Hearsay may be admissible, if relevant.
 - iv. **Findings and Determination:**
 1. The Hearing Officer shall determine, based on a preponderance of the evidence, whether the resident committed the charged rule violation(s).
 - a. Whenever the Hearing Officer finds that the resident did not commit the charged rule violation, there shall be no sanction imposed upon the resident and the record shall clearly show a finding of UNSUBSTANTIATED.
 - b. Whenever the Hearing Officer finds that the resident committed the charged violation(s), the Hearing Officer may impose sanctions in accordance with Section IX of this policy and the record shall clearly show a finding of SUBSTANTIATED.
 2. The Hearing Officer shall inform the resident of the relevant factual findings, the Hearing Officer's determination, the sanction(s) that will be imposed, and the resident's right to appeal the determination to the facility Superintendent or designee.
 3. The Hearing Officer shall memorialize the determination and sanction(s) in a written Order and submit the written Order to the facility Superintendent or designee. A copy of the written Order should be provided to the resident upon request.
- d. **Right to Appeal**
- i. Upon receipt of the resident's request for appeal, the Superintendent, or designee, shall review the record of the disciplinary hearing.
 - ii. The Superintendent, or designee, may interview the resident or staff and conduct any additional investigation or consultation.
 - iii. After reviewing the case, the Superintendent or designee shall:
 1. Grant the appeal, rescinding the Hearing Officer's determination; or
 2. Deny the appeal, upholding the Hearing Officer's determination; or
 3. Modify or reduce the sanction imposed by the Hearing Officer. In no event shall the severity of the sanction imposed by the Hearing Officer be increased on appeal.



IX. SANCTIONS

- a. No resident shall be subjected to any administrative sanctions or to any other administrative sanctions except for violation of the published rules of conduct.
- b. Minor Rules violations – If a resident is found to have violated a minor rule, he/she is subject to one or more of the following sanctions:
 - i. Reprimand;
 - ii. Loss for not more than two (2) weeks of movies, television, radio and/or social events;
 - iii. One cleanup detail not to exceed four (4) hours duration;
 - iv. Any other sanctioned deemed appropriate for a minor rule violation.
- c. Major Rules violations – If a resident is found have violated a major rule, he/she is subject to one or more of the following sanctions:
 - i. Any of the sanctions authorized for minor rule violations;
 - ii. Writing assignments;
 - iii. Therapeutic activities/assignments;
 - iv. Community Service;
 - v. In extraordinary circumstances, and with the director's approval, a youth may be reassigned to an alternate housing unit.
- d. Prohibited Sanctions:
 - i. Corporal punishment of any kind;
 - ii. Any treatment or lack of care that injures or impairs the health or safety of any resident;
 - iii. Any deprivation of clothing, a bed, bedding, the regular diet (except as prescribed by a physician), or normal hygienic implements required for basic sanitation;
 - iv. The use of special isolation or restrictive diets, strait-jackets, gags, or other restraining devices;
 - v. Room confinement;
 - vi. Segregation: The involuntary isolation from the general population for disciplinary reasons;
 - vii. Denial of daily opportunity for exercise;
 - viii. Denial of daily education;
 - ix. Denial of access to medical and mental health services;
 - x. Denial of access to counsel or the courts;
 - xi. Denial of visits or communication with families or loved ones;
 - xii. Denial of opportunity to send or receive mail;
 - xiii. Denial of access to religious services; and
 - xiv. Denial of access to reading materials.



APPENDIX A – FORMS

- I. Segregation Tracking and Compliance Form
- II. Notice of Disciplinary Hearing Form
- III. Final Order Form



Approval of the Agency Director:



DYRS Director

11/22/18

Date



DEPARTMENT OF YOUTH REHABILITATION SERVICES

INSTITUTION: YSC: _____ NBYDC: _____ Incident No: _____

Segregation Tracking and Compliance Form

Name of Youth: _____

Location of Confinement: _____ Room #: _____

Date: _____ Time In: _____ Time Out: _____

		(Signature)	(Date)
Does Youth pose an imminent threat to safety/Security?	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Explain:			
Were other strategies available to secure youth?	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Explain:			
Superintendent/Deputy Approval?	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Documentation Completed w/in 2 hours?	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Youth given face to face contact?	<input type="checkbox"/> YES <input type="checkbox"/> NO		
Hearing Officer notified of hearing required within 24 hrs?	<input type="checkbox"/> YES <input type="checkbox"/> NO		

SYDR Approval: _____ (Print) _____ (Sign)

Approval Stipulations:

- Documentation must be completed within 2 hours of placement.
- SYDR signature and approval is only valid for 24 hours.

Renewal:

- Superintendent/Deputy Superintendent/Designee & Hearing Officer approval is required.
- PHC requires face to face contact with youth.
- SYDR must release Resident from room confinement once Resident is calm or no longer security risk, unless Mental Health staff determines that it is in the Resident's best interest to remain in room confinement.
- Room confinement will not be extended beyond 72 hours, under any circumstances.

Due Process:

- Resident must have an outstanding Incident Report filed by the end of the shift on which the incident occurred.
- Hearing must be held within 24 hours, except for Saturday and Sunday, in which case hearings will be held as soon as possible between the hours of 8:30am -6pm on Saturday and Sunday.

Type of Confinement: Safety/Security Pre-Hearing Post-Hearing

****THIS TRACKER FORM MUST BE POSTED ON THE OUTSIDE OF THE RESIDENTS ROOM DOOR****

Time	Initials	Reason for confinement
Cool Out (15)		Reason for initial confinement:
		Authorized By:
Cool Out (30)		Observation:
		Reviewed by:
Cool Out (45)		Observation:
		Reviewed by:
Cool Out (60)		Observation:
		Reviewed by:
	Superintendent or designee's authorization required for room confinement beyond 59 minutes.	Reason for continued confinement: Authorized By: _____ Title: _____
		Observation:
		Reviewed by:
		Observation:
		Reviewed by:
		Observation:
		Reviewed by:
		Observation:
		Reviewed by:
		Observation:
		Reviewed by:

Time	Initials	Reason of continued confinement
		Observation:
		Reviewed by:
		Observation:
		Reviewed by:
		Observation:
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		Reviewed by:
		Observation:
		Reviewed by:

Actions Taken (Discipline or otherwise)

Reporting Staff's Signature _____

(Signature)

(Title)

(Date)

*******FOR SYDR USE ONLY*******

Additional Details of Incident

Was Youth given Cool out?	<input type="checkbox"/> YES <input type="checkbox"/> NO	Was SCM Used?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Did Cool Out exceed 59 Min?	<input type="checkbox"/> YES <input type="checkbox"/> NO	Resident Injury?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Referred to Project Hands?	<input type="checkbox"/> YES <input type="checkbox"/> NO	Staff Injury?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Did Youth agree to Mediate?	<input type="checkbox"/> YES <input type="checkbox"/> NO	Does Youth have a history of this behavior?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Was the youth administratively separated?	<input type="checkbox"/> YES <input type="checkbox"/> NO	Was the Resident referred to Mental Health?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Were any Residents involved sent to medical: (Provide names in next box)	<input type="checkbox"/> YES <input type="checkbox"/> NO		

Do you recommend any particular corrective action for the Resident in response to this incident? If, so, please provide your recommendation below. YES NO

SYDR Actions Taken (Please advise if anyone was notified, searched, or of any other authorized actions)

SYDR/Supervisor Signature: _____

Time: _____

Date: _____



DEPARTMENT OF YOUTH REHABILITATION SERVICES

INSTITUTION: YSC _____ NBYDC: _____ Incident No: _____

RE:

O R D E R

This matter came before the Hearing Officer on this _____ day of _____, 20____, on a charge of

- | | | | |
|-----------------------------------------------|-----------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| #1 <input type="checkbox"/> (Contra -Drugs) | #2 <input type="checkbox"/> (Contra - Weapon) | #3 <input type="checkbox"/> (Destruction of Property) | #4 <input type="checkbox"/> (Escape/Attempted Escape) |
| #5 <input type="checkbox"/> (Inciting Riot) | #6 <input type="checkbox"/> (Sexual Behavior) | #7 <input type="checkbox"/> (Theft) | #8 <input type="checkbox"/> (Y /Staff Assault) |
| #9 <input type="checkbox"/> (Y/Youth Assault) | | | |

The hearing officer **ORDERED**, based on a preponderance of the evidence presented in the hearing, and for such other good cause shown, that the above stated charge is:

- ADMINISTRATIVELY DISMISSED** for the following reason(s) _____;
- UNSUBSTANTIATED**, and the case is **DISMISSED**.
- SUBSTANTIATED**, and the below consequence(s) are given the resident:

SANCTION(s): <input type="checkbox"/> Reprimand	<input type="checkbox"/> Community Service: _____ hours on _____	<input type="checkbox"/> Letter of Apology to: _____
due on: _____	<input type="checkbox"/> Early Bed(s) _____ start time: _____	<input type="checkbox"/> Pre-hearing Time Served (PTS) _____
<input type="checkbox"/> Room Confinement: _____ hrs. (less PTS _____), for total of _____ hrs.;	<input type="checkbox"/> Probation thru _____	
<input type="checkbox"/> Additional Sanctions: _____		

Hearing Officer: _____ Date: _____

TO THE RESIDENT: This is a report on the findings and disposition of your hearing. You have a right to appeal this Disciplinary Action if you feel that you have been treated unfairly. You must make your decision whether or not you wish to appeal within forty-eight (48) hrs of receiving this Notice of Right to Appeal.

CERTIFICATION OF COMPLETION

I certify that the above-cited consequences have been completed as of this _____ day of _____, 201____.

_____ Unit Manager	_____ Date	_____ DYRS Certifying Official*	_____ Date
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*Submit copy to Hearing Officer within 48 hours after consequences have been completed.



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



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 FY19 and FY20 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 FY19 and FY20 agency budgets submitted as part of the Mayor's budget submissions reflect those efforts.



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



Personnel 11

11. What is DYRS' plan for evaluating the Credible Messenger program?
- If an outside organization has been contracted to evaluate the Credible Messenger program, please provide the name of the contracted evaluator.
 - When does DYRS anticipate that the evaluation of the Credible Messenger program will be completed?
 - Will the evaluation of the Credible Messenger program be publicly shared?

The John Jay College of Criminal Justice began evaluating the Credible Messenger program in 2016. The evaluation will be completed during FY20 and will be available to the public.



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



Placement and Monitoring 11

For the Youth Services Center, for FY18, FY19 and FY20, 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.

Period	Average Daily Population (Detained Youth)	Average Daily Population (Overnight Youth)	Average Daily Population (Committed/Detained)	Average Daily Population (Committed Youth)	Average Daily Population (Title 16)	Average Daily Population (All Youth)
October 2017	43.3	3.9	5.8	3.1	0.0	56.1
November 2017	35.8	3.8	5.3	3.9	0.0	48.8
December 2017	29.6	3.6	4.5	6.5	0.0	44.3
January 2018	29.7	3.4	5.9	1.9	0.0	40.9
February 2018	29.1	4.6	5.7	5.1	0.0	44.5
March 2018	25.2	3.4	3.2	4.9	0.0	36.7
April 2018	22.9	4.1	0.8	7.4	0.0	35.2
May 2018	18.4	4.0	2.1	14.0	0.0	38.4
June 2018	22.3	3.4	1.6	9.9	0.0	37.2
July 2018	25.0	3.4	3.1	13.6	0.6	45.0
August 2018	27.6	2.0	5.6	11.1	1.0	46.3
September 2018	23.8	3.3	8.2	8.8	1.0	44.1
October 2018	20.3	3.4	6.0	6.7	0.0	36.4
November 2018	24.8	3.4	7.6	7.5	0.6	43.3



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



December 2018	25.2	3.0	7.7	9.1	0.4	44.9
January 2019	26.2	2.7	8.0	9.0	1.5	45.9
February 2019	16.3	3.4	8.8	11.9	0.0	40.4
March 2019	17.1	2.8	5.7	14.3	0.0	39.9
April 2019	18.2	3.2	6.7	16.1	0.0	44.3
May 2019	23.1	2.3	4.4	10.4	0.0	40.2
June 2019	20.6	2.8	3.6	8.2	1.8	35.3
July 2019	20.9	2.8	7.1	6.6	0.3	37.4
August 2019	19.2	2.7	7.4	7.5	0.0	36.9
September 2019	21.8	3.9	5.1	8.4	0.7	39.2
October 2019	23.2	4.3	6.2	8.5	0.0	42.1
November 2019	27.9	3.2	7.4	13.3	0.5	51.8
December 2019	26.0	3.5	11.9	11.8	4.0	53.2



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



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 19, DYRS served 9 LEP/NEP youth and families, speaking Spanish. Thus far (as of 1/8/20), in FY 20, DYRS has served 9 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 38 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 Youth Development Center, 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 continues to train all staff – including contracted providers – on Language Access.



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



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 from regular programming for a cool down:

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 Supervisory Youth Development Representative (SYDR) will then respond to the unit to assess the situation;*
5. *Once on the unit, the SYDR will then take over the situation, continue using de-escalation techniques, and determine whether additional YDR/SYDR or Mental Health assistance is needed;*
6. *If the youth refuses to de-escalate, to prevent the youth from causing harm to himself/herself or other youth or staff, the SYDR may then decide to place the youth in their assigned room to cool down before rejoining regular programming;*
7. *Once the youth is calm, he/she will rejoin their peers in regular programming.*



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



Placements and Monitoring 12

For the youth shelter homes contracted with DYRS, for FY18, FY19 and FY20to 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.

FY 18 Oct. 2017 – Sept. 2018

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	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

FY 19 Oct. 2018 – Sept. 2019

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	7	6	6	7	5	5	5	5	5	5	5	5
# of Beds	44	32	32	38	36	36	36	36	36	36	36	36

FY 20 Oct. 2019 – Sept. 2020



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



Month FY 20	Oct. 2019	Nov. 2019	Dec. 2019	Jan. 2020	Feb. 2020	Mar. 2020	Apr. 2020	May 2020	June 2020	July 2020	Aug. 2020	Sept. 2020
# of Homes	5	5	5	5								
# of Beds	36	36	36	36								

Year	ADP		ALOS		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
FY18	31.1	12.8	27.2	17.4	1.2	0.8	3.9	7.0
FY19	16.0	6.6	17.9	17.2	0.8	0.4	4.3	14.0
FY20YTD(12.31.19)	22.5	3.2	19.7	11.7	1.1	0.3	2.9	-



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



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 FY18, FY19 and FY20, to date.

Number of CSEC Involved Youth by Ward FY 1 - FY 19 (as of 1.15.20)	
FY18	
1	1
5	2
6	3
7	3
8	1
MD	2
FY18 Total	12
FY19	
5	1
6	2
7	2
8	1
MD	2
FY19 Total	8
FY20 YTD	
5	1
8	2
MD	1
FY20 YTD Total	4



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



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.

Government of the District of Columbia

HUMAN CARE AGREEMENT												PAGE	OF	PAGES
1. CONTRACT NUMBER CW44330				2. REQUISITION/PURCHASE REQUEST NO.				3. EFFECTIVE DATE				1	65	
4. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4 th Street, NW, Suite 700S Washington, DC 20001						5. ADMINISTERED BY (If other than Item 3): Contract Administrator as specified in Section E.2								
6. NAMES AND ADDRESS OF PROVIDER/PROVIDER (No. Street, county, state and ZIP Code) Youth for Tomorrow New Life Center, Inc. 11835 Hazel Circle Drive Bristow, Virginia 20136 Contact: Lori Perez Telephone: 703-368-7995 E-Mail: lperez@yftva.com														
7. PROVIDER/PROVIDER SHALL SUBMIT ALL INVOICES TO: Department of Youth Rehabilitation Services Office of the Chief Financial Officer 64 New York Ave., NE, 6th Floor Washington, D.C. 20002						8. DISTRICT SHALL SEND ALL PAYMENTS TO: Youth for Tomorrow New Life Center, Inc. 11835 Hazel Circle Drive Bristow, Virginia 20136								
9. DESCRIPTION OF HUMAN CARE SERVICE AND RATE COST														
ITEM LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE REQUIRED	SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT								
0001	952-95-00	Group Home Services	See Schedule B	Client/PerDays	See Schedule B									
<i>Total</i>						\$								
<i>Total From Any Continuation Pages</i>						\$								
GRAND TOTAL						Not-to-Exceed	\$ 620,631.00							
10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION														
LINE	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/FH	PROJ/FH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:		B. Name of Financial Officer (Typed): Title:				C. Signature:				D. Date:				
11. PERIOD OF HUMAN CARE AGREEMENT														
Starting Date: Date of Award							Ending Date: Twelve Months Thereafter							
HUMAN CARE AGREEMENT SIGNATURES														
Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 7 and Item No. 12 of page 1 of this document. The Provider/Provider is required to sign this document and return 3 original and signed copies to the Contracting Officer of the Issuing Office stated in Item No. 4 of page 1 of this document. The Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement, (b) the STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS, dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.														
12. FOR THE PROVIDER/ CONTRACTOR							13. FOR THE DISTRICT OF COLUMBIA							
A. Name and Title of Signer (Type or print) Name: <i>Richard T. von Gersdorff</i> Title: <i>CTO</i>							A. Name of Contracting Officer (Type or print) Yvette Henry Contracting Officer							
B. Signature of the PROVIDER/ CONTRACTOR: <i>[Signature]</i>				C. DATE: <i>9/2/16</i>			B. Signature of CONTRACTING OFFICER: <i>[Signature]</i>				C. DATE: <i>10/25/16</i>			

SECTION A – HUMAN CARE SERVICES AND SERVICE RATES

A.1 The Government of the District of Columbia, Office of Contracting and Procurement, on the behalf of the Department of Youth and Rehabilitation Services, hereafter referred to as the “**District**,” is Contracting through this Human Care Agreement with Youth for Tomorrow New Life Center, Inc., hereafter referred to as the “**Provider**,” for the purchase of human care services 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).

A.1.1 The District is not committed to purchase under this Human Care Agreement (HCA) any quantity of a particular service covered under this Agreement. The District is obligated only to the extent that authorized purchases are made pursuant to the HCA.

A.1.2 Delivery or performance shall be made only as authorized by Task Orders issued in accordance with the Ordering Clause. The Provider shall furnish to the District Government, when and if ordered, the services specified in Schedule B.

A.1.3 There is no limit on the number of Task Orders that may be issued. The District Government may issue Task Orders requiring delivery to multiple destinations or performance at multiple locations, as specified in such Task Orders as may be issued.

A.1.4 This Human Care Agreement is based on fixed-unit rates. The Provider shall deliver services in accordance with Section C.

SECTION B–SERVICE/DESCRIPTION/RATE

B.1 BASE YEAR PERIOD OF PERFORMANCE

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
0001	Non-Pregnant Teen Residential Services	Client/ Per Day	4 Youth/Per Day	\$ 216.00	365	\$315,360.00

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0002	Pregnant Teen/Mommy and Me Residential Services	Client/Per Day	1 Youth/Per Day	\$327.00	365	\$119,355.00
0003	Girls on a Journey (Sex Trafficked Victims) Residential Services	Client/Per Day	1 Youth/Per Day	\$276.00	365	\$100,740.00
0004	Education Services	Client/Per Day	6 Youth/Per Day	\$78.00	182	\$85,176.00
	Total Not-To-Exceed HCA Amount					\$620,631.00

B.1.2 OPTION YEAR 1

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
1001	Non-Pregnant Teen Residential Services	Client/ Per Day	4 Youth/Per Day	\$ 227.00	365	\$331,420.00

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1002	Pregnant Teen/Mommy and Me Residential Services	Client/Per Day	1 Youth/Per Day	\$344.00	365	\$125,560.00
1003	Girls on a Journey (Sex Trafficked Victims) Residential Services	Client/Per Day	1 Youth/Per Day	\$290.00	365	\$105,850.00
1004	Education Services	Client/Per Day	6 Youth/Per Day	\$82.00	182	\$89,544.00
	Total Not-To-Exceed HCA Amount					\$652,374.00

B.1.3 OPTION YEAR 2

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
2001	Non-Pregnant Teen Residential Services	Client/ Per Day	4 Youth/Per Day	\$ 239.00	365	\$348,940.00

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2002	Pregnant Teen/Mommy and Me Residential Services	Client/Per Day	1 Youth/Per Day	\$362.00	365	\$132,130.00
2003	Girls on a Journey (Sex Trafficked Victims) Residential Services	Client/Per Day	1 Youth/Per Day	\$305.00	365	\$111,325.00
2004	Education Services	Client/Per Day	6 Youth/Per Day	\$87.00	182	\$95,004.00
	Total Not-To-Exceed HCA Amount					\$687,399.00

B.1.4 OPTION YEAR 3

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
3001	Non-Pregnant Teen Residential Services	Client/ Per Day	4 Youth/Per Day	\$ 251.00	365	\$366,460.00

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3002	Pregnant Teen/Mommy and Me Residential Services	Client/Per Day	1 Youth/Per Day	\$381.00	365	\$139,065.00
3003	Girls on a Journey (Sex Trafficked Victims) Residential Services	Client/Per Day	1 Youth/Per Day	\$321.00	365	\$117,165.00
3004	Education Services	Client/Per Day	6 Youth/Per Day	\$92.00	182	\$100,464.00
	Total Not-To-Exceed HCA Amount					\$723,154.00

B.1.5 OPTION YEAR 4

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
4001	Non-Pregnant Teen Residential Services	Client/ Per Day	4 Youth/Per Day	\$ 264.00	365	\$385,440.00

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4002	Pregnant Teen/Mommy and Me Residential Services	Client/Per Day	1 Youth/Per Day	\$401.00	365	\$146,365.00
4003	Girls on a Journey (Sex Trafficked Victims) Residential Services	Client/Per Day	1 Youth/Per Day	\$338.00	365	\$123,370.00
4004	Education Services	Client/Per Day	6 Youth/Per Day	\$97.00	182	\$105,924.00
	Total Not-To-Exceed HCA Amount					\$761,099.00

SECTION C – HUMAN CARE SERVICE DESCRIPTION AND SCOPE OF SERVICE

C.1 Background

C.1.1 The Department of Youth and Rehabilitation Services (DYRS) serves male and female youths between the ages of 12 and 21 who have been remanded to its temporary custody by the D.C. Superior Court. DYRS’ mission is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of the youth and their families in the least restrictive, most homelike environment. In partnership with the community, this balanced approach to juvenile justice promotes the rehabilitation of delinquent youths toward reforming their behavior in the context of increased accountability, expanded personal competencies, positive youth development and enhanced community restoration. The use of Group Homes will allow young people to live in a home-like environment with structured and supervised care.

C.1.2 DYRS currently operates under the injunction of the Jerry M. Consent Decree, a twenty year comprehensive mandate that consists of an original court decree and

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more than forty (40) subsequent court orders. The Jerry M. Consent Decree approved by the Court in 1986, heavily influences DYRS' programmatic and operational objectives. The decree and court orders focus on reform initiatives associated with the facilities, services and delivery of services to the youth placed in the custody and care of DYRS. The presence of Jerry M. Consent Decree places DYRS and all related activities under continual scrutiny to provide a best practice model for the delivery of services in the juvenile justice system while providing services in the least restrictive setting consistent with the protection of the public.

- C.1.3** DYRS provides enriched, culturally sensitive services, including recreational, rehabilitative, educational, mental health, medical, recreational, aftercare supervision, residential placements, independent living and mentoring/monitoring support in a nurturing and structured environment to the youth in its custody. The services are available but not mandated for pre-adjudicated youths.
- C.1.4** DYRS has undertaken a series of reform efforts, which includes establishing a robust continuum of care that builds on the strengths of youth and their families while meeting their individual needs.
- C.1.5** DYRS is committed to ensuring that all Group Homes (GH) are licensed by DYRS in accord with Chapter 62 Title 29 DCMR and are meeting the needs of the youth and family, agency, the courts and the community.
- C.1.6** Group Homes located outside the District of Columbia must be duly licensed in the jurisdiction in which they are located.
- C.2** **Scope of Human Care Services**
- C.2.1** Subject to the continuing availability of funds, the District may purchase and the provider shall provide the human care services in the manner specified in Sections C.7 through C.15.
- C.2.2** DYRS seeks multiple Providers to provide Group Homes for male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. The homes may be located within or outside the District of Columbia. Each youth's length of stay will vary based upon the youth's ISP (Individualized Service Plan)/Success Plan. The Providers shall possess firsthand knowledge and experience in providing intensive services to youth involved in the juvenile justice system.
- C.2.3** The system of care expected to result from these human care agreements seeks to address the specific needs of youth served by DYRS. Programming must be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development. The Group Homes shall provide youth in the juvenile justice system with community-based support services in lieu of confinement at the

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New Beginnings Youth Development Center. Support services shall include but not limited to life skill training, education, employment, counseling, behavior modification, family engagement and additional specific services identified in each youth's service plan. These support services are also expected to result in helping to meet DYRS' goal for its community based services where youths will meet 90% of scheduled court appearances; 75% of participants will not be re-arrested; and the abscondance rate will be below 5%.

C.2.4 Providers shall be subject to facility inspections by court monitors, as may be required by the court.

C.3 Target Population

C.3.1 The typical youth referred to Group Homes are youth between the ages of 12 and 21 or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from residential treatment centers outside of the District of Columbia. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate to depopulate The New Beginnings Youth Development Center and to provide services in the least restrictive setting consistent with public safety.

C.4 Licensing Requirements

C.4.1 Group Homes located within the District of Columbia shall have a license in good standing issued the Department of Youth Rehabilitation Services' standards in accordance with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*", pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.

C.4.2 All youth in DYRS custody and care shall be in a licensed Group Home facility, regardless of the jurisdiction in which it is located. All Group Homes must maintain a license in good standing and comply with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*", pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.

C.4.3 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan on abscondence prevention and review of behavior of youth who have absconded from their program. The policy will include information regarding assessment of the youth, precipitators to the abscondence, actions taken by the staff, a debriefing meeting to review the placement violation incident and reporting of interventions that may prevent the placement violation.

C.4.4 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing the use and administration of prescription medication and the self-administration of metered dose inhalers that have been approved by a licensed health

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professional and authorized by their parent or guardian. Facilities outside of the District of Columbia will follow their state jurisdiction regulation and submit a copy of their plan that complies with their state's regulation.

C.4.5 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing a Global Positioning System (GPS) charging policy in order to ensure that every youth that is admitted to their facility with a monitoring bracelet has a documented way to charge the monitoring bracelet.

C.4.6 The District reserves the right to inspect the facility prior to awarding a Human Care Agreement and/or placement of youth. The District will conduct periodic, scheduled and unscheduled site visits for the purpose of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.

C.5 Applicable Documents

The following documents are incorporated in this solicitation and resulting Human Care Agreement by this reference:

Item No.	Document Type	Title	Date
1	American Correctional Association Industry Standards	Standards for Juvenile Community Residential Facilities (3rd ed.) Available at: ACA, 206 N. Washington Street Alexandria, VA 22314 Phone: (703) 224-0000 www.aca.org	May 1990
2	DC Municipal Regulations	29 DCMR, Chapter62 Available at: http://dcregs.dc.gov/Gateway/ChapterHome.aspx?ChapterNumber=29-62	7/27/2001
3	D.C Official Code	D.C. Official Code, Section 44-552 Criminal Background Checks Available at: : http://dccouncil.us/legislation	2007
4	DYRS Documents	DYRS Community-Based Residential Services Home Visit Policy Resident Visitation Form Invoice Template Menu of Services Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	Most Recent

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5	District of Columbia Interagency Memorandum of Agreement (Policies and Procedures)	<p>Agreement Between the Superior Court, Metropolitan Police Department, the Corporation Counsel, the Child and Family Services Agency and the Department of Youth Rehabilitation Services (Formerly the Department of Youth Rehabilitation Services, Youth Services Administration)</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	Undated
6	DYRS Document (Policy & Procedures)	<p>Unusual Incident & After Hours Emergencies- Protocol Unusual Incident Report Absconder Report Instructional Sheet for Placement Violation 311</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	12/18/06
7	Public Laws 91-230 (1970) and 105-17 (1997)	<p>Federal Individuals with Disabilities Education Act 20 USCA § 1400 <i>et seq.</i>, Subchapters I and II</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1970 1997
8	Public Law 101-336, July 26, 1990	<p>Americans with Disabilities Act 42 USCA § 12101-102; 12131-134.</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1990
9	Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 <i>et. seq.</i> (2003))	<p>The Prison Rape Elimination Act of 2003 ("PREA")</p> <p>Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ79/pdf/PLAW-108publ79.pdf.</p>	2003
10	The District of Columbia's State Education Agency (SEA)	<p>Office of the State Superintendent of Education Mission and Vision Statement</p> <p>Available at: http://osse.dc.gov/service/what-does-osse-do</p>	
11	The District of Columbia Assessment and Accountability Manual	<p>District of Columbia Assessment and Accountability Manual</p> <p>Available at: http://osse.dc.gov/publication/district-columbia-assessment-and-accountability-manual</p>	Issued March 2010
12	PUBLIC LAW 108-446 The	<p>Individuals with Disabilities Act (IDEA), as amended</p> <p>Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ446/pdf/PLAW-108publ446.pdf</p>	

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	Individuals with Disabilities Education Act (IDEA).	For more information and resources related to IDEA, visit http://idea.ed.gov/explore/home .	
13	The Vocational Rehabilitation Act	Section 504 of the Rehabilitation Act of 1973, Pub. L. 93-112, 87 Stat. 394 (Sept 26, 1973), as codified at 29 U.S.C. § 794 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title29/pdf/USCODE-2011-title29-chap16-subchapV.pdf Title II of the Americans with Disabilities Act, Pub. L. 101-336, 104 Stat. 327 (July 26, 1990) as codified at 43 U.S.C. §12101 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2010-title42/pdf/USCODE-2010-title42-chap126.pdf	
14	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapters 25 District of Columbia Municipal Regulations (DCMR)	Title 5, DCMR, Chapters 25, Discipline, and 30, Special Education: Title 5, DCMR Chapter 25 was repealed in 2009 and replaced with Chapter B25, which is Available at: http://dcps.dc.gov/DCPS/Files/downloads/SCHOOLS/Youth%20Engagement/DCMR-Chapter-25-Title-5-Final-Rulemaking-2009.pdf . Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
15	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapter 30	Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
16	The Family Education Rights and Privacy Act (FERPA)	The Family Education Rights and Privacy Act (FERPA) Available at: www.ed.gov/offices/OI/fpc/ferpa	
17	The District of Columbia School Reform Act of 1995	Title 38 (Educational Institutions) of the D. C. Official Code http://dccouncil.us/legislation follow link to official D. C. Code. Text of the specific Act can be found at: http://www.dcpsb.org/sites/default/files/report/School%20Reform%20Act.pdf	
18		Non-discrimination, in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 et seq; Available at: http://ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/LawsAndRegs-HumanRightsAct-1977-English.pdf	1977
19		Sexual harassment, in accordance with D.C. Mayor's Order	

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		2004-171; Available at: www.ohr.washingtondc.gov/ohr/lib/ohr/pdf/Mayor	
20		District of Columbia's Mandatory Employee Drug and Alcohol Testing (MEDAT) regulations Available at: http://dchr.dc.gov/page/chapter-39-testing-presence-controlled-substances-and-alcohol-issuances-electronic-district	
21		Child and Youth, Safety and Health Omnibu Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code§ 4-1501.01 et seq.) Available at: http://app.cfo.dc.gov/services/fiscal_impact/pdf/spring04/B15-607_CYHS_Omnibus_Act_of_2004.pdf	2004
22		D.C Official Code §22-2405. Available at: http://www.lexisnexis.com/hottopics/dccode/	
23		Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law15-353, codified as D.C. Official Code § 4-1501.01 et seq. Available at: http://dchr.dc.gov/sites/default/files/dc/sites/dchr/publication/attachments/DCHR_trans_200-202_chpt_3_part_ii_COVER2.pdf	

C.6 **Definitions**

C.6.1 **Abscondance:** The youth is absent from an approved placement due to escape, truancy, curfew violation for any other reason, without the appropriate permission/notification required by the provider/DYRS case management.

C. 6.2 **Adjudicated–** The period after it is determined whether or not allegations brought forth the juvenile court petition are true. An adjudicatory hearing is held to determine the facts of the case and an appropriate course of action.

C.6.3 **Balanced and Restorative Justice (BARJ) Model:** A framework for Juvenile reform that seeks to engage citizens and community groups both as clients of juvenile justice services and as resources in a effective response to youth crime. This balanced approach requires juvenile justice professionals to devote attention to: enabling offenders to make amends to their victims and community; increasing offender competencies; and

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protecting the public through processes in which individual victims, the community, and offenders are all active participants.

- C.6.4 Case Management:** A process whereby a plan is developed and implemented for eligible youth and their families; which efficiently utilizes juvenile justice, behavioral, physical health, education, and community resources to achieve the optimum outcome in the most cost effective manner. Case management is the process by which DYRS provides, assesses, manages, advocates, negotiates, coordinates, contracts, reports, monitors necessary services, and resources to fulfill the treatment goals for delinquent youth and their families.
- C.6.5 Case Manager:** The assigned DYRS social worker or after care worker who is responsible for ensuring the initial assessment of the youth his/her family's needs, the provision of services to meet those identified needs, and the ongoing monitoring of the services delivered to insure compliance with the youth's Individualized Service Plan.
- C.6.6 Committed Youth:** Youth that have been found to be involved in an illegal or criminal act and who consequently receive a disposition by the court to be remanded to the case and custody of the District for a determinate period of time to receive rehabilitation services in the least restrictive environment.
- C.6.7 Confidentiality:** The safeguarding of information regarding committed juveniles in accordance with all federal and District laws pertaining to confidentiality of information.
- C.6.8 Continuum of Services/Care:** A range of services from least restrictive to highly structure or highly restrictive that addresses a range of needs of youth and provides an array of services.
- C.6.9 Contract Administrator (CA) -** The representative responsible for the general administration of this Human Care Agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the CA is responsible for the day-to-day monitoring and/or supervision of this Human Care Agreement. The CA is not authorized or empowered to make amendments, changes, or revisions to this agreement.
- C.6.10 Culturally Sensitive:** Appropriate services that are inclusive of all groups, in terms of their ethnicity, age, gender, cultural practices, sexual orientation, socio-economic status, educational background, and language.
- C.6.11 Curfew Violation:** A curfew violation occurs when a youth is not where he or she is supposed to be, but has been missing for less than one hour
- C.6.12 CSSD:** Division of Court Social Services

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- C.6.13 Education support/advocacy:** Services designed to increase the educational skills of the youth. These may include individualized approaches as well as use of non-traditional methods and materials, for example, computers, mentors, or tutors.
- C.6.14 Family Interventions –** Formal and informal techniques that focus on the family, both parents and therapeutic family's and will include family therapy, parent training and support groups, and utilization of trained family advocates to work with youth and their families.
- C.6.15 Family Team Meeting:** A formalized process where, family members, professionals, community providers, and family friends convene to discuss the youths' strengths and needs and to identify strategies needed to develop the individual service plan for the youth.
- C.6.16 Group Homes:** A small, community-based and family-focused group care residential placement facility providing a home-like environment for up to six youths who require on-site and individualized services and supervision.
- C.6.17 Habilitation Services:** The process by which a youth is assisted to acquire and maintain those life skills which enables him or her to cope more effectively with the demands of his or her own environment, raise the level of his or her physical, intellectual, social, emotional and economic efficiency. Services provided may include monitoring of health care needs, behavior management, money management, social skills, personal care skills, and practical living skills.
- C.6.18 Individualized Service Plan (ISP)/ Success Plan)** A document that specifically identifies the goals, objectives, strategies, responsible parties and resources to address the assessed strengths and needs of a committed youth and the family. The DYRS case manager designs the plan to ensure that habilitative and rehabilitative services are correlated to the Balanced and Restorative Justice Model (BARJ) principles which are competency development, accountability and community safety. The plan is developed and periodically updated in conjunction with the DYRS case manager, youths, youth's family and designated service providers. Updates are to occur at a minimum of every 90 days, to indicate progression in the achievement of desired outcomes.
- C.6.19 Least Restrictive Environment -** That living or habilitation arrangement which least inhibits an individual's independence. It includes, arrangements to move an individual from more to less structured living and from larger to smaller living units.
- C.6.20 Life Skills -** A combination of services designed to assist youths in the acquisition of knowledge and skills that will enable them to realize their personal, social, educational, and vocational functioning to the fullest extent possible. The services are designed to provide an intermediate level of treatment but needing some educational components. Pre-vocational activities prior to moving to work activities or sheltered workshop settings.

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- C.6.21** **Natural Family** - A family consisting of one or more parents and their children, but not including aunts, uncles or grandparents.
- C.6.22** **Positive Youth Development (PYD)** – Is a strengths-based macro concept that directs the programs and services available in communities to all young people, rather than targeting only those with defined problems or in high-risk situations. Services and activities are voluntary. They provide formal and informal opportunities and experiences that support youth in making a successful transition to adulthood. This differs significantly from current systems that prioritize and fund problem- prevention and crisis-intervention services (Robertson, 1997).
- C.6.23** **Peer group interactions** – Strategies that include counseling that focuses on peer pressure, values clarification and goal identification.
- C.6.24** **Provider** - A consultant, vendor or contractor of goods or services, who can be an individual, a partnership, non-profit entity, or a corporation that enters into a contractual agreement with the District of Columbia.
- C.6.25** **Qualified Personnel** - Persons holding official credentials, accreditation registration, certification, or licenses issued by their jurisdiction and, for the purposes of providing services under these HCAs. The term shall include, but not be limited to, administrators, group home providers, dentists, dietitians, occupational therapists, professional nurses, physicians, podiatrists, speech pathologists or audiologists, pharmacists, patient activity specialists, psychologists and professional counselors, and social workers.
- C.6.26** **Supervision and Control:** Activities designed to provide external constraints for youths' behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.
- C.6.27** **Task Order:** an order for services placed against an established human care agreement, using OCP Form 1902, Human Care Agreement Task Order
- C.6.28** **Token economy** is a system of behavior modification based on the systematic reinforcement of target behavior. The reinforcers are symbols or "tokens" that can be exchanged for other reinforcers. A token economy is based on the principles of operant conditioning and can be situated within applied behavior analysis (behaviorism). In applied settings token economies are used with children and adults; however, they have been successfully modeled with pigeons in lab settings. There is a broad range of possible target behaviors: self-care, attending activities, academic behavior, disruptive behavior. A token economy is more than just using exchangeable tokens. For a token economy to work, criteria have to be specified and clear. A staff member giving tokens to a client just because he judges he is behaving positively, is not part of a token economy because it is not done in a systematic way.
- C.6.29** **Work Plan:** the proposed methodology for delivering case management services.

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C.7 **Specific Requirements**

- C.7.1** The Provider shall provide Group Homes (as defined in Section C.6.16) in accordance with the following:
- C.7.1.1** Location shall be within or outside the District of Columbia in order to afford youth and families the opportunity to access and receive needed programs and services.
- C.7.1.2** Hire and train staff to provide the required services to youth residing in Group Homes in accordance with Sections C.11 – Staff Development and Training.
- C.7.1.3** Adhere to service requirements in accordance with all existing Federal and District of Columbia laws, rules and regulations including, where applicable, the American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities (Section C.5 Document 1).
- C.7.1.4** Services shall be linked at the neighborhood level with formal and informal supports that are expected to continue to make a difference in the lives of youth as they exit the juvenile justice system.
- C.7.1.5** Services shall be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development.
- C.7.1.6** The Provider shall ensure a philosophy of unconditional commitment and care to each youth in the program, by agreeing not to eject youths that have been accepted into the Group Home program, but rather renegotiate an individual contract with the agency on a particularly difficult referral.
- C.7.1.7** Therapeutic living accommodations that allow youths to live in a home-like environment with supervised care, that meets all licensing, registration and occupancy requirements, building safety, fire, health and sanitation codes and all other required certifications as prescribed by the governing jurisdiction and maintain current all required permits and licenses for each home utilized in the provision of services under the Human Care Agreement.
- C.7.1.8** Living quarters with adequate space, as well as furnishings that are well maintained. The Group Homes shall not accept more than four (4) to six (6) youth contingent upon licensing capacity. The Provider's homes used during the performance of this Human Care Agreement shall meet all applicable federal, state and local regulations for the intended use throughout the duration of the Human Care Agreement.
- C.7.1.9** Maintain accessibility for persons with mobility limitations, consistent with Public Law 101-336, Americans with Disabilities Act (Section C.5 Document 8).

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- C.7.1.10** Services shall ensure that an emergency site is available, with specific address provided, for the provision of services under the Human Care Agreement should a primary home become unavailable.
- C.7.1.11** Monitoring of school attendance and compliance with established curfews.
- C.7.1.12** Actively initiate emergency crisis interventions, family interventions, and home visits with crisis intervention.
- C.7.1.13** Arrange for transportation resources to address the transportation needs and requirements of the entire youth population residing at their facility. The Provider shall ensure that all vehicles used to transport youth and staff are properly and adequately maintained for safety.
- C. 7.1.14** Services shall include accommodations for meals and snacks that consist of a well-balanced diet containing an adequate amount of food and calories. The Provider shall develop and follow a written plan for nutritional services, including planning and budgeting for the youth's dietary needs, and purchasing, storing, preparing and serving the food. All provider menus must be reviewed/approved by a licensed dietician/nutritionist.
- C.7.1.15** Services shall include a system to allow youth to file grievances about matters of concern to them, and a system to respond to those grievances, as well as a system for youth to report misconduct by staff or youth.
- C.7.1.16** Services shall include and establish systems for parents and other approved family members and mentors to visit youth, and for youth to have access to telephone and letter writing opportunities.
- C.7.1.17** Services shall include and ensure and promote proper personal hygiene awareness.
- C.7.1.18** Services shall include a positive behavior management incentive system.
- C.8** **Administrative Operations**
- C.8.1** The Provider shall, at a minimum, provide or maintain the following administrative operations to support the delivery of therapeutic services for the youth:
 - C.8.1.1** Twenty-four (24) hours per day seven (7) days per week services to include a minimum of two (2) staff providing direct supervision. The Provider shall maintain an administrative office, which shall operate at a minimum, from 9:00 a.m. to 5:00 p.m., Monday through Friday, except on federal holidays.
 - C.8.1.2** Implement an admissions criteria that outlines agency program model with youth compatibility with program model.

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- C.8.1.3** orientation sessions shall be conducted with newly admitted youth relating to the Provider's procedures, rules, programs, and services.
- C.8.1.4** Youth assessments shall be conducted prior to the time of enrollment that identifies youth need and any barriers to treatment services. In addition this assessment shall identify a youth(s) placement compatibility.
- C.8.1.5** Rules of conduct to provide for the general welfare and constitutional rights of youths while recognizing and maintaining required order and structure shall be maintained by the Provider. The rules of conduct shall, at a minimum address the rights and responsibilities of youths and staff, including prohibited acts, and grievance procedures. The Provider's published rules of conduct shall be available for review upon the request of DYRS.
- C.8.1.6** Policies and procedures manual(s) that, at a minimum, provide details describing program management, admissions, living and environment, case management, behavior management, program security, program safety, and conditional release shall be maintained by the Provider. The Provider's policies and procedures manual(s) shall be available for review upon the request of the CA.
- C.8.1.7** Emergency plan shall be maintained and approved by local fire officials that clearly documents the Provider's emergency preparedness, which includes information about the emergency site arrangements described in C.7.1.10. The Provider's emergency preparedness plan shall be available for review upon the request of the CA. The emergency plan shall be reviewed annually, updated as necessary, and redistributed as changes occur.
- C.8.1.8** Emergency plan shall be conspicuously posted showing the location of exits, fire extinguishers and first aid equipment in each facility and home utilized for the provision of services.
- C.8.1.9** DYRS requirements shall be followed when submitting written reports for all unusual or critical incidents, including abscondance, involving youth referred by the District to the CA and Case Manager before the end of the shift the incident occurred.
- C.9** **Juvenile Services/Model of Care**
- C.9.1** Provider shall provide an intensive, structured daily program, seven (7) days a week, which shall at a minimum provide the following juvenile services for the District's youths:
- C.9.1.1** Develop comprehensive case files for each youth including historical, background, and other relevant information received from DYRS case managers. Case files shall be maintained in a manner that is both organized and representative of the youths' progress based on the youth's prescribed ISP/Success Plan and updates. Case files shall include daily progress notes for individual youth.

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- C.9.1.2** A level system shall be developed that holds youth accountable for all behaviors, reduces disruptive behaviors, and supports the maintenance of positive behaviors. The level system is based upon a modified Token Economy with an emphasis on success rather than failure.
- C.9.1.3** Meet the physical needs of at risk youth by providing safety, shelter, proper nourishment, opportunity for exercise, family planning if desired, clothing and by ensuring access to medical and dental health care.
- C.9.1.4** Meet the emotional needs of at risk youth by providing support, empathy, mentoring (by adults), encouragement and therapy, including psychiatric care when needed.
- C.9.1.5** Meet the social needs of at risk youth by providing diverse opportunities to practice social interactions, providing diverse indoor and outdoor recreational opportunities, and providing mentoring, and coaching. Also by building emotional management skills, communication skills and conflict resolution skills and by teaching about healthy interpersonal relationships including healthy and safe sexual practices.
- C.9.1.6** Meet the intellectual and educational needs of at risk youth through mentoring, appropriate educational assessment and planning including college, tutoring, supporting interests, and exposure to creative and performing arts. To meet the independent living skills needs of at risk youth by teaching independent and daily living skills and independent living skills through the daily program routine and independent living skills (ILS) classes, and through referrals to other vocational rehabilitation and employment training and internship opportunities.
- C.9.1.7** Meet the spiritual needs of at risk youth by providing them freedom to explore and practice spirituality of choice and means to connect with a chosen spiritual group.
- C.9.1.8** Maintain youth placements and/or successfully transition youth to their identified discharge destination.
- C.9.1.9** The mental health service plan shall serve as a behavioral intervention plan for identified youth. Such plans focus on protocols that will teach the youth skills to manage specific behavioral manifestations of the diagnosis. The plan will address the frequency of the behavior, the settings in which the behavior occurs, and how the staff will respond when the behavior occurs. All staff will be briefed and/or trained on the mental health service plan specific to each youth with behavioral diagnoses to ensure consistency of staff response to the behaviors as they occur. Shall include crisis and safety planning.

C.9.1.10 DYRS case manager **shall be provided** with a work plan that details the intensity and frequency of services described in the ISP/Success Plan within 15 days of receiving the ISP/Success Plan. This plan shall be uploaded into the FamCare database system. The work plan shall address, but not be limited to, the following:

C.9.1.10.1 a) Supervision and Control: Provide intensive structured daily programming seven (7) days a week. Activities shall be designed to provide external constraints for the youth's behavior, monitor the behavior, and strengthen the adherence and acceptance of rules. Therapeutic supports and approaches shall be centered in Positive Youth Development (PYD) to enhance normalized activity;

C.9.1.10.2 b) Job Training, Employment and Assistance with Daily Living Skills: Provide assistance to youths in obtaining and maintaining employment, and learning to manage their daily living needs, This includes but is not limited to assisting with job searches, interviews, communication skills, budgeting money, maintaining a bank account, shopping and effective time management.

C.9.1.10.3 c) **Recreation/Leisure/Cultural Activities:** provide regularly scheduled activities designed to engage, stimulate and expose youths to vocational, artistic and consciousness raising pursuits.

C.9.2 Special Education Objectives

C.9.2.1 Special Education Support Services: Maintain a copy of the Individualized Education Plan (IEP) for all youth receiving special education services.

C.9.2.2 Services should be delivered during the academic year, Monday through Friday, between the hours of 8:00AM and 3:30PM, excluding holidays. The lengths and periods of core academic instruction, elective coursework and summer school programming shall be provided in accordance with the District of Columbia Public School (DCPS) academic calendar.

C.9.3 Special Education Requirements:

C.9.3.1 The Provider shall demonstrate a school-wide commitment to individualized education, aggressive efforts to obtain Individualized Education Plans (IEP) and other student records from previous placements, timely and appropriate educational intake assessments, and diligence in involving parents and other stakeholders in all aspects of school life.

C.9.3.2 The Provider shall comply with all mandates and requirements established by the District of Columbia's State Education Agency (SEA) and the District of Columbia Assessment and Accountability Manual, which includes, but is not limited to: providing data and reports regarding students enrolled in the contractor's education program, implementing state standards and curriculum, administering state assessments of the students, and complying with the Individuals with Disabilities Education Act (IDEA).

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- C.9.3.3** The Provider shall include special education services for students with disabilities and special needs. The Provider shall make accommodations for students eligible for support under IDEA and under Section 504 of the Vocational Rehabilitation Act (VRA). This includes but is not limited to: providing a dedicated aide where required by the IEP, occupational therapy, speech and language therapy, and behavioral support services.
- C.9.3.4** The education program shall, upon request, make all records of DYRS youth available to DYRS staff for audit and review.
- C.9.3.5** The Provider shall invite relevant DYRS staff, particularly the youth's Case Manager/Social Worker, to participate in IEP meetings, behavior intervention plan meetings, and any other meetings relevant to the student's performance in the education program.
- C.9.3.6** The Provider shall contact DYRS Office of Education to request, obtain, and review previous school records including transcripts, and IEPs, within five (5) calendar days of a student's placement.
- a. If requested records have not been received within ten (10) calendar days, the contractor shall notify the Program Manager for DYRS Education and Workforce Development for further assistance.
- C.9.3.7** Once the Provider has received the appropriate educational records and has had the opportunity to observe the student in the classroom and through intake assessments, the Provider shall convene a meeting with the Multi-Disciplinary-Team (MDT). The meeting participants, which based on the needs of the youth should include a speech language therapist, psychologist, social worker, mental health staff, and the parent/guardian, will discuss educational goals and develop an academic intervention plan (AIP), a 504, or an IEP for the identified student.
- C.9.3.8** The Provider shall ensure that a Multi-Disciplinary Team Meeting (MDT Meeting) occurs and that the IEP, Academic Intervention Plan (AIP), or 504 are finalized and implemented within thirty (30) days of receiving each youth.
- C.9.3.9** The education program must interview each student regarding his or her interests, aspirations, and prior school history. This must be used to inform the development of an individualized program for each student within the first five days of the youth's placement.
- C.9.4** **Coordination of Services**
- C.9.4.1** The Provider shall coordinate with the DYRS case manager for clinical services necessary to meet and support the treatment objectives comprehensive transition planning and strategies described in the ISP/Success Plan, including, but not limited to:

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- C.9.4.2** Individual and group counseling that focus on day-to-day adjustment issues. This may also include formal psychotherapeutic or behavior modification techniques. Coordinate service care planning meetings to discuss youth treatment services, specific interventions, behavioral, education, supportive services and needs for service.
- C.9.4.3** Family interventions by utilizing trained family advocates to work with youth and their families. This may include formal and informal techniques that focus on the family, both natural and extended family and shall include family therapy, and parent training or support groups.
- C.9.4.4** Enhance educational skills for youths consisting of individualized approaches and the use of non-traditional materials and methods, including providing access to computers and computer technology and providing mentoring, and tutoring as needed.
- C.9.4.5** Clinical services shall include client specific interventions, as outlined in the ISP/Success Plan shall be provided either internally or through approved referrals to local providers as coordinated with the DYRS case managers. Services shall include, but are not be limited to; mental health and substance abuse counseling, and trauma informed treatment.
- C.9.4.6** Peer Group Interactions utilizing programmatic strategies that includes, counseling that focuses on peer pressure, values clarification, goal identification and behavioral management..
- C.9.4.7** The Provider shall coordinate with DYRS to ensure that youth have access to medical care that meets youth's preventative, routine and emergency health needs. This includes, but is not limited to, an initial medical screening, comprehensive medical and dental examinations, routine medical and dental examinations, maintenance of required immunizations, vision and hearing examinations, and maintenance storage, supervision and administration of prescription medications. Medical and health services shall at a minimum be delivered in compliance with the following:
- C.9.4.8** The Provider shall obtain emergency medical care through a local hospital;
- C.9.4.9** The Provider shall provide the hospital with the youth's D.C. Medicaid Identification Number. Emergency medical services are billable to D.C. Medicaid;
- C.9.4.10** The Provider shall obtain pre-authorization from DYRS before obtaining non-emergency medical and dental treatment;
- C.9.4.11** The Provider shall obtain medical care through DC certified Medicaid Providers for routine medical care, if the Medicaid providers are within 50 miles of the youth's placement facility.
- C.9.4.12** The Provider shall submit pre-authorized non-emergency medical or dental visit treatment Providers' invoices to DYRS.AncillaryInvoiceReview@dc.gov.

C.10 **Provider Staff Requirement**

- C.10.1** The Provider shall provide qualified staff, as prescribed in DCMR 29, Chapter 62, to support the treatment and habilitative needs of each youth referred by DYRS. The Provider shall provide staff trained to incorporate the youth's natural and extended family members in the delivery of services. Staff shall have the requisite qualifications to provide services to the population(s).
- C.10.2** The Provider shall ensure that its staff includes, a Mental Health Specialist , master's level coordinator/manager; a family preservation specialist with a bachelor's degree and five years of relevant work experience; case managers that have a bachelor's degree and five years of relevant work experience; and administrative staff.
- C.10.3** The Provider's staffing pattern for Group Homes shall provide for 24-hours per day coverage to provide on-site supervision and life skills training. Staff composition should represent family-like models.
- C.10.4** The Provider's staffing pattern shall provide respite care staff to provide all staff time off in accordance with DCMR 29, Chapter 62, local labor laws and industry best practices.
- C.10.5** The Provider shall ensure that staff is competent and sensitive in providing treatment to persons of diverse cultural backgrounds, as well as responsive to the needs of minority individuals.
- C.10.6** The Provider shall ensure that staff are properly licensed and/ or certified subject to licensure and/or certification pursuant to the laws and regulations of the jurisdiction in which they are employed.
- C.10.7** The Provider shall provide documentation that all staff persons possess adequate training to perform the duties for which they are assigned and meet all applicable requirements for certification and/or licensing.
- C.10.8** The Provider shall maintain an individual personnel file for each staff person containing the employment application, personal and professional references, applicable licenses, credentials and/or certificates, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct and actions with respect to the allegations and date and reason if terminated from employment, which shall be accessible to the CA upon request.
- C.10.9** The Provider shall ensure through documentation that all prospective employees undergo a pre-employment examination and follow-up Annual examination.
- C.10.10** The Provider shall provide orientation and training for all staff members with respect to administrative procedures, patient rights, confidentiality of treatment records and other relevant policies, procedures and protocols of the DYRS.

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- C.10.11** The Provider shall maintain a current organizational chart displaying organizational relationships and responsibility lines of administrative oversight and supervision.
- C.10.12** All personnel materials, including the individual personnel file, for each employee providing services under this Human Care Agreement shall be made available to the CA for review upon request.
- C.10.13** The Provider(s) shall ensure that direct services staff persons maintain Annual certifications in Cardio-Pulmonary Resuscitation (CPR) and First Aid.
- C.10.14** The provider shall ensure that staff attends monthly meetings and trainings as requested by DYRS.
- The Provider shall adhere to the following staff security requirements:**
- C.10.15** The Provider shall conduct routine pre-employment criminal record background checks of the Provider's applicable staff, consultants, interns and volunteers and future staff, consultants, interns and volunteers that will provide services under this Human Care Agreement. The Provider shall not employ any staff in the fulfillment of the work under this Human Care Agreement unless said persons are found suitable to work with DYRS youth by the Contract Administrator. Staff shall not have any convictions relative to abuse or harming children, elders or animals, or any other offenses.
- C.10.16** The Provider shall document that all direct and indirect staff, including consultants and volunteers, have no prior criminal record of conviction for child abuse or molestation sexual abuse, or rape.
- C.10.17** The Provider shall ensure that all employees, consultants, volunteers and interns undergo a pre-employment test for drugs and alcohol prior to hiring. The Provider shall provide random drug testing for employees, consultants, volunteers and interns. The provider shall ensure that test results are maintained in each contract employee's personnel records.
- C.10.18** After award of a Human Care Agreement, the Provider shall furnish copies of the criminal history and other applicable documents of applicable Provider staff that perform services under this Human Care Agreement to DYRS Licensing Unit upon request. Any conviction or arrest of the Provider's employees will be reported to DYRS Licensing Unit who will determine the employee's suitability for performance under this Human Care Agreement.
- C.10.19** The Provider shall conduct the criminal record background checks on an annual basis for all employees, contractors, volunteers and interns. The Provider shall disclose to DYRS, through DYRS Licensing Unit any arrests or convictions that may occur subsequent to employment. DYRS Licensing Unit will determine the employee's suitability for continued performance under this Human Care Agreement.

C.11 Staff Development and Training

- C.11.1** The Provider shall develop and provide staff development, and training to the Provider's staff with the ability and opportunities to demonstrate an on-going commitment to refining skills through instructional and educational training as well as training resulting from clinical supervision.
- C.11.2** Providers are required to have written policy/procedure that establishes the training and staff development programs, including training requirements for all categories of personnel.
- C.11.3** The Provider(s) shall ensure that each staff member that provides services under this human care agreement participate in the DYRS sponsored training courses "Safe Crisis Management" and "*Suicide Prevention*" within the first 90 days of employment for new hires and within the first 90 days of the award of the human care agreement for currently employed direct care staff.
- C.11.4** At a minimum, 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 training for staff each subsequent year. The training should cover the following subjects, although not all-inclusive:
- a) Signs of child abuse
 - b) Security procedures
 - c) Behavior modification techniques
 - d) Positive youth development
 - e) Adolescent behavior and development
 - f) Working with youth with mental health disorders and developmental disabilities to include Trauma informed care.
 - g) Cultural competence
 - h) Signs of suicide risks/suicide precautions
 - i) Procedures for referring youth for needed services
 - j) Crisis Intervention and Restraint techniques, if applicable
 - k) Documentation/report writing
 - l) Rights and responsibilities of youth
 - m) Fire, emergency and safety procedures
 - n) Interpersonal relations and Family Engagement
 - o) Social/cultural lifestyles of the youth population
 - p) Communication skills/counseling techniques
 - q) First aid/cardiopulmonary resuscitation (CPR)
 - r) Sexual harassment and prohibition of sexual misconduct
 - s) How to report staff misconduct and the requirement that staff report such conduct
 - t) Provider agency code of conduct
 - u) Safe Serve Food Handling
 - v) Reporting Unusual Incidents & Abscondance

C.12 **Quality Assurance Plan**

- C.12.1** The Provider(s) shall develop and implement a quality assurance plan to provide for the constant and consistent review of the appropriateness and effectiveness of the Provider(s)' systems, processes, and procedures to provide Group Home services.
- C.12.2** The Provider(s)' quality assurance plan shall at a minimum address the following:
- C.12.2.1** Range and comprehensiveness of services relative to the unique and changing needs of youth and families;
- C.12.2.2** Appropriateness of the delinquency reducing methodology utilized by the Provider(s) to meet established goals;
- C.12.2.3** Effectiveness of family involvement services;
- C.12.2.4** Participation in coordination of wraparound services with Department of Mental Health and other community-based services providers;
- C.12.2.5** The Provider(s)' staff relationship and communication with youth and family, court, Case Manager, Social Worker, other community-based providers, and the community;
- C.12.2.6** Appropriateness of youth to staff ratio, staffing schedules, and organization of staff;
- C.12.2.7** Staff satisfaction and performance;
- C.12.2.8** Contribution of staff in-service training to improved service delivery including integration of clinical supervision in staff training;
- C.12.2.9** Maintenance and status of facility and licensing requirements;
- C.12.2.10** Operating procedures;
- C.12.2.11** Timeliness, accuracy, and utilization of data for reporting requirements;
- C.12.2.12** Organization of staff and identification of clear reporting lines regarding service delivery, in-service training and staff development and facility operations;
- C.12.2.13** Reinforcement and support expectations and expected contribution of staff with regards to service delivery;
- C.12.2.14** Insurance for consistent operations of the Provider(s)' facility;
- C.12.2.15** Assurance of the accuracy and timeliness of the Provider(s) reporting requirements, and
- C.12.2.16** Clear and objective standards for successful performance and consequences for failures to perform.

C.13 Management Information System

C.13.1 The Provider(s) shall provide and maintain a management information system (MIS) with the capacity and capability to gather and receive data in an accurate and timely manner to support the delivery of Group Home services as described in Section C.

C.13.2 The Provider(s)' MIS system shall at a minimum provide the capacity and capability to perform the following:

C.13.2.1 Maintain case record data on youth served;

C.13.2.2 Maintain data related to staff performance and delivery of program services.

C.14 Meetings, Reporting, Record Keeping and Documentation Requirements

Meeting Requirements

C.14.1 The Provider(s) shall attend DYRS sponsored and other required meetings.

C.14.2 The Provider(s) shall participate in all in meetings regarding the treatment and service delivery for youth and families, including Youth Family team meetings, meetings with mental health service providers, discharge meetings, and those meetings as necessary with DYRS Case Managers to update or discuss youth's ISP.

Reporting Requirements

C.14.3 The Provider(s) shall provide reports to document the delivery of services and provide for the review and analysis of services.

C.14.4 The Provider(s)' reporting requirements shall include the following:

C.14.4.1 Daily Population Reports in accordance with required reporting format to provide DYRS with a daily status of the Provider(s)' population.

C.14.4.2 Youth's Monthly Progress Report for each youth placed to include documentation of services and activity for each youth during the prior month in support of the youth's ISP including the following:

(a) Client Referral Sheet

(b) Case Record Checklist

(c) Court Orders

(d) Intake Summary Face/Sheet

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- (e) Date of Initial Request for Service
- (f) Individual Service Plan and Updates
- (g) Result of Strength and Needs Assessment
- (h) Weekly Progress Summaries
- (i) Closing and Discharge Summaries
- (j) Medical/Dental Info/Parent Consent for Medical/Health Care
- (k) Daily Progress Notes
- (l) Unusual Incident Reports
- (m) Goal Attainment Sheets
- (n) Family's Responses
- (o) On-Going Reports Detailing:
 - (1) Specific Interventions Used and Outcomes
 - (2) Notation of Every Contact
 - (3) Placement Status Determination
 - (4) Logs of Curfew and School Attendance
 - (5) Monitoring
 - (6) Pertinent Material Deemed Necessary or Important
 - (7) Mental Health Services
 - (8) Educational Support Services
 - (9) Recreational Activities
 - (10) Independent Skills Services
 - (11) Life Skills Training
 - (12) Substance Abuse Education and Prevention Services
 - (13) Discharge Planning Services

- (14) Other documentation relating to Grievance Reports, Child Abuse and Neglect Reports, Unusual Incident Reports and Absconder Reports.

C.14.5 Monthly Program Report

The Monthly Program Report that includes the following:

- (a) The number and types of youth placed in the program;
- (b) The number of youth successfully discharged and/or reunited with their families.
- (c) The number of youth unsuccessfully discharged.
- (d) The rate of youth re-arrests;
- (e) The number of failures to appear at court;
- (f) The number of technical violations of community release plan;
- (g) Number of staff in-service training conducted during previous month;
- (h) Information that demonstrates the Provider(s)' efforts to identify and use individuals and agencies with expertise operating within the community to provide staff in-service as part of the Provider(s)' training curriculum;
- (i) Previous month's schedule of program activities including group sessions, facility events, and other activities including date(s) and time(s); and
- (j) Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members and extended family members.

C.14.6 Record Keeping and Documentation

- C.14.6.1** The Provider(s) shall maintain youth case records to document the delivery of services in support of the youth and family's habilitation.
- C.14.6.2** The Provider(s)' staff shall make timely, legible entries that have been dated and signed by the staff member making the entry.
- C.14.6.3** The Providers(s) shall insure that case records include, but not be limited to the following documentation:
- (a) Client Referral Sheet;
 - (b) Case Record Checklist;
 - (c) Court Orders;

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- (d) Intake Summary Face/Sheet;
- (e) Date of Initial Request of Service;
- (f) Service Plan
- (g) Result of Strength and Needs Assessment;
- (h) Weekly Progress Summaries;
- (i) Closing and Discharge Summaries;
- (j) Psychiatric/Psychological Evaluations;
- (k) Medical/Dental Information/Parental Consent for Medical/Health Care;
- (l) Daily Progress Notes;
- (m) Unusual Incident Reports;
- (n) Goal Attainment Sheets;
- (o) Family's Responses;
- (p) On-Going Progress Reports Detailing:
- (q) Specific Interventions Used and Outcomes;
- (r) Notation of Every Contact;
- (s) Placement Status Determination;
- (t) Pertinent Material Deemed Necessary or Important; and
- (u) Logs of Curfew and School Attendance Monitoring; and, any other records required by DYRS.

C.14.6.4 The Provider(s) shall ensure that each youth's case record receives maximum confidentiality and security, providing access only to authorized individuals.

C.15 **Abscondance Reporting**

C.15.1 The Provider shall notify via telephone, the Metropolitan Police Department (MPD) or if outside the District of Columbia, the police department in their jurisdiction and DYRS within one (1) hour after learning that a resident is missing or absconded. Also, the Provider shall submit by fax, a request for custody order of the absconding resident with the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General within one (1) hour after learning that a resident is missing or

absconded. The provider will submit a copy of all documents to the CA and youth case manager. The facility must follow up with the courts to assure the custody order was submitted.

All facilities within the District of Columbia shall register with the Office of Unified Command (OUC) using an internet capable computer, with a facility e-mail address and report all placement violations to OUC within one (1) hour of knowledge of a placement violation.

Immediately upon the youths returning to the Provider's facility, the Provider shall immediately inform DYRS, MPD or if outside the District of Columbia, the police department in the jurisdiction in which they reside and the Attorney General of the District of Columbia. The Provider shall immediately submit to the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General, a request to withdraw the custody order of the resident who absconded. The provider will submit a copy of all documents to the youth case manager. The provider shall follow up with the court to assure the withdrawal from is received by the court.

C.15.2 Reporting Unusual Incidents

The Provider shall report all unusual incidents to the contracting entity, the licensing agency, the resident's parent and, if applicable, the resident's guardian or custodian, immediately. An Unusual Incident Report form and Notification Sheet must be completed prior to the end of the tour of duty and submitted immediately via email to the CA and the youth case manager.

Unusual incidents include but are not limited to:

- (a) The death of a resident;
- (b) The death of a staff member while on duty or at the facility;
- (c) An attempted suicide;
- (d) A resident's suspension or expulsion from school;
- (e) Any situation in which a resident is missing or in abscondance;
- (f) A resident's alleged delinquent or criminal behavior, including but not limited to the possession or use of controlled substances;
- (g) Any situation in which a resident is the victim of alleged delinquent or criminal behavior;
- (h) A staff member's actual or alleged possession of controlled substances, actual or alleged use of controlled substance, or appearance of being under the influence of controlled substances while on duty or at the facility;
- (i) A staff member's misconduct or fraud;
- (j) An injury, trauma, or illness of a resident requiring treatment at a hospital;
- (k) A violation of a resident's rights;
- (l) Any use of restraint;
- (m) Sexual contact between a resident and another person, consensual or otherwise;
- (n) Abuse or misuse of a resident's funds;

- (o) An outbreak of a communicable disease;
- (p) An incident at the facility requiring the services of the fire or police departments;
- (q) An automobile accident involving residents or staff on duty;
- (r) Destruction of government property;
- (s) A visit, whether announced or unannounced, by the media or high-level government officials;
- (t) A loss of any utilities, including but not limited to power, water, or sewage;
- (u) Any condition which results in the facility's closure; and
- (v) Any other occurrence or event which substantially interferes with the resident's health, welfare, living arrangement, or well-being, or in any way places the resident at risk.

C.16 Service Plan (ISP)/Success Plan Requirements

The Provider and DYRS case manager shall develop a written service plan ISP/Success Plan requirements which describes how the tasks will be accomplished.

C.16.1 The initial and comprehensive ISP/success plan shall at a minimum:

- (a) Include the strengths and needs assessment;
- (b) State the goals to be achieved and evaluate the resident's skill level for each goal;
- (c) State the timeframes projected for meeting the goals;
- (d) Describe the activities and services, including but not limited to daily, educational, counseling, recreational, vocational, mental health, and medical activities or services, including the prescription of psychotropic or other medications, that will be provided and who will provide them;
- (e) Describe proposed involvement, visitation and communication with family and others;
- (f) Set forth a discharge or transfer plan, where applicable;
- (g) Describe the objectives and methods to be used to evaluate the resident's progress;
- (h) Identify the person(s) responsible for coordinating and implementing the ISP;
- (i) Be consistent with any court orders;
- (j) Be consistent with DYRS' plans for the resident;

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- (k) State the treatment goals and interim objectives, services, and treatment to be provided for each goal, the projected times for achieving each goal, and the responsible service providers; and
- (l) Identify criteria by which to assess the resident's progress and to determine when each treatment goal has been achieved.

C.17 Deliverables and Performance Measures and Outcomes

C.17.1 Deliverables

The Provider shall provide the deliverables to the CA in accordance with the deliverable schedules that follow.

Deliverable Number	Deliverable Name	Method of Delivery	Due Date
1	Work Plan as described in C.9.1.2	Report submitted via the DYRS FamCare data base.	The work plan shall be completed and submitted via DYRS FamCare. within 15 days of receiving a youth's ISP /Success Plan.
2	Monthly Program Report described in C.14.5	Report submitted via the DYRS FamCare data base.	Monthly Program Reports are due the 10 th day of each of the month.
3	Monthly Youth Progress Report as described in C.14.4.2	Report submitted via the DYRS FamCare data base.	Youth Monthly Progress Reports are due the 10 th day of each month.

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4	DYRS Absconder Report as described in C.15.1	1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Absconder Reports shall be submitted to the DYRS case Manager and CA via e-mail and a copy shall be forwarded to the D.C. Superior Court via fax by the end of the shift in which the incident occurred.
5	DYRS Unusual Incident Report as described in C.15.2	Deliver via E-mail 1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Unusual Incident Reports shall be submitted immediately via e-mail by the end of the shift the incident occurred. to the CA and DYRS case manager.
6	Criminal Background Check Reports, as described in F.14.1 and F.14.11	Submitted via E-mail to DYRS Licensing Unit	DYRS Licensing Unit will review and determine each employee or volunteer suitability to work with DYRS youth prior to the staff working with DYRS youth.
7	Traffic Record Check Reports, as described in F.14.2 and F.14.11	Submitted via E-mail to DYRS Licensing Unit	DYRS licensing unit will review and provide approval prior to the proposed employee or volunteer working with DYRS youth
8	Individualized Service Plan, as described in (ISP/Success Plan)	Report submitted via the DYRS FamCare data base and in the youth file.	within 3 days of youth admission.

C.18 District Responsibilities

- C.18.1** The Department of Youth Rehabilitation Services will provide the following under this Human Care Agreement:
- C.18.2** Refer youths to the appropriate Provider for placement in a Group Home.
- C.18.1.3** Complete and submit required documents for residential placement and coordinate placement of youth with designated Provider while ensuring basic needs of the youth are met during the intake process.
- C.18.1.4** Submit to the Provider available social and court history information, available reports on psychological evaluations, available medical history, Medicaid certification or insurance information, available family and school information, ISP and other pertinent data for each youth referred to the Provider.
- C.18.1.5** Conduct periodic scheduled and unscheduled site visits for purposes of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.
- C.18.1.6** Serve as the licensing authority to provide provisional and permanent licensing to Group Home providers within the District of Columbia and out of jurisdiction programs complies with DCMR 29, Chapter 62 for out of jurisdiction programs.
- C.18.1.7** Conduct training courses in “*Safe Crisis Management*” and “*Suicide Prevention*” for all Provider direct care staff.
- C.18.1.8** Develop and implement quality assurance tools to evaluate the provider’s program effectiveness based on information submitted by the Provider in accordance with C.13.1.

C.19 Compliance With Service Rates

- C.19.1** The District will only pay, in accordance with the service rates shown in Section B, Human Care Services and Service Rates for services provided under this Human Care Agreement. However, no payment shall be made without the required documentation of services as determined by DYRS in accordance with § E.3.6. If any overpayment occurs, the provider shall repay the District the full amount of the overpayment.
- C.19.2** If the Provider’s in-State rate is regulated by its State jurisdiction, the Provider shall submit documentation of the in-State rates to the Contracting Officer.
- C.19.3** If the Provider’s in-State rate is not regulated by its State jurisdiction, the Provider shall submit to the Contracting Officer a detailed budget with documentation to justify its rates.

C.20 **Method of Delivery of Services**

- C.20.1 No human care service shall be provided by the Providers unless and until a task order is issued to the Provider by the District.
- C.20.2 The Provider shall develop a written service plan which describes how the tasks specified in Section C. will be accomplished.

C.21 **Eligibility**

- C.21.1 Eligibility for services under this Human Care Agreement shall be determined and re-examined by the District, as applicable, in accordance with prescribed procedures. The Provider shall be subject to a written determination that it is qualified to provide the services and shall continue the same level of qualifications, subject to a review by the District, according to the criteria delineated in 27 DCMR, Chapter 19, Section 1905.6.

C.22 **Compliance With Laws**

- C.22.1 As a condition of the Provider's obligation to perform services for the District's under this Agreement, the Provider shall comply with all applicable District, federal and other state and local governmental laws, regulations, standards, or ordinances and, where applicable, any other applicable licensing and permit laws, regulations, standards, or ordinances as necessary for the lawful provision of the services required of the Provider under the terms of this Human Care Agreement.

SECTION D – HUMAN CARE SERVICE DELIVERY AND PERFORMANCE

D.1 **Term of Agreement**

- D.1.1 The term of this Human Care Agreement shall be one year from date of award.
- D.1.2 If the Provider fails to perform its obligations under this Human Care Agreement in accordance with the Agreement and in a timely manner, or otherwise violates any provision of this Human Care Agreement, the District may terminate this Human Care Agreement for default or convenience of the District upon serving written notice of termination to the Provider in accordance with sections 7, 9 or 20 of the Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as "Standard Contract Provisions", which is incorporated into this Agreement as Incorporated Attachment 1.
- D.1.3 The District reserves the right to cancel a task order issued pursuant to this Human Care Agreement upon thirty (30) days written notice to the Provider.

D.2 **Agreement Not A Commitment of Funds or Commitment To Purchase**

This Agreement is not a commitment by the District to purchase any quantity of a particular good or service covered under this Human Care Agreement from the Provider.

The District shall be obligated only to the extent that authorized purchases are actually made by task order pursuant to this Human Care Agreement.

D.3 Option to Extend Term of the Agreement

D.3.1 The District Government may extend the term of this Human Care Agreement for a period of four (4) one (1) year option periods, or fractions thereof, by written notice to the Provider prior to the expiration of the Agreement; provided that the District gives the Provider written notice of its intent to extend at least thirty (30) days before the Human Care Agreement expires. The preliminary notice does not commit the District to an extension. The exercise of an option is subject to the availability of funds at the time of the exercise of the option. The Provider may waive the thirty (30) day notice requirements by providing a written notice to the Contracting Officer.

D.3.2 The service rates for the option periods shall be as specified in Part I, Section B, Human Care Services and Service Rates.

D.3.3 If the District exercises an option, the extended Human Care Agreement shall be considered to include this option provision.

D.3.4 The total duration of this Human Care Agreement including the exercise of any options under this clause shall not exceed five (5) years.

SECTION E – HUMAN CARE SERVICE ADMINISTRATION

E.1 Contracting Officer/Human Care Agreement Administration

E.1.1 The Contracting Officer (CO) is the only District official authorized to bind contractually the District through signing a human care agreement or contract, and all documents relating to the human care agreement. All correspondence to the Contracting Officer shall be forwarded to:

Yvette Henry, Contracting Officer
Office of Contract and Procurement
441 4th St. NW, 7th Floor
Washington, D.C. 20001
Telephone Number: 202-724-4792
E-Mail: yvette.henry@dc.gov

E.2 Contract Administrator

E.2.1 The Contracting Officer's Contract Administrator (CA) is the representative responsible for the general administration of this human care agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the Contracting Officer's Representative is responsible for the day-to-day monitoring and supervision of this Agreement. The Contracting Officer's Representative is not authorized or

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empowered to make amendments, changes, or revisions to this agreement. The Contract Administrator shall be:

Nancy Fisher
Contract Administrator
Department of Youth and Rehabilitation Services (DYRS)
Youth Services Center – 3rd floor
1000 Mount Olivet Road N.E. Washington, D.C. 20002

E.2.2 Contact Person

For information concerning this Human Care Agreement contact:

Dwight Hayes, Contract Specialist
441 4th Street, N.W., 7th floor
Washington, D.C. 20001
Telephone Number: 202-727-0813
E-Mail: dwight.hayes@dc.gov

E.3 Ordering and Payment

- E.3.1** The Provider shall not provide services under this Agreement unless the Provider is in actual receipt of a task order for the period of the service that is signed by the Contracting Officer.
- E.3.2** All task orders issued in accordance with this Agreement shall be subject to the terms and conditions of this Agreement. In the event of a conflict between a task order and this Agreement, the Agreement shall take precedence.
- E.3.3** A task order may be transmitted electronically.
- E.3.4** Invoices must be submitted to DYRS no later than thirty (30) calendar days after services are provided or as directed.
- E.3.5** The Provider shall submit electronically all monthly invoices with attached "Menu of Services for each referral for services to the agency, office, or program requesting the specified human care service, and as specified on page one (1) of the task order, ***Provider Shall Submit All Invoices To.***"

Department of Youth Rehabilitation Services
Office of the Chief Financial Officer
64 New York Ave., NE, 6th Floor
Washington., D.C. 20002

and

Electronically to the Contract Administrator before the 5th of the month.

E.3.6 To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:

- (1) Provider name and address;
- (2) Invoice date, number and the total amount due;
- (3) Period or date of service;
- (4) Description of service;
- (5) Quantity of services provided or performed
- (6) Contract line item number (CLIN) , as applicable to each purchase order or task order;
- (7) Purchase order or task order number;
- (8) Agreement number;
- (9) Federal tax identification number (TIN);
- (10) Any other supporting documentation or information, as required; and
- (11) Name, title and telephone signature of the preparer.

E.3.8 Payment shall be made only after performance by the Provider under the Agreement as a result of a valid purchase order or task order of the agreement, or the purchase order/task order, in accordance with all provisions thereof.

PART II

SECTION F – AGREEMENT CLAUSES

F.1 Standard Contract Provisions Incorporated By Reference

The Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010 hereafter referred to as the “Standard Contract Provisions” are incorporated into this Human Care Agreement as Incorporated Attachment 1, and shall govern the relationship of the parties as contained in this Human Care Agreement. By signing this Human Care Agreement, the Provider agrees, and acknowledges its obligation to be bound by the Standard Contract Provisions, and its requirements.

F.2 The Prison Rape Elimination Act of 2003 (“PREA”)

DYRS providers must comply with The Prison Rape Elimination Act of 2003 (“PREA”), Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 et. seq. (2003)) and with all applicable PREA standards, DYRS policies related to PREA, and DYRS standards related to PREA for preventing, detecting, responding to, and monitoring any form of sexual abuse within DYRS-affiliated facilities. DYRS providers acknowledge that, in addition to self-monitoring requirements, that DYRS will conduct announced or unannounced, compliance monitoring visits, including on-site monitoring. If DYRS determines that the DYRS provider has failed to comply with PREA, any PREA standard, or any DYRS policy or standard related to PREA, that violation may result in the immediate termination of the contract.

F.3 Confidentiality

All services or treatment provided by the Provider through referrals by the District to the Provider shall be provided in a confidential manner and the Provider shall not release any information relating to a recipient of the services or otherwise as to the provision of those services or treatment to any individual other than an official of the District connected with the provision of services under this Human Care Agreement, except upon the written consent of the individual referral, or in the case of a minor, the custodial parent or legal guardian of the individual referral.

F.4 Amendments

This Human Care Agreement, applicable documents and attachments incorporated by reference constitutes the entire Agreement between the parties and all other communications prior to its execution, whether written or oral, with reference to the subject matter of this Agreement are superseded by this Human Care Agreement. The Contracting Officer may, at any time, by written order and without notice to a surety, if any, amend or change the agreement within the general scope, services, or service rates of the Agreement. No amendment to this Agreement shall be valid unless approved in writing by the Contracting Officer, subject to any other approvals required in accordance with the District regulations at 27 DCMR. Except that the Contracting Officer may make purely clerical or administrative revisions to the Agreement with written notice to the Provider.

F.5 Tax Compliance Certification

In signing and submitting this Human Care Agreement, the Provider certifies, attests, agrees, and acknowledges that the Provider is in compliance with all applicable tax requirements of the District of Columbia and shall maintain that compliance for the duration of the Agreement.

F.6 Subcontracts

The Provider shall not subcontract any of the work or services provided in accordance with this Agreement to any subcontractor without the prior written consent of the Contracting Officer. Any work or service that may be subcontracted shall be performed pursuant to a written subcontract agreement, which the District shall have the right to review and approve prior to its execution. Any such subcontract shall specify that the Provider and the subcontractor shall be subject to every provision of this Human Care Agreement. Notwithstanding any subcontract approved by the District, the Provider shall remain solely liable to the District for all services required under this Human Care Agreement.

F.7 Provider Responsibility

F.7.1 The Provider bears primary responsibility for ensuring that the Provider fulfills all its Human Care Agreement requirements under any task order that is issued to the Provider pursuant to this Human Care Agreement.

F.7.2 The Provider shall notify the District immediately whenever the Provider does not have adequate staff, financial resources, or facilities to comply with the provision of services under this Human Care Agreement.

F.8 Insurance:

A. GENERAL REQUIREMENTS. The Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the Contracting Officer giving evidence of the required coverage prior to commencing performance under this contract. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the Contracting Officer. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Contractor shall require all of its subcontractors to carry the same insurance required herein. The Contractor shall ensure that all policies provide that the Contracting Officer shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide the Contracting Officer with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Contractor shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this contract.
2. Automobile Liability Insurance. The Contractor shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this contract. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.

3. Workers' Compensation Insurance. The Contractor shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the contract is performed.

Employer's Liability Insurance. The Contractor shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

4. Umbrella or Excess Liability Insurance. The Contractor shall provide umbrella or excess liability (which is excess over employer's liability, general liability, and automobile liability) insurance as follows: \$5,000,000 per occurrence, including the District of Columbia as additional insured.
5. Professional Liability Insurance (Errors & Omissions). The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Contract. The policy shall provide limits of \$1,000,000 per occurrence for each wrongful act and \$3,000,000 annual aggregate.

The Contractor shall maintain this insurance for five (5) years following the District's final acceptance of the work performed under this contract.

6. Crime Insurance (3rd Party Indemnity). The Contractor shall provide a 3rd Party Crime policy to cover the dishonest acts of Contractor's employees which result in a loss to the District. The policy shall provide a limit of \$50,000 per occurrence. This coverage shall be endorsed to name the District of Columbia as joint-loss payee, as their interests may appear.
7. Sexual/Physical Abuse & Molestation. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate. The policy coverage shall include the District of Columbia as an additional insured. This insurance requirement will be considered met **if the general liability insurance includes sexual abuse and molestation coverage for the required amounts.**

B. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this contract.

C. LIABILITY. These are the required minimum insurance requirements established by the District of Columbia. HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE CONTRACTOR'S LIABILITY UNDER THIS CONTRACT.

D. CONTRACTOR'S PROPERTY. Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall

apply in favor of the District of Columbia.

F.8.1 CERTIFICATES OF INSURANCE. The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in Section F.10 prior to commencing work. Evidence of insurance shall be submitted to:

Dwight Hayes - Contract Specialist
Office of Contracts and Procurement
Department of Youth and Rehabilitation Services (DYRS)
441 4th Street, N.W., 7th floor
Washington, D.C. 20001
Telephone Number: (202) 727-0813 E-Mail: dwight.hayes@dc.gov

- E. MEASURE OF PAYMENT. The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.
- F. NOTIFICATION. The Contractor shall immediately provide the Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the Contracting Officer.

F.9 Department Of Labor Wage Determinations

The Provider is bound by the U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016 issued by the U.S. Department of Labor in accordance with the Service Agreement Act of 1965, as amended (41 U.S.C. 351-58), and incorporated into this Agreement as Attachment 2. The applicable U.S. Department of Labor Wage Determinations for the regions in which the Agreement services are provided shall bind Providers located in regions not bound by the above stated Wage Determination.

F.10 Special Indemnity

The following provision supplements Section 10 of the Standard Contract Provisions: The Provider shall indemnify and hold harmless the District and all its officers, agents and servants acting within the scope of their official duties against any and all assessments, fines or monetary penalties that may be imposed on the District by order or judgment of any court of competent jurisdiction, or required pursuant to the terms of a consent order, the Jerry M. Consent Decree or a consent agreement, as a consequence or result of any act, omission or default of the Provider, its employees, agents or subcontractors in the performance of, or in connection with, any work required or performed under this Human Care Agreement.

F.11 District of Columbia Interstate Compact

Youth accepted for placement in facilities outside of the District, who are under the age of 18, will be referred and approved for placement through the District of Columbia Interstate Compact

for Placement of Children. In those states that require it, youth who are over the age of 18, will also be referred and approved for placement through the District of Columbia Interstate Compact for Placement of Children. Interstate Compact for Placement of Children- the Interstate Compact on the Placement of Children (ICPC) is statutory law in all 52 member jurisdictions and a binding contract between member jurisdictions. The ICPC establishes uniform legal and administrative procedures governing the interstate placement of children. Once approval is established by the ICPC entity youth placement will be rendered.

F.12 HIPAA BUSINESS ASSOCIATE COMPLIANCE

For the purpose of this agreement Department Youth Rehabilitation Services, a covered component within the District of Columbia's Hybrid Entity will be referred to as a "Covered Entity" as that term is defined by the Health Insurance Portability and Accountability Act of 1996, as amended ("HIPAA") and associated regulations promulgated at 45 CFR Parts 160, 162 and 164 as amended ("HIPAA Regulations") and Youth for Tomorrow New Life, Inc., as a recipient of Protected Health Information or electronic Protected Health Information from Department Youth Rehabilitation Services, is a "Business Associate" as that term is defined by HIPAA.

Terms used, but not otherwise defined, in this Agreement shall have the same meaning as those terms in the HIPAA Regulations.

1. Definitions

- a. ***Business Associate*** means a person or entity, who, on behalf of the District government or of an organized health care arrangement (as defined in this section) in which the covered entity participates, but other than in the capacity of a member of the workforce of the District or arrangement, creates, receives, maintains, or transmits protected health information for a function or activity for the District, including claims processing or administration, data analysis, processing or administration, utilization review, quality assurance, patient safety activities listed at 42 CFR 3.20, billing, benefit management, practice management, and repricing; or provides, other than in the capacity of a member of the workforce of such covered entity, legal, actuarial, accounting, consulting, data aggregation (as defined in 45 CFR § 164.501), management, administrative, accreditation, or financial services to or for the District, or to or for an organized health care arrangement in which the District participates, where the provision of the service involves the disclosure of protected health information from the District or arrangement, or from another business associate of the District or arrangement, to the person. A covered entity may be a business associate of another covered entity.

A Business Associate includes, (i) a Health Information Organization, E-prescribing Gateway, or other person that provides data transmission services with respect to protected health information to a covered entity and that requires access on a routine basis to such protected health information; (ii) a person that offers a personal health record to one or more individuals on behalf of the District; (iii) a subcontractor that creates, receives, maintains, or transmits protected health information on behalf of the business associate.

A *Business Associate* does not include: (i) a health care provider, with respect to disclosures by a covered entity to the health care provider concerning the treatment of the individual; (ii) a plan sponsor, with respect to disclosures by a group health plan (or by a health insurance issuer or HMO with respect to a group health plan) to the plan sponsor, to the extent that the requirements of 45 CFR § 164.504(f) apply and are met; (iii) a government agency, with respect to determining eligibility for, or enrollment in, a government health plan that provides public benefits and is administered by another government agency, or collecting protected health

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- information for such purposes, to the extent such activities are authorized by law; iv) a covered entity participating in an organized health care arrangement that performs a function, activity or service included in the definition of a Business Associate above for or on behalf of such organized health care arrangement.
- b. **Covered Entity** means a health plan, a health care clearinghouse, or a health care provider who transmits any health information in electronic form in connection with a transaction covered by 45 C.F.R. Parts 160 and 164 of HIPAA. With respect to this HIPAA Compliance Clause, **Covered Entity** shall also include the designated health care components of the District government's hybrid entity or a District agency following HIPAA best practices.
 - c. **Data Aggregation** means, with respect to Protected Health Information created or received by a business associate in its capacity as the business associate of a covered entity, the combining of such Protected Health Information by the business associate with the Protected Health Information received by the business associate in its capacity as a business associate of another covered entity, to permit data analyses that relate to the health care operations of the respective covered entities.
 - d. **Designated Record Set** means a group of records maintained by or for the Covered Entity that are:
 - i. The medical records and billing records about individuals maintained by or for a covered health care provider;
 - ii. The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
 - iii. Records used, in whole or in part, by or for the Covered Entity to make decisions about individuals.
 - e. **Health Care** means care services, or services, or supplies related to the health of an individual. Health care includes, but is not limited to, the following:
 - i. Preventive, diagnostic, therapeutic, rehabilitative, maintenance, or palliative care, and counseling, service, assessment, or procedure with respect to the physical or mental condition, or functional status, of an individual or that affects the structure or function of the body; and
 - ii. Sale or dispensing of a drug, device, equipment, or other item in accordance with the prescription.
 - f. **Health Care Components** means a component or a combination of components of a hybrid entity designated by a hybrid entity. **Health Care Components** must include non-covered functions that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such functions of the hybrid entity without business associate agreements or individual authorizations.
 - g. **Health Care Operations** shall have the same meaning as the term "health care operations" in 45 C.F.R. § 164.501.
 - h. **Hybrid Entity** means a single legal entity that is a covered entity and whose business activities include both covered and non-covered functions, and that designates health care components in accordance with 45 C.F.R. § 164.105(a)(2)(iii)(C). A **Hybrid Entity** is required to designate as a health care component, any other components of the entity that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such

functions of the hybrid entity without business associate agreements or individual authorizations. The District of Columbia is a Hybrid Covered Entity. Hybrid Entities are required to designate and include functions, services and activities within its own organization, which would meet the definition of Business Associate and irrespective of whether performed by employees of the Hybrid Entity, as part of its health care components for compliance with the Security Rule and privacy requirements under this Clause.

- i. **Record** shall mean any item, collection, or grouping of information that includes Protected Health Information and is maintained, collected, used, or disseminated by or for the Covered Entity.
- j. **Individual** shall have the same meaning as the term "individual" in 45 C.F.R. § 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 C.F.R. § 164.502(g).
- k. **Individually Identifiable Health Information** is information that is health information, including demographic information collected from an individual, and;
 - i. Is created or received by a health care provider, health plan, employer, or health care clearinghouse;
 - ii. Relates to the past, present, or future physical or mental health or condition of an individual; or the past, present, or future payment for the provision of health care to an individual; and
 - iii. That identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
- l. **National Provider Identifier (NPI) Rule.** "National Provider Identifier" shall mean the Standard Unique Health Identifier for Healthcare Providers; Final Rule at 45 C.F.R. Part 162.
- m. **Privacy and Security Official.** The person or persons designated by the District of Columbia, a *Hybrid Entity*, who is/are responsible for developing, maintaining, implementing and enforcing the District-wide Privacy Policies and Procedures, and for overseeing full compliance with the Privacy and Security Rules, and other applicable federal and state privacy law.
- n. **Privacy Officer.** "Privacy Officer" shall mean the person designated by the District's Privacy and Security Official or one of the District's covered components within its Hybrid Entity, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the HIPAA Privacy Regulations, HIPAA Security Regulations and other applicable federal and state privacy law(s). Also referred to as the agency Privacy Officer, the individual shall follow the guidance of the District's Privacy and Security Official, and shall be responsive to and report to the District's Privacy and Security Official on matters pertaining to HIPAA compliance.
- o. **Privacy Rule.** "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E.
- p. **Protected Health Information.** "Protected Health Information" (PHI) or "Electronic Protected Health Information" (ePHI) means individually identifiable health information that is created or received by the Business Associate from or on behalf of the Covered Entity, or agency following HIPAA best practices, which is:
 - i. Transmitted by, created or maintained in electronic media; or

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ii. Transmitted or maintained in any other form or medium.

PHI does not include information in the records listed in subsection (2) of the definition in 45 C.F.R. §160.103. Required By Law. "Required By Law" shall have the same meaning as the term "required by law" in 45 C.F.R. § 164.103.

- q. **Secretary.** "Secretary" shall mean the Secretary of the United States Department of Health and Human Services or his or her designee.
- r. **Security Officer.** The person designated by the Security Official or one of the District of Columbia's designated a health care component, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the Security Rules, and other applicable federal and state privacy law(s). The Covered Agency's security officer shall follow the guidance of the District's Security Official, as well as the Associate Security Official within the Office of the Chief Technology Officer, and shall be responsive to the same on matters pertaining to HIPAA compliance.
- s. **Security Rule.** "Security Rule" shall mean the Standards for Security of Individually Identifiable Health Information at 45 C.F.R. part 164.
- t. **Workforce.** "Workforce" shall mean employees, volunteers, trainees, and other persons whose conduct, in the performance of work for a covered entity or business associate, is under the direct control of such entity, whether or not they are paid by the covered entity or business associate.

2. Obligations and Activities of Business Associate

- a. The Business Associate agrees not to use or disclose PHI or ePHI (hereinafter "PHI" or Protected Health Information") other than as permitted or required by this HIPAA Compliance Clause or as required by law.
- b. The Business Associate agrees to use appropriate safeguards and comply with administrative, physical, and technical safeguards requirements in 45 C.F.R. §§ 164.308, 164.310, 164.312 and 164.316 as required by § 13401 of the Health Information Technology Economic and Clinical HealthACT (February 18, 2010) ("HITECH"), to maintain the security of the PHI and to prevent use or disclosure of such PHI other than as provided for by this Clause. Business Associate acknowledges that, pursuant to HITECH, it must comply with the Security Rule and privacy provisions detailed in this Clause. As such, Business Associate is under the jurisdiction of the United States Department of Health and Human Services and is directly liable for its own compliance. A summary of HIPAA Security Rule standards, found at Appendix A to Subpart C of 45 C.F.R. § 164 is as follows:

Administrative Safeguards

Security Management Process	164.308(a)(1)	Risk Analysis (R) Risk Management (R) Sanction Policy (R) Information System Activity Review (R)
Assigned Security Responsibility	164.308(a)(2)	(R)
Workforce Security	164.308(a)(3)	Authorization and/or Supervision (A) Workforce Clearance Procedure Termination Procedures (A)
Information Access Management	164.308(a)(4)	Isolating Health care Clearinghouse Function (R) Access Authorization (A)

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		Access Establishment and Modification (A)
Security Awareness and Training	164.308(a)(5)	Security Reminders (A) Protection from Malicious Software (A) Log-in Monitoring (A) Password Management (A)
Security Incident Procedures	164.308(a)(6)	Response and Reporting (R)
Contingency Plan	164.308(a)(7)	Data Backup Plan (R) Disaster Recovery Plan (R) Emergency Mode Operation Plan (R) Testing and Revision Procedure (A) Applications and Data Criticality Analysis (A)
Evaluation	164.308(a)(8)	(R)
Business Associate Contracts and Other Arrangement	164.308(b)(1)	Written Contract or Other Arrangement (R)

Physical Safeguards

Facility Access Controls	164.310(a)(1)	Contingency Operations (A) Facility Security Plan (A) Access Control and Validation Procedures (A) Maintenance Records (A)
Workstation Use	164.310(b)	(R)
Workstation Security	164.310(c)	(R)
Device and Media Controls	164.310(d)(1)	Disposal (R) Media Re-use (R) Accountability (A) Data Backup and Storage (A)

Technical Safeguards (see § 164.312)

Access Control	164.312(a)(1)	Unique User Identification (R) Emergency Access Procedure (R) Automatic Logoff (A) Encryption and Decryption (A)
Audit Controls	164.312(b)	(R)
Integrity	164.312(c)(1)	Mechanism to Authenticate Electronic Protected Health Information (A)
Person or Entity Authentication	164.312(d)	(R)
Transmission Security	164.312(e)(1)	Integrity Controls (A) Encryption (A)

- c. The Business Associate agrees to name a Privacy and/or Security Officer who is accountable for developing, maintaining, implementing, overseeing the compliance of and enforcing compliance with this Clause, the Security Rule and other applicable federal and state privacy law within the Business Associate's business. The Business associate reports violations and conditions to the District-wide Privacy and Security Official and/or the Agency Privacy Officer of the covered component within the District's Hybrid Entity.
- d. The Business Associate agrees to establish procedures for mitigating, and to mitigate to the extent practicable, any deleterious effects that are known to the Business Associate of a use or disclosure of PHI by the Business Associate in violation of the requirements of this Clause.
- e. The Business Associate agrees to report to Covered Entity, in writing, any use or disclosure of the PHI not permitted or required by this HIPAA Compliance Clause or other incident or condition

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arising out the Security Rule, including breaches of unsecured PHI as required at 45 CFR §164.410, to the District-wide Privacy and Security Official or agency Privacy Officer within ten (10) days from the time the Business Associate becomes aware of such unauthorized use or disclosure. However, if the Business Associate is an agent of the District (i.e., performing delegated essential governmental functions), the Business Associate must report the incident or condition immediately. Upon the determination of an actual data breach, and in consultation with the District's Privacy and Security Official, the Business Associate will handle breach notifications to individuals, the HHS Office for Civil Rights (OCR), and potentially the media, on behalf of the District.

- f. The Business Associate agrees to ensure that any workforce member or any agent, including a subcontractor, agrees to the same restrictions and conditions that apply through this Clause with respect to PHI received from the Business Associate, PHI created by the Business Associate, or PHI received by the Business Associate on behalf of the Covered Entity.
- g. In accordance with 45 CFR 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit PHI on behalf of the Business Associate agree to the same restrictions, conditions, and requirements that apply to the Business Associate with respect to such information
- h. Initially, within ten (10) days following the commencement of this Contract, or within ten (10) days of a new or updated agreement with a subcontractor, the Business Associate agrees to provide the District a list of all subcontractors who meet the definition of a Business Associate. Additionally, Business Associate agrees to ensure its subcontractors understanding of liability and monitor, where applicable, compliance with the Security Rule and applicable privacy provisions in this Clause.
- i. The Business Associate agrees to provide access within five business days, at the request of the Covered Entity or an Individual, at a mutually agreed upon location, during normal business hours, and in a format as directed by the District Privacy Official or agency Privacy Officer, or as otherwise mandated by the Privacy Rule or applicable District of Columbia laws, rules and regulations, to PHI in a Designated Record Set, to the Covered Entity or an Individual, to facilitate the District's compliance with the requirements under 45 C.F.R. §164.524.
- j. The Business Associate agrees to make any amendment(s) within five business days to the PHI in a Designated Record Set that the Covered Entity directs or agrees to pursuant to 45 CFR 164.526 in a format as directed by the District Privacy Official or agency Privacy Officer in order to facilitate the District's compliance with the requirements under 45 C.F.R. §164.526.
- k. The Business Associate agrees to use the standard practices of the Covered Entity to verify the identification and authority of an Individual who requests the PHI in a Designated Record Set of a recipient of services from or through the Covered Entity. The Business Associate agrees to comply with the applicable portions of the Identity And Procedure Verification Policy, attached hereto as Exhibit A and incorporated by reference.
- l. The Business Associate agrees to record authorizations and log such disclosures of PHI and information related to such disclosures as would be required for the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and applicable District of Columbia laws, rules and regulations.

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- m. The Business Associate agrees to provide to the Covered Entity or an Individual, within five (5) business days of a request **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District's Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, information collected in accordance with Paragraph (i) of this Section above, to permit the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528, and applicable District of Columbia laws, rules and regulations.
- n. The Business Associate agrees to make internal practices, books, and records, including policies and procedures, and PHI, relating to the use and disclosure of PHI received from the Business Associate, or created, or received by the Business Associate on behalf of the Covered Entity, available to the Covered Entity, or to the Secretary, within five (5) business days of their request and **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, or in a time and manner designated by the Secretary, for purposes of the Secretary in determining compliance of the Covered Entity with the Privacy Rule.
- o. To the extent the Business Associate is to carry out one or more of Covered Entity's obligation(s) under Subpart E of 45 CFR Part 164, the Business Associate agrees to comply with the requirements of Subpart E that apply to the Covered Entity in the performance of such obligation(s).
- p. As deemed necessary by the District, the Business Associate agrees to the monitoring and auditing of items listed in paragraph 2 of this Clause, as well as data systems storing or transmitting PHI, to verify compliance.
- q. The Business Associate may aggregate PHI in its possession with the PHI of other Covered Entities that Business Associate has in its possession through its capacity as a Business Associate to other Covered Entities provided that the purpose of the aggregation is to provide the Covered Entity with data analyses to the Health Care Operations of the Covered Entity. Under no circumstances may the Business Associate disclose PHI of one Covered Entity to another Covered Entity absent the explicit written authorization and consent of the Privacy Officer or a duly authorized workforce member of the Covered Entity.
- r. Business Associate may de-identify any and all PHI provided that the de-identification conforms to the requirements of 45 C.F.R. § 164.514(b) and any associated HHS guidance. Pursuant to 45 C.F.R. § 164.502(d)(2), de-identified information does not constitute PHI and is not subject to the terms of this HIPAA Compliance Clause.

3. Permitted Uses and Disclosures by the Business Associate

- a. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, the Covered Entity as specified in the Contract, provided that such use or disclosure would not violate Subpart E of 45 CFR § 164 if the same activity were performed by the Covered Entity or would not violate the minimum necessary policies and procedures of the Covered Entity.
- b. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.

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- c. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that the disclosures are required by law, or the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used, or further disclosed, only as required by law, or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it has knowledge that the confidentiality of the information has been breached.
- d. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI to provide Data Aggregation services to the Covered Entity as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- e. Business Associate may use PHI to report violations of the Law to the appropriate federal and District of Columbia authorities, consistent with 45 C.F.R. § 164.502(j)(1).

4. Additional Obligations of the Business Associate

- a. Business Associate shall submit a written report to the Covered Entity that identifies the files and reports that constitute the Designated Record Set of the Covered Entity. Business Associate shall submit said written report to the Privacy Officer no later than thirty (30) days after the commencement of the HIPAA Compliance Clause. In the event that Business Associate utilizes new files or reports which constitute the Designated Record Set, Business Associate shall notify the Covered Entity of said event within thirty (30) days of the commencement of the file's or report's usage. The Designated Record Set file shall include, but not be limited to the identity of the following:
 - i. Name of the Business Associate of the Covered Entity;
 - ii. Title of the Report/File;
 - iii. Confirmation that the Report/File contains Protected Health Information (Yes or No);
 - iv. Description of the basic content of the Report/File;
 - v. Format of the Report/File (Electronic or Paper);
 - vi. Physical location of Report/File;
 - vii. Name and telephone number of current member(s) of the workforce of the Covered Entity or other District of Columbia government agency responsible for receiving and processing requests for Protected Health Information; and
 - viii. Supporting documents if the recipient/personal representative has access to the Report/File.
- b. Business Associate must provide assurances to the Covered Entity that it will continue to employ sufficient administrative, technical and physical safeguards, as described under the Security Rule, to protect and secure the Covered Entity's ePHI entrusted to it. These safeguards include:
 - i. The Business Associate agrees to administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that the Business Associate creates, receives, maintains or transmits on behalf of the covered entity.

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- ii. The Business Associate agrees to report to the Covered Entity any security incident of which it becomes aware, including any attempts to access ePHI, whether those attempts were successful or not.
- iii. This Business Associate Agreement may be terminated if the Covered Entity determines that the Business Associate has materially breached the agreement.
- iv. The Business Associate agrees to make all policies and procedures, and documents relating to security, available to the Secretary of HHS for the purposes of determining the covered entity's compliance with HIPAA.
- v. This agreement continues in force for as long as the Business Associate retains any access to the Covered Entity's ePHI.
- vi. With respect to the subset of PHI known as ePHI as defined by HIPAA Security Standards at 45 C.F.R. Parts 160 and 164, subparts A and C (the "Security Rule"), if in performing the Services, Business Associate, its employees, agents, subcontractors and any other individual permitted by Business Associate will have access to any computer system, network, file, data or software owned by or licensed to Provider that contains ePHI, or if Business Associate otherwise creates, maintains, or transmits ePHI on Provider's behalf, Business Associate shall take reasonable security measures necessary to protect the security of all such computer systems, networks, files, data and software. With respect to the security of ePHI, Business Associate shall: (A) Implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that it creates, receives, maintains, or transmits on behalf of the Provider; (B) Ensure that any agent, including a subcontractor, to whom it provides such information agrees to implement reasonable and appropriate safeguards to protect it; and (C) Report to the Provider any security incident of which it becomes aware.
- vii. Business Associate agrees not to electronically transmit or permit access to PHI unless such transmission or access is authorized by this Addendum and the Agreement and further agrees that it shall only transmit or permit such access if such information is secured in a manner that is consistent with applicable law, including the Security Rule. For purposes of this Addendum, "encrypted" shall mean the reversible conversion of readable information into unreadable, protected form so that only a recipient who has the appropriate "key" can convert the information back into original readable form. If the Covered Entity stores, uses or maintains PHI in encrypted form, or in any other secured form acceptable under the security regulations, Covered Entity shall promptly, at request, provide with the key or keys to decrypt such information and will otherwise assure that such PHI is accessible by upon reasonable request.
- viii. In the event Business Associate performs functions or activities involving the use or disclosure of PHI on behalf of Covered Entity that involve the installation or maintenance of any software (as it functions alone or in combination with any hardware or other software), Business Associate shall ensure that all such software complies with all applicable standards and specifications required by the HIPAA Regulations and shall inform of any software standards or specifications not compliant with the HIPAA Regulations.

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- c. At the request of the Covered Entity, the Business Associate agrees to amend this agreement to comply with all HIPAA mandates.

5. Sanctions

Business Associate agrees that its workforce members, agents and subcontractors who violate the provisions of HIPAA or other applicable federal or state privacy law will be subject to discipline in accordance with Business Associate's Personnel Policy and applicable collective bargaining agreements. Business Associate agrees to impose sanctions consistent with Business Associate's personnel policies and procedures and applicable collective bargaining agreements with respect to persons employed by it. Members of the Business Associate Workforce who are not employed by Business Associate are subject to the policies and applicable sanctions for violation of this Compliance Clause as set forth in business associate agreements. In the event Business Associate imposes sanctions against any member of its workforce, agents and subcontractors for violation of the provisions of HIPAA or other applicable federal or state privacy laws, the Business Associate shall inform the District Privacy Official or the agency Privacy Officer of the imposition of sanctions.

6. Obligations of the Covered Entity

- a. The Covered Entity shall notify the Business Associate of any limitation(s) in its Notice of Privacy Practices of the Covered Entity in accordance with 45 C.F.R. § 164.520, to the extent that such limitation may affect the use or disclosure of PHI by the Associate.
- b. The Covered Entity shall notify the Business Associate of any changes in, or revocation of, permission by the Individual to the use or disclosure of PHI, to the extent that such changes may affect the use or disclosure of PHI by the Business Associate.
- c. The Covered Entity shall notify the Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect the use or disclosure of PHI by the Business Associate.

7. Permissible Requests by Covered Entity

Covered Entity shall not request the Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule and Subpart E of 45 CFR § 164 if done by the Covered Entity.

8. Representations and Warranties.

The Business Associate represents and warrants to the Covered Entity:

- a. That it is duly organized, validly existing, and in good standing under the laws of the jurisdiction in which it is organized or licensed, it has the full power to enter into this HIPAA Compliance Clause and it, its employees, agents, subcontractors, representatives and members of its workforce are licensed and in good standing with the applicable agency, board, or governing body to perform its obligations hereunder, and that the performance by it of its obligations under this HIPAA Compliance Clause has been duly authorized by all necessary corporate or other actions and will not violate any provision of any license, corporate charter or bylaws;
- b. That it, its employees, agents, subcontractors, representatives and members of its workforce are in good standing with the District of Columbia, that it, its employees, agents, subcontractors, representatives and members of its workforce will submit a letter of good standing from the

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District of Columbia, and that it, its employees, agents, subcontractors, representatives and members of its workforce have not been de-barred from being employed as a contractor by the federal government or District of Columbia;

- c. That neither the execution of this HIPAA Compliance Clause, nor its performance hereunder, will directly or indirectly violate or interfere with the terms of another agreement to which it is a party, or give any governmental entity the right to suspend, terminate, or modify any of its governmental authorizations or assets required for its performance hereunder. The Business Associate represents and warrants to the Covered Entity that it will not enter into any agreement the execution or performance of which would violate or interfere with this HIPAA Compliance Clause;
- d. That it is not currently the subject of a voluntary or involuntary petition in bankruptcy, does not currently contemplate filing any such voluntary petition, and is not aware of any claim for the filing of an involuntary petition;
- e. That all of its employees, agents, subcontractors, representatives and members of its workforce, whose services may be used to fulfill obligations under this HIPAA Compliance Clause are or shall be appropriately informed of the terms of this HIPAA Compliance Clause and are under legal obligation to the Business Associate, by contract or otherwise, sufficient to enable the Business Associate to fully comply with all provisions of this HIPAA Compliance Clause. Modifications or limitations that the Covered Entity has agreed to adhere to with regards to the use and disclosure of PHI of any individual that materially affects or limits the uses and disclosures that are otherwise permitted under the Privacy Rule will be communicated to the Business Associate, in writing, and in a timely fashion;
- f. That it will reasonably cooperate with the Covered Entity in the performance of the mutual obligations under this Contract;
- g. That neither the Business Associate, nor its shareholders, members, directors, officers, agents, subcontractors, employees or members of its workforce have been excluded or served a notice of exclusion or have been served with a notice of proposed exclusion, or have committed any acts which are cause for exclusion, from participation in, or had any sanctions, or civil or criminal penalties imposed under, any federal or District healthcare program, including but not limited to Medicare or Medicaid, or have been convicted, under federal or District law (including without limitation following a plea of *nolo contendere* or participation in a first offender deferred adjudication or other arrangement whereby a judgment of conviction has been withheld), of a criminal offense related to (a) the neglect or abuse of a patient, (b) the delivery of an item or service, including the performance of management or administrative services related to the delivery of an item or service, under a federal or District healthcare program, (c) fraud, theft, embezzlement, breach of fiduciary responsibility, or other financial misconduct in connection with the delivery of a healthcare item or service or with respect to any act or omission in any program operated by or financed in whole or in part by any federal, District or local government agency, (d) the unlawful, manufacture, distribution, prescription or dispensing of a controlled substance, or (e) interference with or obstruction of any investigation into any criminal offense described in (a) through (d) above. The Business Associate further agrees to notify the Covered Entity immediately after the Business Associate becomes aware that any of the foregoing representations and warranties may be inaccurate or may become incorrect

9. Term and Termination

- a. **Term.** The requirements of this HIPAA Compliance Clause shall be effective as of the date of the contract award, and shall terminate when all of the PHI provided by the Covered Entity to the Business Associate, or created or received by the Business Associate on behalf of the Covered Entity, is confidentially destroyed or returned to the Covered Entity within five (5) business days of its request. The PHI shall be returned in a format mutually agreed upon by and between the Privacy Official and/or Privacy Officer or his or her designee and the appropriate and duly authorized workforce member of the Business Associate.; If it is infeasible to return or confidentially destroy the PHI, protections shall be extended to such information, in accordance with the termination provisions in this Section and communicated to the Privacy Official or Privacy Officer or his or her designee. The requirement to return PHI to the District at the end of the contract term or if the contract is terminated applies irrespective of whether the Business Associate is also a covered entity under HIPAA. Where a business associate is also a covered entity, PHI provided by the District, or created or received by the Business Associate on behalf of the District, a duplicate of the record may be acceptable if mutually agreed.
- b. **Termination for Cause.** Upon the Covered Entity's knowledge of a material breach of this HIPAA Compliance Clause by the Business Associate, the Covered Entity shall either:
- i. Provide an opportunity for the Business Associate to cure the breach or end the violation and terminate the Contract if the Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity; or
 - ii. Immediately terminate the Contract if the Business Associate breaches a material term of this HIPAA Compliance Clause and a cure is not possible.
- If neither termination nor cure is feasible, the Covered Entity shall report the violation to the Secretary.
- c. **Effect of Termination.**
- i. Except as provided in paragraph (ii) of this section, upon termination of the Contract, for any reason, the Business Associate shall return in a **mutually agreed upon format or confidentially destroy** all PHI received from the Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity within five (5) business days of termination. This provision shall apply to PHI that is in the possession of all subcontractors, agents or workforce members of the Business Associate. The Business Associate shall retain no copies of PHI in any form.
 - ii. In the event that the Business Associate determines that returning or destroying the PHI is infeasible, the Business Associate shall provide written notification to the Covered Entity of the conditions that make the return or confidential destruction infeasible. Upon determination by the agency Privacy Officer that the return or confidential destruction of the PHI is infeasible, the Business Associate shall extend the protections of this HIPAA Compliance Clause to such PHI and limit further uses and disclosures of such PHI for so long as the Business Associate maintains such PHI. Additionally, the Business Associate shall:

- (1) Retain only that PHI which is necessary for Business Associate to continue its proper management and administration or to carry out its legal responsibilities;
- (2) Return to covered entity, or, if agreed to by covered entity, destroy the remaining PHI that the business associate still maintains in any form;
- (3) Continue to use appropriate safeguards and comply with Subpart C of 45 CFR Part 164 with respect to ePHI to prevent use or disclosure of the PHI, other than as provided for in this Section, for as long as Business Associate retains the PHI;
- (4) Not use or disclose the PHI retained by Business Associate other than for the purposes for which such PHI was retained and subject to the same conditions set out at paragraph e which applied prior to termination; and
- (5) Return to covered entity or, if agreed to by covered entity, destroy the PHI retained by Business Associate when it is no longer needed by Business Associate for its proper management and administration or to carry out its legal responsibilities.

The obligations outlined in Section 2. Obligations and Activities of Business Associate shall survive the termination of this Contract.

10. Miscellaneous

- a. **Regulatory References.** A reference in this HIPAA Compliance Clause to a section in the Privacy Rule means the section as in effect or as amended.
- b. **Amendment.** The Parties agree to take such action as is necessary to amend this HIPAA Compliance Clause from time to time as is necessary for the Covered Entity to comply with the requirements of the Privacy Rule and HIPAA. Except for provisions required by law as defined herein, no provision hereof shall be deemed waived unless in writing and signed by duly authorized representatives of the Parties. A waiver with respect to one event shall not be construed as continuing, or as a bar to or waiver of any other right or remedy under this HIPAA Compliance Clause.
- c. **Survival.** The respective rights and obligations of the Business Associate under Section 9. Term and Termination of this HIPAA Compliance Clause and the sections of the Standard Contract Provisions for use with the District of Columbia Government Supply and Services Contracts covering Default and Termination for the Convenience of the District shall survive termination of the Contract.
- d. **Interpretation.** Any ambiguity in this HIPAA Compliance Clause shall be resolved to permit compliance with applicable federal and District of Columbia laws, rules and regulations, and the HIPAA Rules, and any requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary; provided that applicable federal and District of Columbia laws, rules and regulations shall supersede the Privacy Rule if, and to the extent that they impose additional requirements, have requirements that are more stringent than or provide greater protection of patient privacy or the security or safeguarding of PHI than those of the HIPAA Rules.

The terms of this HIPAA Compliance Clause amend and supplement the terms of the Contract, and whenever possible, all terms and conditions in this HIPAA Compliance Clause are to be harmonized. In the event of a conflict between the terms of the HIPAA Compliance Clause and the terms of the Contract, the terms of this HIPAA Compliance Clause shall control; provided, however, that this HIPAA Compliance Clause shall not supersede any other federal or District of Columbia law or regulation governing the legal relationship of the Parties, or the confidentiality of records or information, except to the extent that the Privacy Rule preempts those laws or regulations. In the event of any conflict between the provisions of the Contract (as amended by this HIPAA Compliance Clause) and the Privacy Rule, the Privacy Rule shall control.

- e. **No Third-Party Beneficiaries.** The Covered Entity and the Business Associate are the only parties to this HIPAA Compliance Clause and are the only parties entitled to enforce its terms. Except for the rights of individuals, as defined herein, to have access to and amend their PHI, and to an accounting of the uses and disclosures thereof, in accordance with Paragraphs (2) (f), (g) and (j), nothing in the HIPAA Compliance Clause gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons.
- f. **Compliance with Applicable Law.** The Business Associate shall comply with all federal and District of Columbia laws, regulations, executive orders and ordinances, as they may be amended from time to time during the term of this HIPAA Compliance Clause and the Contract; to the extent they are applicable to this HIPAA Compliance Clause and the Contract.
- g. **Governing Law and Forum Selection.** This Contract shall be construed broadly to implement and comply with the requirements relating to the Privacy Rule, and other applicable laws and regulations. All other aspects of this Contract shall be governed under the laws of the District of Columbia. The Covered Entity and the Business Associate agree that all disputes which cannot be amicably resolved by the Covered Entity and the Business Associate regarding this HIPAA Compliance Clause shall be litigated before the District of Columbia Contract Appeals Board, the District of Columbia Court of Appeals, or the United States District Court for the District of Columbia having jurisdiction, as the case may be. The Covered Entity and the Business Associate expressly waive any and all rights to initiate litigation, arbitration, mediation, negotiations and/or similar proceedings outside the physical boundaries of the District of Columbia and expressly consent to the jurisdiction of the above tribunals.
- h. **Indemnification.** The Business Associate shall indemnify, hold harmless and defend the Covered Entity from and against any and all claims, losses, liabilities, costs, and other expenses incurred as a result or arising directly or indirectly out of or in connection with (a) any misrepresentation, breach of warranty or non-fulfillment of any undertaking of the Business Associate under this HIPAA Compliance Clause; and (b) any claims, demands, awards, judgments, actions and proceedings made by any person or organization, arising out of or in any way connected with the performance of the Business Associate under this HIPAA Compliance Clause.
- i. **Injunctive Relief.** Notwithstanding any rights or remedies under this HIPAA Compliance Clause or provided by law, the Covered Entity retains all rights to seek injunctive relief to prevent or stop the unauthorized use or disclosure of PHI by the Business Associate, its workforce, any of its subcontractors, agents, or any third party who has received PHI from the Business Associate.
- j. **Assistance in litigation or administrative proceedings.** The Business Associate shall make itself and any agents, affiliates, subsidiaries, subcontractors or its workforce assisting the Business Associate in the fulfillment of its obligations under this HIPAA Compliance Clause and the Contract, available to the Covered Entity, to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Covered Entity, its

directors, officers or employees based upon claimed violation of HIPAA, the Privacy Rule or other laws relating to security and privacy, except where the Business Associate or its agents, affiliates, subsidiaries, subcontractors or its workforce are a named adverse party.

- k. **Notices.** Any notices between the Parties or notices to be given under this HIPAA Compliance Clause shall be given in writing and delivered by personal courier delivery or overnight courier delivery, or by certified mail with return receipt requested, to the Business Associate or to the Covered Entity, to the addresses given for each Party below or to the address either Party hereafter gives to the other Party. Any notice, being addressed and mailed in the foregoing manner, shall be deemed given five (5) business days after mailing. Any notice delivered by personal courier delivery or overnight courier delivery shall be deemed given upon notice upon receipt.

If to the Business Associate, to

If to the Covered Entity, to

Attention: _____

Attention: _____

Fax: _____

Fax: _____

- l. **Headings.** Headings are for convenience only and form no part of this HIPAA Compliance Clause and shall not affect its interpretation.
- m. **Counterparts; Facsimiles.** This HIPAA Compliance Clause may be executed in any number of counterparts, each of which shall be deemed an original. Facsimile copies hereof shall be deemed to be originals.
- n. **Successors and Assigns.** The provisions of this HIPAA Compliance Clause shall be binding upon and shall inure to the benefit of the Parties hereto and their respective successors and permitted assigns, if any.
- o. **Severance.** In the event that any provision of this HIPAA Compliance Clause is held by a court of competent jurisdiction to be invalid or unenforceable, the remainder of the provisions of this HIPAA Compliance Clause will remain in full force and effect. In addition, in the event a Party believes in good faith that any provision of this HIPAA Compliance Clause fails to comply with the then-current requirements of the Privacy Rule, such party shall notify the other Party in writing, in the manner set forth in Section 10. Miscellaneous, Paragraph k. Notices. Within ten (10) business days from receipt of notice, the Parties shall address in good faith such concern and amend the terms of this HIPAA Compliance Clause, if necessary to bring it into compliance. If, after thirty (30) days, the HIPAA Compliance Clause fails to comply with the Privacy Rule, then either Party has the right to terminate this HIPAA Compliance Clause upon written notice to the other Party.
- p. **Independent Contractor.** The Business Associate will function as an independent contractor and shall not be considered an employee of the Covered Entity for any purpose. Nothing in this HIPAA Compliance Clause shall be interpreted as authorizing the Business Associate workforce, its subcontractor(s) or its agent(s) or employee(s) to act as an agent or representative for or on behalf of the Covered Entity.

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- q. **Entire Agreement.** This HIPAA Compliance Clause, as may be amended from time to time pursuant to Section 10. Miscellaneous, Paragraph b. Amendment, which incorporates by reference the Contract, and specific procedures from the District of Columbia Department of Health Privacy Policy Operations Manual, constitutes the entire agreement and understanding between the Parties and supersedes all prior oral and written agreements and understandings between them with respect to applicable District of Columbia and federal laws, rules and regulations, HIPAA and the Privacy Rule, and any rules, regulations, requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary.

Attachment

Exhibit A - Identity and Procedure Verification

F.13 Access to Records

F.13.1 The Provider shall retain all case records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the human care agreement for a period of five (5) years after termination of the human care agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.

F.13.2 The Provider shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.

F.13.3 Persons duly authorized by the Contracting Officer shall have full access to and the right to examine any of the Provider's human care agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F.14 Criminal Background and Traffic Records Checks for Providers that Provide Direct Services to Children or Youth

F.14.1 A Provider that provides services as a covered child or youth services provider, as defined in section 202(3) of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 *et seq.*), as amended (in this section, the "Act"), shall obtain criminal history records to investigate persons applying for employment, in either a compensated or a volunteer position, as well as its current employees, volunteers, interns and Contractors. The Provider shall request criminal background checks for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)

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- (C) Social Worker (Clinical Social Worker)
- (D) Clinical Therapist
- (E) Case Manager
- (F) Educational Specialist (Educational Advocate, Educational Director)
- (G) Consultant
- (H) Nutritionist
- (I) Life Skills Coordinator
- (J) Nurse
- (K) Psychologist/Psychiatrist
- (L) Quality Assurance Coordinator (Compliance Officer)
- (M) Food Handler (Cook)
- (N) Volunteers
- (O) Interns

F.14.2 The Provider shall also obtain traffic records to investigate persons applying for employment, as well as current employees and volunteers, when that person will be required to drive a motor vehicle to transport children in the course of performing his or her duties. The Provider will obtain annual traffic records for employees, consultants, volunteers and interns who are required to transport children. The Provider shall request traffic records for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)
- (C) Social Worker (Clinical Social Worker)
- (D) Case Manager
- (E) Life Skills Coordinator

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(F) Volunteers

F.14.3 The Provider shall inform all applicants requiring a criminal background check that the criminal background check must be conducted on the applicant and the results received before the applicant, volunteer, consultant or intern may be offered a compensated or volunteer position.

F.14.4 The Provider shall inform all applicants requiring a traffic records check that a traffic records check must be conducted on the applicant and received before the applicant may be offered a compensated or a volunteer position.

F.14.5 The Provider shall obtain from each applicant, employee and volunteer:

- (A) Written authorization which authorizes the District and National Crime Information Center (NCIC) to conduct a criminal background check;
 - (B) Written confirmation stating that the Provider has informed him or her that the District and National Crime Information Center (NCIC) is authorized to conduct a criminal background check;
 - (C) a signed affirmation stating whether or not they have been convicted of a crime, pleaded nolo contendere, are on probation before judgment or placement of a case upon a stet docket, or have been found not guilty by reason of insanity, for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory, or for any of the following felony offenses or their equivalent in any other state or territory:
 - (i) Murder, attempted murder, manslaughter, or arson;
 - (ii) Assault, assault with a dangerous weapon, mayhem, malicious disfigurement, or threats to do bodily harm;
 - (iii) Burglary;
 - (iv) Robbery;
 - (v) Kidnapping;
 - (vi) Illegal use or possession of a firearm;
 - (vii) Sexual offenses, including indecent exposure; promoting, procuring, compelling, soliciting, or engaging in prostitution; corrupting minors (sexual relations with children); molesting; voyeurism; committing sex acts in public; incest; rape; sexual assault; sexual battery; or sexual abuse; but excluding sodomy between consenting adults;
 - (viii) Child abuse or cruelty to children; or
 - (ix) Unlawful distribution of or possession with intent to distribute a controlled substance;
- (A) a written acknowledgement stating that the Provider has notified them that they are entitled to receive a copy of the criminal background check and to challenge the accuracy and completeness of the report; and

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- (B) a written acknowledgement stating that the Provider has notified them that they may be denied employment or a volunteer position, or may be terminated as an employee or volunteer based on the results of the criminal background check.

F.14.6 The Provider shall inform each applicant, employee and volunteer that a false statement may subject them to criminal penalties.

F.14.7 Prior to requesting a criminal background check, the Provider shall provide each applicant, employee, or volunteer with a form or forms to be utilized for the following purposes:

- (A) To authorize the National Crime Information Center (NCIC) and the Metropolitan Police Department (MPD), or designee, to conduct The criminal background check and confirm that the applicant, employee, or unsupervised volunteer has been informed that the Provider is authorized and required to conduct a criminal background check;
- (B) To affirm whether or not the applicant, employee, or unsupervised volunteer has been convicted of a crime, has pleaded nolo contendere, is on probation before judgment or placement of a case upon a stet docket, or has been found not guilty by reason of insanity for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory of the United States, or for any of the felony offenses described in paragraph F.14.5(C);
- (C) To acknowledge that the applicant, employee, or volunteer has been notified of his or her right to obtain a copy of the criminal background check report and to challenge the accuracy and completeness of the report;
- (D) To acknowledge that the applicant may be denied employment, assignment to, or an unsupervised volunteer position for which a criminal background check is required based on the outcome of the criminal background check; and
- (E) To inform the applicant or employee that a false statement on the form or forms may subject them to criminal penalties pursuant to D.C Official Code §22-2405.

F.14.8 The Provider shall direct the applicant or employee to complete the form or forms and notify the applicant or employee when and where to report to be fingerprinted.

F.14.9 All prospective staff, existing employees and volunteers shall provide National Crime Information Center (NCIC) criminal background checks in accordance with Title II of the

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Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq.

- F.14.10** The Provider shall request traffic record checks from the Director, Department of Motor Vehicles (DMV) (or designee), for the District of Columbia and/or from the corresponding DMV office of the state in which the employee holds a driver's license.
- F.14.11** The Provider shall provide copies of all criminal background and traffic check reports to the DYRS Licensing Unit and receive approval from DYRS for each person required to submit to a background check or traffic check prior to allowing that person to work with DYRS youth.
- F.14.12** The Provider is responsible for the costs for the criminal background and traffic record checks, pursuant to the requirements set forth by the MPD and DMV and NCIC. The District shall not make any separate payment for the cost of criminal background and traffic record checks.
- F.14.13** The Provider may make an offer of appointment to, or assign a current employee or applicant to, a compensated position contingent upon receipt from DYRS Licensing Unit assessment of the criminal background or traffic record check.
- F.14.14** The Provider may not make an offer of appointment to a volunteer whose position brings him or her into direct contact with children until it receives from DYRS Licensing Unit a decision after assessment of the criminal background or traffic record check.
- F.14.15** The Provider shall not employ or permit to serve as a volunteer, applicant or employee anyone who has been convicted of, has pleaded nolo contendere to, is on probation before judgment or placement of a case on the stet docket because of, or has been found not guilty by reason of insanity for any sexual offenses involving a minor.
- F.14.16** Unless otherwise specified herein, the Provider shall conduct Annual criminal background checks upon the exercise of each option year of this contract for current employees and volunteers in the positions listed in sections F.14.1 and F.14.2.
- F.14.17** An employee or volunteer may be subject to administrative action including, but not limited to, reassignment or termination at the discretion of DYRS after assessment of a criminal background or traffic record check.
- F.14.18** DYRS Licensing Unit shall be responsible for assessing the information obtained from each criminal background and traffic records check report to determine whether a final offer may be made to each applicant or employee.
- F.14.19** If any application is denied because DYRS determines that the applicant presents a **present** danger to children or youth, the Contractor shall notify the applicant of such determination in writing.

F.14.20 Criminal background and traffic record check reports obtained under this section shall be confidential and are for the exclusive use of making employment-related determinations.

F.15 **Documents Incorporated by Reference and Order of Precedence**

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the human care agreement by reference and made a part of the human care agreement in the following order of precedence.

F.15.1 Jerry M Consent Decree

F.15.2 The Human Care Agreement.

F.15.3 Government of the District of Columbia Standard Agreement Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 2010 located at www.ocp.dc.gov.

F.15.4 U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016.

F.15.5 The Contractor Qualifications Record completed by the Provider.

F.15.6 Task Order

F.16 **Attachments**

The following attachments are included and incorporated by reference into this Agreement.

1. Contractor Qualification Record completed by the Provider.
2. U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016.

Government of the District of Columbia

HUMAN CARE AGREEMENT							PAGE	OF	PAGES					
1. CONTRACT NUMBER CW43781			2. REQUESTOR/PURCHASE REQUEST NO.			3. EFFECTIVE DATE 64								
4. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4 th Street, NW, Suite 700S Washington, DC 20001					5. ADMINISTERED BY (if other than Item 4) Contract Administrator as specified in Section E.2									
6. NAMES AND ADDRESS OF PROVIDER/PROVIDER (No. Street, county, state and ZIP Code) Universal Healthcare Management Services 3230 Pennsylvania Avenue, S.E. Washington, D.C. 20020 Telephone: 202-583-1181 E-Mail: wpatterson@uhmsdc.com														
7. PROVIDER/PROVIDER SHALL SUBMIT ALL INVOICES TO: Department of Youth Rehabilitation Services Office of the Chief Financial Officer 64 New York Ave., NE, 6th Floor Washington, D.C. 20002					8. DISTRICT SHALL SEND ALL PAYMENTS TO: Universal Healthcare Management Services 3230 Pennsylvania Avenue, S.E. Washington, D.C. 20020									
9. DESCRIPTION OF HUMAN CARE SERVICE AND RATE COST														
ITEMLINE NO.	HSP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT								
0001	952-95-00	Group Home Services	12	365 Client/Days	\$328.74	\$1,439,881.20								
						<i>Total</i>	\$							
						<i>Total From Any Continuation Pages</i>	\$							
						GRAND TOTAL	<i>Not-to-Exceed</i>	\$ 1,439,881.20						
10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION														
LINE#	ACT	YEAR	INDEX	FUN	OBJ	ACCT	ORANTY	FUNDS#	AMT	ACT2	ACT3	PERCENT	FUND SOURCE	AMOUNT
A. BUDGET SYSTEM ABBREVIATION CDDW		B. Name of Financial Officer (Typed): Title:				C. Signature:				D. Date:				
11. PERIOD OF HUMAN CARE AGREEMENT														
Starting Date: Date of Award					Ending Date: Twelve Months Thereafter									
HUMAN CARE AGREEMENT SIGNATURES														
Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 7 and Item No. 12 of page 1 of this document. The Provider/Provider is required to sign this document and return 3 original and signed copies to the Contracting Officer of the Issuing Office stated in Item No. 4 of page 1 of this document. The Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement, (b) the STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS, dated July 2010; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.														
12. FOR THE PROVIDER/CONTRACTOR					13. FOR THE DISTRICT OF COLUMBIA									
A. Name and Title (Typed) (Type or print) Name: <i>William Patterson</i> Title: <i>CEO</i>					A. Name of Contracting Officer (Type or print) Yvette Henry Contracting Officer									
B. Signature of the PROVIDER/CONTRACTOR <i>William Patterson</i>			C. DATE <i>6/9/16</i>		B. Signature of CONTRACTING OFFICER <i>Yvette Henry</i>			C. DATE <i>7/14/16</i>						

SECTION A – HUMAN CARE SERVICES AND SERVICE RATES

A.1 The Government of the District of Columbia, Office of Contracting and Procurement, on the behalf of the Department of Youth and Rehabilitation Services, hereafter referred to as the “**District**,” is Contracting through this Human Care Agreement with Universal Healthcare Management Services, hereafter referred to as the “**Provider**,” for the purchase of human care services 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).

A.1.1 The District is not committed to purchase under this Human Care Agreement (HCA) any quantity of a particular service covered under this Agreement. The District is obligated only to the extent that authorized purchases are made pursuant to the HCA.

A.1.2 Delivery or performance shall be made only as authorized by Task Orders issued in accordance with the Ordering Clause. The Provider shall furnish to the District Government, when and if ordered, the services specified in Schedule B.

A.1.3 There is no limit on the number of Task Orders that may be issued. The District Government may issue Task Orders requiring delivery to multiple destinations or performance at multiple locations, as specified in such Task Orders as may be issued.

A.1.4 This Human Care Agreement is based on fixed-unit rates. The Provider shall deliver services in accordance with Section C.

SECTION B–SERVICE/DESCRIPTION/RATE

B.1 BASE YEAR PERIOD OF PERFORMANCE

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	12 youth/per day	\$ 328.74	365	\$1,439,881.20

B.1.2 OPTION YEAR 1

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
1001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	12 youth/per day	\$ 345.17	365	\$1,511,844.60

B.1.3 OPTION YEAR 2

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
2001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	12 youth/per day	\$ 362.43	365	\$1,587,443.40

B.1.4 OPTION YEAR 3

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
3001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	12 youth/per day	\$ 380.56	365	\$1,666,852.80

B.1.5 OPTION YEAR 4

CLIN	Service Description	Service Unit	Not-to-exceed	Service Rate	Number of Days	Not-to-exceed Total Amount
4001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	12 youth/per day	\$ 399.58	365	\$1,750,160.40

SECTION C – HUMAN CARE SERVICE DESCRIPTION AND SCOPE OF SERVICE

C.1 Background

C.1.1 The Department of Youth and Rehabilitation Services (DYRS) serves male and female youths between the ages of 12 and 21 who have been remanded to its temporary custody by the D.C. Superior Court. DYRS’ mission is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of the youth and their families in the least restrictive, most homelike environment. In partnership with the community, this balanced approach to juvenile justice promotes the rehabilitation of delinquent youths toward reforming their behavior in the context of increased accountability, expanded personal competencies, positive youth development and enhanced community restoration. The use of Group Homes will allow young people to live in a home-like environment with structured and supervised care.

C.1.2 DYRS currently operates under the injunction of the Jerry M. Consent Decree, a twenty year comprehensive mandate that consists of an original court decree and more than forty (40) subsequent court orders. The Jerry M. Consent Decree approved by the Court in 1986, heavily influences DYRS’ programmatic and operational objectives. The decree and court orders focus on reform initiatives associated with the facilities, services and delivery of services to the youth placed in the custody and care of DYRS. The presence of Jerry M. Consent Decree places DYRS and all related activities under continual scrutiny to provide a best practice model for the delivery of services in the juvenile justice system while providing services in the least restrictive setting consistent with the protection of the public.

- C.1.3** DYRS provides enriched, culturally sensitive services, including recreational, rehabilitative, educational, mental health, medical, recreational, aftercare supervision, residential placements, independent living and mentoring/monitoring support in a nurturing and structured environment to the youth in its custody. The services are available but not mandated for pre-adjudicated youths.
- C.1.4** DYRS has undertaken a series of reform efforts, which includes establishing a robust continuum of care that builds on the strengths of youth and their families while meeting their individual needs.
- C.1.5** DYRS is committed to ensuring that all Group Homes (GH) are licensed by DYRS in accord with Chapter 62 Title 29 DCMR and are meeting the needs of the youth and family, agency, the courts and the community.
- C.1.6** Group Homes located outside the District of Columbia must be duly licensed in the jurisdiction in which they are located.
- C.2** **Scope of Human Care Services**
- C.2.1** Subject to the continuing availability of funds, the District may purchase and the provider shall provide the human care services in the manner specified in Sections C.7 through C.15.
- C.2.2** DYRS seeks multiple Providers to provide Group Homes for male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. The homes may be located within or outside the District of Columbia. Each youth's length of stay will vary based upon the youth's ISP (Individualized Service Plan)/Success Plan. The Providers shall possess firsthand knowledge and experience in providing intensive services to youth involved in the juvenile justice system.
- C.2.3** The system of care expected to result from these human care agreements seeks to address the specific needs of youth served by DYRS. Programming must be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development. The Group Homes shall provide youth in the juvenile justice system with community-based support services in lieu of confinement at the New Beginnings Youth Development Center. Support services shall include but not limited to life skill training, education, employment, counseling, behavior modification, family engagement and additional specific services identified in each youth's service plan. These support services are also expected to result in helping to meet DYRS' goal for its community based services where youths will meet 90% of scheduled court appearances; 75% of participants will not be re-arrested; and the abscondance rate will be below 5%.
- C.2.4** Providers shall be subject to facility inspections by court monitors, as may be required by the court.

C.3 Target Population

C.3.1 The typical youth referred to Group Homes are youth between the ages of 12 and 21 or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from residential treatment centers outside of the District of Columbia. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate to depopulate The New Beginnings Youth Development Center and to provide services in the least restrictive setting consistent with public safety.

C.4 Licensing Requirements

C.4.1 Group Homes located within the District of Columbia shall have a license in good standing issued the Department of Youth Rehabilitation Services' standards in accordance with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.

C.4.2 All youth in DYRS custody and care shall be in a licensed Group Home facility, regardless of the jurisdiction in which it is located. All Group Homes must maintain a license in good standing and comply with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.

C.4.3 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan on abscondence prevention and review of behavior of youth who have absconded from their program. The policy will include information regarding assessment of the youth, precipitators to the abscondence, actions taken by the staff, a debriefing meeting to review the placement violation incident and reporting of interventions that may prevent the placement violation.

C.4.4 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing the use and administration of prescription medication and the self-administration of metered dose inhalers that have been approved by a licensed health professional and authorized by their parent or guardian. Facilities outside of the District of Columbia will follow their state jurisdiction regulation and submit a copy of their plan that complies with their state's regulation.

C.4.5 All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing a Global Positioning System (GPS) charging policy in order to ensure that every youth that is admitted to their facility with a monitoring bracelet has a documented way to charge the monitoring bracelet.

C.4.6 The District reserves the right to inspect the facility prior to awarding a Human Care Agreement and/or placement of youth. The District will conduct periodic, scheduled and unscheduled site visits for the purpose of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.

C.5 Applicable Documents

The following documents are incorporated in this solicitation and resulting Human Care Agreement by this reference:

Item No.	Document Type	Title	Date
1	American Correctional Association Industry Standards	Standards for Juvenile Community Residential Facilities (3rd ed.) Available at: ACA, 206 N. Washington Street Alexandria, VA 22314 Phone: (703) 224-0000 www.aca.org .	May 1990
2	DC Municipal Regulations	29 DCMR, Chapter62 Available at: http://dcregs.dc.gov/Gateway/ChapterHome.aspx?ChapterNumber=29-62	7/27/2001
3	D.C Official Code	D.C. Official Code, Section 44-552 Criminal Background Checks Available at : http://dccouncil.us/legislation	2007
4	DYRS Documents	DYRS Community-Based Residential Services Home Visit Policy Resident Visitation Form Invoice Template Menu of Services Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	Most Recent

5	District of Columbia Interagency Memorandum of Agreement (Policies and Procedures)	<p>Agreement Between the Superior Court, Metropolitan Police Department, the Corporation Counsel, the Child and Family Services Agency and the Department of Youth Rehabilitation Services (Formerly the Department of Youth Rehabilitation Services, Youth Services Administration)</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	Undated
6	DYRS Document (Policy & Procedures)	<p>Unusual Incident & After Hours Emergencies- Protocol Unusual Incident Report Absconder Report Instructional Sheet for Placement Violation 311</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	12/18/06
7	Public Laws 91-230 (1970) and 105-17 (1997)	<p>Federal Individuals with Disabilities Education Act 20 USCA § 1400 <i>et seq.</i>, Subchapters I and II</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1970 1997
8	Public Law 101-336, July 26, 1990	<p>Americans with Disabilities Act 42 USCA § 12101-102; 12131-134.</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1990
9	Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 <i>et. seq.</i> (2003))	<p>The Prison Rape Elimination Act of 2003 ("PREA")</p> <p>Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ79/pdf/PLAW-108publ79.pdf.</p>	2003
10	The District of Columbia's State Education Agency (SEA)	<p>Office of the State Superintendent of Education Mission and Vision Statement</p> <p>Available at: http://osse.dc.gov/service/what-does-osse-do</p>	
11	The District of Columbia Assessment and Accountability Manual	<p>District of Columbia Assessment and Accountability Manual</p> <p>Available at: http://osse.dc.gov/publication/district-columbia-assessment-and-accountability-manual</p>	Issued March 2010
12	PUBLIC LAW 108-446 The	<p>Individuals with Disabilities Act (IDEA), as amended</p> <p>Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ446/pdf/PLAW-108publ446.pdf</p>	

	Individuals with Disabilities Education Act (IDEA).	For more information and resources related to IDEA, visit http://idea.ed.gov/explore/home .	
13	The Vocational Rehabilitation Act	Section 504 of the Rehabilitation Act of 1973, Pub. L. 93-112, 87 Stat. 394 (Sept 26, 1973), as codified at 29 U.S.C. § 794 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title29/pdf/USCODE-2011-title29-chap16-subchapV.pdf Title II of the Americans with Disabilities Act, Pub. L. 101-336, 104 Stat. 327 (July 26, 1990) as codified at 43 U.S.C. § 12101 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2010-title42/pdf/USCODE-2010-title42-chap126.pdf	
14	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapters 25 District of Columbia Municipal Regulations (DCMR)	Title 5, DCMR, Chapters 25, Discipline, and 30, Special Education: Title 5, DCMR Chapter 25 was repealed in 2009 and replaced with Chapter B25, which is Available at: http://dcps.dc.gov/DCPS/Files/downloads/SCHOOLS/Youth%20Engagement/DCMR-Chapter-25-Title-5-Final-Rulemaking-2009.pdf . Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
15	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapter 30	Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
16	The Family Education Rights and Privacy Act (FERPA)	The Family Education Rights and Privacy Act (FERPA) Available at: www.ed.gov/offices/OII/fpco/ferpa	
17	The District of Columbia School Reform Act of 1995	Title 38 (Educational Institutions) of the D. C. Official Code http://dccouncil.us/legislation follow link to official D. C. Code. Text of the specific Act can be found at: http://www.dcpsb.org/sites/default/files/report/School%20Reform%20Act.pdf	
18		Non-discrimination, in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 <i>et seq</i> ; Available at: http://ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/LawsAndRegs-HumanRightsAct-1977-English.pdf	1977
19		Sexual harassment, in accordance with D.C. Mayor's Order	

		2004-171; Available at: www.ohr.washingtondc.gov/ohr/lib/ohr/pdf/Mayor	
20		District of Columbia's Mandatory Employee Drug and Alcohol Testing (MEDAT) regulations Available at: http://dchr.dc.gov/page/chapter-39-testing-presence-controlled-substances-and-alcohol-issuances-electronic-district	
21		Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 et seq.) Available at: http://app.cfo.dc.gov/services/fiscal_impact/pdf/spring04/B15-607_CYHS_Omnibus_Act_of_2004.pdf	2004
22		D.C Official Code §22-2405. Available at: http://www.lexisnexis.com/hottopics/dccode/	
23		Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq. Available at: http://dchr.dc.gov/sites/default/files/dc/sites/dchr/publication/attachments/DCHR_trans_200-202_chpt_3_part_ii_COVER2.pdf	

C.6 **Definitions**

C.6.1 **Abscondance:** The youth is absent from an approved placement due to escape, truancy, curfew violation for any other reason, without the appropriate permission/notification required by the provider/DYRS case management.

C. 6.2 **Adjudicated–** The period after it is determined whether or not allegations brought forth the juvenile court petition are true. An adjudicatory hearing is held to determine the facts of the case and an appropriate course of action.

C.6.3 **Balanced and Restorative Justice (BARJ) Model:** A framework for Juvenile reform that seeks to engage citizens and community groups both as clients of juvenile justice services and as resources in a effective response to youth crime. This balanced approach requires juvenile justice professionals to devote attention to: enabling offenders to make amends to their victims and community; increasing offender competencies; and

protecting the public through processes in which individual victims, the community, and offenders are all active participants.

- C.6.4 Case Management:** A process whereby a plan is developed and implemented for eligible youth and their families; which efficiently utilizes juvenile justice, behavioral, physical health, education, and community resources to achieve the optimum outcome in the most cost effective manner. Case management is the process by which DYRS provides, assesses, manages, advocates, negotiates, coordinates, contracts, reports, monitors necessary services, and resources to fulfill the treatment goals for delinquent youth and their families.
- C.6.5 Case Manager:** The assigned DYRS social worker or after care worker who is responsible for ensuring the initial assessment of the youth his/her family's needs, the provision of services to meet those identified needs, and the ongoing monitoring of the services delivered to insure compliance with the youth's Individualized Service Plan.
- C.6.6 Committed Youth:** Youth that have been found to be involved in an illegal or criminal act and who consequently receive a disposition by the court to be remanded to the care and custody of the District for a determinate period of time to receive rehabilitation services in the least restrictive environment.
- C.6.7 Confidentiality:** The safeguarding of information regarding committed juveniles in accordance with all federal and District laws pertaining to confidentiality of information.
- C.6.8 Continuum of Services/Care:** A range of services from least restrictive to highly structure or highly restrictive that addresses a range of needs of youth and provides an array of services.
- C.6.9 Contract Administrator (CA) -** The representative responsible for the general administration of this Human Care Agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the CA is responsible for the day-to-day monitoring and/or supervision of this Human Care Agreement. The CA is not authorized or empowered to make amendments, changes, or revisions to this agreement.
- C.6.10 Culturally Sensitive:** Appropriate services that are inclusive of all groups, in terms of their ethnicity, age, gender, cultural practices, sexual orientation, socio-economic status, educational background, and language.
- C.6.11 Curfew Violation:** A curfew violation occurs when a youth is not where he or she is supposed to be, but has been missing for less than one hour
- C.6.12 CSSD:** Division of Court Social Services

- C.6.13** **Education support/advocacy:** Services designed to increase the educational skills of the youth. These may include individualized approaches as well as use of non-traditional methods and materials, for example, computers, mentors, or tutors.
- C.6.14** **Family Interventions** – Formal and informal techniques that focus on the family, both parents and therapeutic family's and will include family therapy, parent training and support groups, and utilization of trained family advocates to work with youth and their families.
- C.6.15** **Family Team Meeting:** A formalized process where, family members, professionals, community providers, and family friends convene to discuss the youths' strengths and needs and to identify strategies needed to develop the individual service plan for the youth.
- C.6.16** **Group Homes:** A small, community-based and family-focused group care residential placement facility providing a home-like environment for up to six youths who require on-site and individualized services and supervision.
- C.6.17** **Habilitation Services:** The process by which a youth is assisted to acquire and maintain those life skills which enables him or her to cope more effectively with the demands of his or her own environment, raise the level of his or her physical, intellectual, social, emotional and economic efficiency. Services provided may include monitoring of health care needs, behavior management, money management, social skills, personal care skills, and practical living skills.
- C.6.18** **Individualized Service Plan (ISP)/ Success Plan)** A document that specifically identifies the goals, objectives, strategies, responsible parties and resources to address the assessed strengths and needs of a committed youth and the family. The DYRS case manager designs the plan to ensure that habilitative and rehabilitative services are correlated to the Balanced and Restorative Justice Model (BARJ) principles which are competency development, accountability and community safety. The plan is developed and periodically updated in conjunction with the DYRS case manager, youths, youth's family and designated service providers. Updates are to occur at a minimum of every 90 days, to indicate progression in the achievement of desired outcomes.
- C.6.19** **Least Restrictive Environment** - That living or habilitation arrangement which least inhibits an individual's independence. It includes, arrangements to move an individual from more to less structured living and from larger to smaller living units.
- C.6.20** **Life Skills** - A combination of services designed to assist youths in the acquisition of knowledge and skills that will enable them to realize their personal, social, educational, and vocational functioning to the fullest extent possible. The services are designed to provide an intermediate level of treatment but needing some educational components. Pre-vocational activities prior to moving to work activities or sheltered workshop settings.

- C.6.21** **Natural Family** - A family consisting of one or more parents and their children, but not including aunts, uncles or grandparents.
- C.6.22** **Positive Youth Development (PYD)** – Is a strengths-based macro concept that directs the programs and services available in communities to all young people, rather than targeting only those with defined problems or in high-risk situations. Services and activities are voluntary. They provide formal and informal opportunities and experiences that support youth in making a successful transition to adulthood. This differs significantly from current systems that prioritize and fund problem- prevention and crisis-intervention services (Robertson, 1997).
- C.6.23** **Peer group interactions** – Strategies that include counseling that focuses on peer pressure, values clarification and goal identification.
- C.6.24** **Provider** - A consultant, vendor or contractor of goods or services, who can be an individual, a partnership, non-profit entity, or a corporation that enters into a contractual agreement with the District of Columbia.
- C.6.25** **Qualified Personnel** - Persons holding official credentials, accreditation registration, certification, or licenses issued by their jurisdiction and, for the purposes of providing services under these HCAs. The term shall include, but not be limited to, administrators, group home providers, dentists, dietitians, occupational therapists, professional nurses, physicians, podiatrists, speech pathologists or audiologists, pharmacists, patient activity specialists, psychologists and professional counselors, and social workers.
- C.6.26** **Supervision and Control:** Activities designed to provide external constraints for youths' behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.
- C.6.27** **Task Order:** an order for services placed against an established human care agreement, using OCP Form 1902, Human Care Agreement Task Order
- C.6.28** **Token economy** is a system of behavior modification based on the systematic reinforcement of target behavior. The reinforcers are symbols or "tokens" that can be exchanged for other reinforcers. A token economy is based on the principles of operant conditioning and can be situated within applied behavior analysis (behaviorism). In applied settings token economies are used with children and adults; however, they have been successfully modeled with pigeons in lab settings. There is a broad range of possible target behaviors: self-care, attending activities, academic behavior, disruptive behavior. A token economy is more than just using exchangeable tokens. For a token economy to work, criteria have to be specified and clear. A staff member giving tokens to a client just because he judges he is behaving positively, is not part of a token economy because it is not done in a systematic way.
- C.6.29** **Work Plan:** the proposed methodology for delivering case management services.

C.7 **Specific Requirements**

- C.7.1** The Provider shall provide Group Homes (as defined in Section C.6.16) in accordance with the following:
- C.7.1.1** Location shall be within or outside the District of Columbia in order to afford youth and families the opportunity to access and receive needed programs and services.
- C.7.1.2** Hire and train staff to provide the required services to youth residing in Group Homes in accordance with Sections C.11 – Staff Development and Training.
- C.7.1.3** Adhere to service requirements in accordance with all existing Federal and District of Columbia laws, rules and regulations including, where applicable, the American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities (Section C.5 Document 1).
- C.7.1.4** Services shall be linked at the neighborhood level with formal and informal supports that are expected to continue to make a difference in the lives of youth as they exit the juvenile justice system.
- C.7.1.5** Services shall be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development.
- C.7.1.6** The Provider shall ensure a philosophy of unconditional commitment and care to each youth in the program, by agreeing not to eject youths that have been accepted into the Group Home program, but rather renegotiate an individual contract with the agency on a particularly difficult referral.
- C.7.1.7** Therapeutic living accommodations that allow youths to live in a home-like environment with supervised care, that meets all licensing, registration and occupancy requirements, building safety, fire, health and sanitation codes and all other required certifications as prescribed by the governing jurisdiction and maintain current all required permits and licenses for each home utilized in the provision of services under the Human Care Agreement.
- C.7.1.8** Living quarters with adequate space, as well as furnishings that are well maintained. The Group Homes shall not accept more than four (4) to six (6) youth contingent upon licensing capacity. The Provider's homes used during the performance of this Human Care Agreement shall meet all applicable federal, state and local regulations for the intended use throughout the duration of the Human Care Agreement.
- C.7.1.9** Maintain accessibility for persons with mobility limitations, consistent with Public Law 101-336, Americans with Disabilities Act (Section C.5 Document 8).

- C.7.1.10 Services shall ensure that an emergency site is available, with specific address provided, for the provision of services under the Human Care Agreement should a primary home become unavailable.
- C.7.1.11 Monitoring of school attendance and compliance with established curfews.
- C.7.1.12 Actively initiate emergency crisis interventions, family interventions, and home visits with crisis intervention.
- C.7.1.13 Arrange for transportation resources to address the transportation needs and requirements of the entire youth population residing at their facility. The Provider shall ensure that all vehicles used to transport youth and staff are properly and adequately maintained for safety.
- C. 7.1.14 Services shall include accommodations for meals and snacks that consist of a well-balanced diet containing an adequate amount of food and calories. The Provider shall develop and follow a written plan for nutritional services, including planning and budgeting for the youth's dietary needs, and purchasing, storing, preparing and serving the food. All provider menus must be reviewed/approved by a licensed dietician/nutritionist.
- C.7.1.15 Services shall include a system to allow youth to file grievances about matters of concern to them, and a system to respond to those grievances, as well as a system for youth to report misconduct by staff or youth.
- C.7.1.16 Services shall include and establish systems for parents and other approved family members and mentors to visit youth, and for youth to have access to telephone and letter writing opportunities.
- C.7.1.17 Services shall include and ensure and promote proper personal hygiene awareness.
- C.7.1.18 Services shall include a positive behavior management incentive system.
- C.8 **Administrative Operations**
- C.8.1 The Provider shall, at a minimum, provide or maintain the following administrative operations to support the delivery of therapeutic services for the youth:
 - C.8.1.1 Twenty-four (24) hours per day seven (7) days per week services to include a minimum of two (2) staff providing direct supervision. The Provider shall maintain an administrative office, which shall operate at a minimum, from 9:00 a.m. to 5:00 p.m., Monday through Friday, except on federal holidays.
 - C.8.1.2 Implement an admissions criteria that outlines agency program model with youth compatibility with program model.

- C.8.1.3** orientation sessions shall be conducted with newly admitted youth relating to the Provider's procedures, rules, programs, and services.
- C.8.1.4** Youth assessments shall be conducted prior to the time of enrollment that identifies youth need and any barriers to treatment services. In addition this assessment shall identify a youth(s) placement compatibility.
- C.8.1.5** Rules of conduct to provide for the general welfare and constitutional rights of youths while recognizing and maintaining required order and structure shall be maintained by the Provider. The rules of conduct shall, at a minimum address the rights and responsibilities of youths and staff, including prohibited acts, and grievance procedures. The Provider's published rules of conduct shall be available for review upon the request of DYRS.
- C.8.1.6** Policies and procedures manual(s) that, at a minimum, provide details describing program management, admissions, living and environment, case management, behavior management, program security, program safety, and conditional release shall be maintained by the Provider. The Provider's policies and procedures manual(s) shall be available for review upon the request of the CA.
- C.8.1.7** Emergency plan shall be maintained and approved by local fire officials that clearly documents the Provider's emergency preparedness, which includes information about the emergency site arrangements described in C.7.1.10. The Provider's emergency preparedness plan shall be available for review upon the request of the CA. The emergency plan shall be reviewed annually, updated as necessary, and redistributed as changes occur.
- C.8.1.8** Emergency plan shall be conspicuously posted showing the location of exits, fire extinguishers and first aid equipment in each facility and home utilized for the provision of services.
- C.8.1.9** DYRS requirements shall be followed when submitting written reports for all unusual or critical incidents, including abscondance, involving youth referred by the District to the CA and Case Manager before the end of the shift the incident occurred.
- C.9** **Juvenile Services/Model of Care**
- C.9.1** Provider shall provide an intensive, structured daily program, seven (7) days a week, which shall at a minimum provide the following juvenile services for the District's youths:
- C.9.1.1** Develop comprehensive case files for each youth including historical, background, and other relevant information received from DYRS case managers. Case files shall be maintained in a manner that is both organized and representative of the youths' progress based on the youth's prescribed ISP/Success Plan and updates. Case files shall include daily progress notes for individual youth.

- C.9.1.2** A level system shall be developed that holds youth accountable for all behaviors, reduces disruptive behaviors, and supports the maintenance of positive behaviors. The level system is based upon a modified Token Economy with an emphasis on success rather than failure.
- C.9.1.3** Meet the physical needs of at risk youth by providing safety, shelter, proper nourishment, opportunity for exercise, family planning if desired, clothing and by ensuring access to medical and dental health care.
- C.9.1.4** Meet the emotional needs of at risk youth by providing support, empathy, mentoring (by adults), encouragement and therapy, including psychiatric care when needed.
- C.9.1.5** Meet the social needs of at risk youth by providing diverse opportunities to practice social interactions, providing diverse indoor and outdoor recreational opportunities, and providing mentoring, and coaching. Also by building emotional management skills, communication skills and conflict resolution skills and by teaching about healthy interpersonal relationships including healthy and safe sexual practices.
- C.9.1.6** Meet the intellectual and educational needs of at risk youth through mentoring, appropriate educational assessment and planning including college, tutoring, supporting interests, and exposure to creative and performing arts. To meet the independent living skills needs of at risk youth by teaching independent and daily living skills and independent living skills through the daily program routine and independent living skills (ILS) classes, and through referrals to other vocational rehabilitation and employment training and internship opportunities.
- C.9.1.7** Meet the spiritual needs of at risk youth by providing them freedom to explore and practice spirituality of choice and means to connect with a chosen spiritual group.
- C.9.1.8** Maintain youth placements and/or successfully transition youth to their identified discharge destination.
- C.9.1.9** The mental health service plan shall serve as a behavioral intervention plan for identified youth. Such plans focus on protocols that will teach the youth skills to manage specific behavioral manifestations of the diagnosis. The plan will address the frequency of the behavior, the settings in which the behavior occurs, and how the staff will respond when the behavior occurs. All staff will be briefed and/or trained on the mental health service plan specific to each youth with behavioral diagnoses to ensure consistency of staff response to the behaviors as they occur. Shall include crisis and safety planning.

C.9.1.10 DYRS case manager **shall be provided** with a work plan that details the intensity and frequency of services described in the ISP/Success Plan within 15 days of receiving the ISP/Success Plan. This plan shall be uploaded into the FamCare database system. The work plan shall address, but not be limited to, the following:

C.9.1.10.1 a) Supervision and Control: Provide intensive structured daily programming seven (7) days a week. Activities shall be designed to provide external constraints for the youth's behavior, monitor the behavior, and strengthen the adherence and acceptance of rules. Therapeutic supports and approaches shall be centered in Positive Youth Development (PYD) to enhance normalized activity;

C.9.1.10.2 b) Job Training, Employment and Assistance with Daily Living Skills: Provide assistance to youths in obtaining and maintaining employment, and learning to manage their daily living needs, This includes but is not limited to assisting with job searches, interviews, communication skills, budgeting money, maintaining a bank account, shopping and effective time management.

C.9.1.10.3 c) Recreation/Leisure/Cultural Activities: provide regularly scheduled activities designed to engage, stimulate and expose youths to vocational, artistic and consciousness raising pursuits.

C.9.2 Special Education Objectives

C.9.2.1 Special Education Support Services: Maintain a copy of the Individualized Education Plan (IEP) for all youth receiving special education services.

C.9.2.2 Services should be delivered during the academic year, Monday through Friday, between the hours of 8:00AM and 3:30PM, excluding holidays. The lengths and periods of core academic instruction, elective coursework and summer school programming shall be provided in accordance with the District of Columbia Public School (DCPS) academic calendar.

C.9.3 Special Education Requirements:

C.9.3.1 The Provider shall demonstrate a school-wide commitment to individualized education, aggressive efforts to obtain Individualized Education Plans (IEP) and other student records from previous placements, timely and appropriate educational intake assessments, and diligence in involving parents and other stakeholders in all aspects of school life.

C.9.3.2 The Provider shall comply with all mandates and requirements established by the District of Columbia's State Education Agency (SEA) and the District of Columbia Assessment and Accountability Manual, which includes, but is not limited to: providing data and reports regarding students enrolled in the contractor's education program, implementing state standards and curriculum, administering state assessments of the students, and complying with the Individuals with Disabilities Education Act (IDEA).

- C.9.3.3** The Provider shall include special education services for students with disabilities and special needs. The Provider shall make accommodations for students eligible for support under IDEA and under Section 504 of the Vocational Rehabilitation Act (VRA). This includes but is not limited to: providing a dedicated aide where required by the IEP, occupational therapy, speech and language therapy, and behavioral support services.
- C.9.3.4** The education program shall, upon request, make all records of DYRS youth available to DYRS staff for audit and review.
- C.9.3.5** The Provider shall invite relevant DYRS staff, particularly the youth's Case Manager/Social Worker, to participate in IEP meetings, behavior intervention plan meetings, and any other meetings relevant to the student's performance in the education program.
- C.9.3.6** The Provider shall contact DYRS Office of Education to request, obtain, and review previous school records including transcripts, and IEPs, within five (5) calendar days of a student's placement.
- a. If requested records have not been received within ten (10) calendar days, the contractor shall notify the Program Manager for DYRS Education and Workforce Development for further assistance.
- C.9.3.7** Once the Provider has received the appropriate educational records and has had the opportunity to observe the student in the classroom and through intake assessments, the Provider shall convene a meeting with the Multi-Disciplinary-Team (MDT). The meeting participants, which based on the needs of the youth should include a speech language therapist, psychologist, social worker, mental health staff, and the parent/guardian, will discuss educational goals and develop an academic intervention plan (AIP), a 504, or an IEP for the identified student.
- C.9.3.8** The Provider shall ensure that a Multi-Disciplinary Team Meeting (MDT Meeting) occurs and that the IEP, Academic Intervention Plan (AIP), or 504 are finalized and implemented within thirty (30) days of receiving each youth.
- C.9.3.9** The education program must interview each student regarding his or her interests, aspirations, and prior school history. This must be used to inform the development of an individualized program for each student within the first five days of the youth's placement.
- C.9.4** **Coordination of Services**
- C.9.4.1** The Provider shall coordinate with the DYRS case manager for clinical services necessary to meet and support the treatment objectives comprehensive transition planning and strategies described in the ISP/Success Plan, including, but not limited to:

- C.9.4.2** Individual and group counseling that focus on day-to-day adjustment issues. This may also include formal psychotherapeutic or behavior modification techniques. Coordinate service care planning meetings to discuss youth treatment services, specific interventions, behavioral, education, supportive services and needs for service.
- C.9.4.3** Family interventions by utilizing trained family advocates to work with youth and their families. This may include formal and informal techniques that focus on the family, both natural and extended family and shall include family therapy, and parent training or support groups.
- C.9.4.4** Enhance educational skills for youths consisting of individualized approaches and the use of non-traditional materials and methods, including providing access to computers and computer technology and providing mentoring, and tutoring as needed.
- C.9.4.5** Clinical services shall include client specific interventions, as outlined in the ISP/Success Plan shall be provided either internally or through approved referrals to local providers as coordinated with the DYRS case managers. Services shall include, but are not be limited to; mental health and substance abuse counseling, and trauma informed treatment.
- C.9.4.6** Peer Group Interactions utilizing programmatic strategies that includes, counseling that focuses on peer pressure, values clarification, goal identification and behavioral management..
- C.9.4.7** The Provider shall coordinate with DYRS to ensure that youth have access to medical care that meets youth's preventative, routine and emergency health needs. This includes, but is not limited to, an initial medical screening, comprehensive medical and dental examinations, routine medical and dental examinations, maintenance of required immunizations, vision and hearing examinations, and maintenance storage, supervision and administration of prescription medications. Medical and health services shall at a minimum be delivered in compliance with the following:
- C.9.4.8** The Provider shall obtain emergency medical care through a local hospital;
- C.9.4.9** The Provider shall provide the hospital with the youth's D.C. Medicaid Identification Number. Emergency medical services are billable to D.C. Medicaid;
- C.9.4.10** The Provider shall obtain pre-authorization from DYRS before obtaining non-emergency medical and dental treatment;
- C.9.4.11** The Provider shall obtain medical care through DC certified Medicaid Providers for routine medical care, if the Medicaid providers are within 50 miles of the youth's placement facility.
- C.9.4.12** The Provider shall submit pre-authorized non-emergency medical or dental visit treatment Providers' invoices to DYRS.AncillaryInvoiceReview@dc.gov.

C.10 **Provider Staff Requirement**

- C.10.1** The Provider shall provide qualified staff, as prescribed in DCMR 29, Chapter 62, to support the treatment and habilitative needs of each youth referred by DYRS. The Provider shall provide staff trained to incorporate the youth's natural and extended family members in the delivery of services. Staff shall have the requisite qualifications to provide services to the population(s).
- C.10.2** The Provider shall ensure that its staff includes, a Mental Health Specialist , master's level coordinator/manager; a family preservation specialist with a bachelor's degree and five years of relevant work experience; case managers that have a bachelor's degree and five years of relevant work experience; and administrative staff.
- C.10.3** The Provider's staffing pattern for Group Homes shall provide for 24-hours per day coverage to provide on-site supervision and life skills training. Staff composition should represent family-like models.
- C.10.4** The Provider's staffing pattern shall provide respite care staff to provide all staff time off in accordance with DCMR 29, Chapter 62, local labor laws and industry best practices.
- C.10.5** The Provider shall ensure that staff is competent and sensitive in providing treatment to persons of diverse cultural backgrounds, as well as responsive to the needs of minority individuals.
- C.10.6** The Provider shall ensure that staff are properly licensed and/ or certified subject to licensure and/or certification pursuant to the laws and regulations of the jurisdiction in which they are employed.
- C.10.7** The Provider shall provide documentation that all staff persons possess adequate training to perform the duties for which they are assigned and meet all applicable requirements for certification and/or licensing.
- C.10.8** The Provider shall maintain an individual personnel file for each staff person containing the employment application, personal and professional references, applicable licenses, credentials and/or certificates, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct and actions with respect to the allegations and date and reason if terminated from employment, which shall be accessible to the CA upon request.
- C.10.9** The Provider shall ensure through documentation that all prospective employees undergo a pre-employment examination and follow-up Annual examination.
- C.10.10** The Provider shall provide orientation and training for all staff members with respect to administrative procedures, patient rights, confidentiality of treatment records and other relevant policies, procedures and protocols of the DYRS.

- C.10.11** The Provider shall maintain a current organizational chart displaying organizational relationships and responsibility lines of administrative oversight and supervision.
- C.10.12** All personnel materials, including the individual personnel file, for each employee providing services under this Human Care Agreement shall be made available to the CA for review upon request.
- C.10.13** The Provider(s) shall ensure that direct services staff persons maintain Annual certifications in Cardio-Pulmonary Resuscitation (CPR) and First Aid.
- C.10.14** The provider shall ensure that staff attends monthly meetings and trainings as requested by DYRS.

The Provider shall adhere to the following staff security requirements:

- C.10.15** The Provider shall conduct routine pre-employment criminal record background checks of the Provider's applicable staff, consultants, interns and volunteers and future staff, consultants, interns and volunteers that will provide services under this Human Care Agreement. The Provider shall not employ any staff in the fulfillment of the work under this Human Care Agreement unless said persons are found suitable to work with DYRS youth by the Contract Administrator. Staff shall not have any convictions relative to abuse or harming children, elders or animals, or any other offenses.
- C.10.16** The Provider shall document that all direct and indirect staff, including consultants and volunteers, have no prior criminal record of conviction for child abuse or molestation sexual abuse, or rape.
- C.10.17** The Provider shall ensure that all employees, consultants, volunteers and interns undergo a pre-employment test for drugs and alcohol prior to hiring. The Provider shall provide random drug testing for employees, consultants, volunteers and interns. The provider shall ensure that test results are maintained in each contract employee's personnel records.
- C.10.18** After award of a Human Care Agreement, the Provider shall furnish copies of the criminal history and other applicable documents of applicable Provider staff that perform services under this Human Care Agreement to DYRS Licensing Unit upon request. Any conviction or arrest of the Provider's employees will be reported to DYRS Licensing Unit who will determine the employee's suitability for performance under this Human Care Agreement.
- C.10.19** The Provider shall conduct the criminal record background checks on an annual basis for all employees, contractors, volunteers and interns. The Provider shall disclose to DYRS, through DYRS Licensing Unit any arrests or convictions that may occur subsequent to employment. DYRS Licensing Unit will determine the employee's suitability for continued performance under this Human Care Agreement.

C.11 Staff Development and Training

- C.11.1** The Provider shall develop and provide staff development, and training to the Provider's staff with the ability and opportunities to demonstrate an on-going commitment to refining skills through instructional and educational training as well as training resulting from clinical supervision.
- C.11.2** Providers are required to have written policy/procedure that establishes the training and staff development programs, including training requirements for all categories of personnel.
- C.11.3** The Provider(s) shall ensure that each staff member that provides services under this human care agreement participate in the DYRS sponsored training courses "Safe Crisis Management" and "*Suicide Prevention*" within the first 90 days of employment for new hires and within the first 90 days of the award of the human care agreement for currently employed direct care staff.
- C.11.4** At a minimum, 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 training for staff each subsequent year. The training should cover the following subjects, although not all-inclusive:
- a) Signs of child abuse
 - b) Security procedures
 - c) Behavior modification techniques
 - d) Positive youth development
 - e) Adolescent behavior and development
 - f) Working with youth with mental health disorders and developmental disabilities to include Trauma informed care.
 - g) Cultural competence
 - h) Signs of suicide risks/suicide precautions
 - i) Procedures for referring youth for needed services
 - j) Crisis Intervention and Restraint techniques, if applicable
 - k) Documentation/report writing
 - l) Rights and responsibilities of youth
 - m) Fire, emergency and safety procedures
 - n) Interpersonal relations and Family Engagement
 - o) Social/cultural lifestyles of the youth population
 - p) Communication skills/counseling techniques
 - q) First aid/cardiopulmonary resuscitation (CPR)
 - r) Sexual harassment and prohibition of sexual misconduct
 - s) How to report staff misconduct and the requirement that staff report such conduct
 - t) Provider agency code of conduct
 - u) Safe Serve Food Handling
 - v) Reporting Unusual Incidents & Abscondance

C.12 **Quality Assurance Plan**

- C.12.1** The Provider(s) shall develop and implement a quality assurance plan to provide for the constant and consistent review of the appropriateness and effectiveness of the Provider(s)' systems, processes, and procedures to provide Group Home services.
- C.12.2** The Provider(s)' quality assurance plan shall at a minimum address the following:
- C.12.2.1** Range and comprehensiveness of services relative to the unique and changing needs of youth and families;
- C.12.2.2** Appropriateness of the delinquency reducing methodology utilized by the Provider(s) to meet established goals;
- C.12.2.3** Effectiveness of family involvement services;
- C.12.2.4** Participation in coordination of wraparound services with Department of Mental Health and other community-based services providers;
- C.12.2.5** The Provider(s)' staff relationship and communication with youth and family, court, Case Manager, Social Worker, other community-based providers, and the community;
- C.12.2.6** Appropriateness of youth to staff ratio, staffing schedules, and organization of staff;
- C.12.2.7** Staff satisfaction and performance;
- C.12.2.8** Contribution of staff in-service training to improved service delivery including integration of clinical supervision in staff training;
- C.12.2.9** Maintenance and status of facility and licensing requirements;
- C.12.2.10** Operating procedures;
- C.12.2.11** Timeliness, accuracy, and utilization of data for reporting requirements;
- C.12.2.12** Organization of staff and identification of clear reporting lines regarding service delivery, in-service training and staff development and facility operations;
- C.12.2.13** Reinforcement and support expectations and expected contribution of staff with regards to service delivery;
- C.12.2.14** Insurance for consistent operations of the Provider(s)' facility;
- C.12.2.15** Assurance of the accuracy and timeliness of the Provider(s) reporting requirements, and
- C.12.2.16** Clear and objective standards for successful performance and consequences for failures to perform.

C.13 Management Information System

C.13.1 The Provider(s) shall provide and maintain a management information system (MIS) with the capacity and capability to gather and receive data in an accurate and timely manner to support the delivery of Group Home services as described in Section C.

C.13.2 The Provider(s)' MIS system shall at a minimum provide the capacity and capability to perform the following:

C.13.2.1 Maintain case record data on youth served;

C.13.2.2 Maintain data related to staff performance and delivery of program services.

C.14 Meetings, Reporting, Record Keeping and Documentation Requirements

Meeting Requirements

C.14.1 The Provider(s) shall attend DYRS sponsored and other required meetings.

C.14.2 The Provider(s) shall participate in all in meetings regarding the treatment and service delivery for youth and families, including Youth Family team meetings, meetings with mental health service providers, discharge meetings, and those meetings as necessary with DYRS Case Managers to update or discuss youth's ISP.

Reporting Requirements

C.14.3 The Provider(s) shall provide reports to document the delivery of services and provide for the review and analysis of services.

C.14.4 The Provider(s)' reporting requirements shall include the following:

C.14.4.1 Daily Population Reports in accordance with required reporting format to provide DYRS with a daily status of the Provider(s)' population.

C.14.4.2 Youth's Monthly Progress Report for each youth placed to include documentation of services and activity for each youth during the prior month in support of the youth's ISP including the following:

(a) Client Referral Sheet

(b) Case Record Checklist

(c) Court Orders

(d) Intake Summary Face/Sheet

- (e) Date of Initial Request for Service
- (f) Individual Service Plan and Updates
- (g) Result of Strength and Needs Assessment
- (h) Weekly Progress Summaries
- (i) Closing and Discharge Summaries
- (j) Medical/Dental Info/Parent Consent for Medical/Health Care
- (k) Daily Progress Notes
- (l) Unusual Incident Reports
- (m) Goal Attainment Sheets
- (n) Family's Responses
- (o) On-Going Reports Detailing:
 - (1) Specific Interventions Used and Outcomes
 - (2) Notation of Every Contact
 - (3) Placement Status Determination
 - (4) Logs of Curfew and School Attendance
 - (5) Monitoring
 - (6) Pertinent Material Deemed Necessary or Important
 - (7) Mental Health Services
 - (8) Educational Support Services
 - (9) Recreational Activities
 - (10) Independent Skills Services
 - (11) Life Skills Training
 - (12) Substance Abuse Education and Prevention Services
 - (13) Discharge Planning Services

- (14) Other documentation relating to Grievance Reports, Child Abuse and Neglect Reports, Unusual Incident Reports and Absconder Reports.

C.14.5 Monthly Program Report

The Monthly Program Report that includes the following:

- (a) The number and types of youth placed in the program;
- (b) The number of youth successfully discharged and/or reunited with their families.
- (c) The number of youth unsuccessfully discharged.
- (d) The rate of youth re-arrests;
- (e) The number of failures to appear at court;
- (f) The number of technical violations of community release plan;
- (g) Number of staff in-service training conducted during previous month;
- (h) Information that demonstrates the Provider(s)' efforts to identify and use individuals and agencies with expertise operating within the community to provide staff in-service as part of the Provider(s)' training curriculum;
- (i) Previous month's schedule of program activities including group sessions, facility events, and other activities including date(s) and time(s); and
- (j) Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members and extended family members).

C.14.6 Record Keeping and Documentation

C.14.6.1 The Provider(s) shall maintain youth case records to document the delivery of services in support of the youth and family's habilitation.

C.14.6.2 The Provider(s)' staff shall make timely, legible entries that have been dated and signed by the staff member making the entry.

C.14.6.3 The Providers(s) shall insure that case records include, but not be limited to the following documentation:

- (a) Client Referral Sheet;
- (b) Case Record Checklist;
- (c) Court Orders;

- (d) Intake Summary Face/Sheet;
- (e) Date of Initial Request of Service;
- (f) Service Plan
- (g) Result of Strength and Needs Assessment;
- (h) Weekly Progress Summaries;
- (i) Closing and Discharge Summaries;
- (j) Psychiatric/Psychological Evaluations;
- (k) Medical/Dental Information/Parental Consent for Medical/Health Care;
- (l) Daily Progress Notes;
- (m) Unusual Incident Reports;
- (n) Goal Attainment Sheets;
- (o) Family's Responses;
- (p) On-Going Progress Reports Detailing:
- (q) Specific Interventions Used and Outcomes;
- (r) Notation of Every Contact;
- (s) Placement Status Determination;
- (t) Pertinent Material Deemed Necessary or Important; and
- (u) Logs of Curfew and School Attendance Monitoring; and, any other records required by DYRS.

C.14.6.4 The Provider(s) shall ensure that each youth's case record receives maximum confidentiality and security, providing access only to authorized individuals.

C.15 **Abscondance Reporting**

C.15.1 The Provider shall notify via telephone, the Metropolitan Police Department (MPD) or if outside the District of Columbia, the police department in their jurisdiction and DYRS within one (1) hour after learning that a resident is missing or absconded. Also, the Provider shall submit by fax, a request for custody order of the absconding resident with the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General within one (1) hour after learning that a resident is missing or absconded. The provider will submit a copy of all documents to the CA and youth case

manager. The facility must follow up with the courts to assure the custody order was submitted.

All facilities within the District of Columbia shall register with the Office of Unified Command (OUC) using an internet capable computer, with a facility e-mail address and report all placement violations to OUC within one (1) hour of knowledge of a placement violation.

Immediately upon the youths returning to the Provider's facility, the Provider shall immediately inform DYRS, MPD or if outside the District of Columbia, the police department in the jurisdiction in which they reside and the Attorney General of the District of Columbia. The Provider shall immediately submit to the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General, a request to withdraw the custody order of the resident who absconded. The provider will submit a copy of all documents to the youth case manager. The provider shall follow up with the court to assure the withdrawal from is received by the court.

C.15.2 Reporting Unusual Incidents

The Provider shall report all unusual incidents to the contracting entity, the licensing agency, the resident's parent and, if applicable, the resident's guardian or custodian, immediately. An Unusual Incident Report form and Notification Sheet must be completed prior to the end of the tour of duty and submitted immediately via email to the CA and the youth case manager.

Unusual incidents include but are not limited to:

- (a) The death of a resident;
- (b) The death of a staff member while on duty or at the facility;
- (c) An attempted suicide;
- (d) A resident's suspension or expulsion from school;
- (e) Any situation in which a resident is missing or in abscondance;
- (f) A resident's alleged delinquent or criminal behavior, including but not limited to the possession or use of controlled substances;
- (g) Any situation in which a resident is the victim of alleged delinquent or criminal behavior;
- (h) A staff member's actual or alleged possession of controlled substances, actual or alleged use of controlled substance, or appearance of being under the influence of controlled substances while on duty or at the facility;
- (i) A staff member's misconduct or fraud;
- (j) An injury, trauma, or illness of a resident requiring treatment at a hospital;
- (k) A violation of a resident's rights;
- (l) Any use of restraint;
- (m) Sexual contact between a resident and another person, consensual or otherwise;
- (n) Abuse or misuse of a resident's funds;
- (o) An outbreak of a communicable disease;

- (p) An incident at the facility requiring the services of the fire or police departments;
- (q) An automobile accident involving residents or staff on duty;
- (r) Destruction of government property;
- (s) A visit, whether announced or unannounced, by the media or high-level government officials;
- (t) A loss of any utilities, including but not limited to power, water, or sewage;
- (u) Any condition which results in the facility's closure; and
- (v) Any other occurrence or event which substantially interferes with the resident's health, welfare, living arrangement, or well-being, or in any way places the resident at risk.

C.16 Service Plan (ISP)/Success Plan Requirements

The Provider and DYRS case manager shall develop a written service plan ISP/Success Plan requirements which describes how the tasks will be accomplished.

C.16.1 The initial and comprehensive ISP/success plan shall at a minimum:

- (a) Include the strengths and needs assessment;
- (b) State the goals to be achieved and evaluate the resident's skill level for each goal;
- (c) State the timeframes projected for meeting the goals;
- (d) Describe the activities and services, including but not limited to daily, educational, counseling, recreational, vocational, mental health, and medical activities or services, including the prescription of psychotropic or other medications, that will be provided and who will provide them;
- (e) Describe proposed involvement, visitation and communication with family and others;
- (f) Set forth a discharge or transfer plan, where applicable;
- (g) Describe the objectives and methods to be used to evaluate the resident's progress;
- (h) Identify the person(s) responsible for coordinating and implementing the ISP;
- (i) Be consistent with any court orders;
- (j) Be consistent with DYRS' plans for the resident;
- (k) State the treatment goals and interim objectives, services, and treatment to be provided for each goal, the projected times for achieving each goal, and the responsible service providers; and

- (l) Identify criteria by which to assess the resident's progress and to determine when each treatment goal has been achieved.

C.17 Deliverables and Performance Measures and Outcomes

C.17.1 Deliverables

The Provider shall provide the deliverables to the CA in accordance with the deliverable schedules that follow.

Deliverable Number	Deliverable Name	Method of Delivery	Due Date
1	Work Plan as described in C.9.1.2	Report submitted via the DYRS FamCare data base.	The work plan shall be completed and submitted via DYRS FamCare. within 15 days of receiving a youth's ISP /Success Plan.
2	Monthly Program Report described in C.14.5	Report submitted via the DYRS FamCare data base.	Monthly Program Reports are due the 10 th day of each of the month.
3	Monthly Youth Progress Report as described in C.14.4.2	Report submitted via the DYRS FamCare data base.	Youth Monthly Progress Reports are due the 10 th day of each month.
4	DYRS Absconder Report as described in C.15.1	1 electronic copy and 1 hard copy clearly labeled with the following: - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted	All Absconder Reports shall be submitted to the DYRS case Manager and CA via e-mail and a copy shall be forwarded to the D.C. Superior Court via fax.by the end of the shift in which the incident occurred.

5	DYRS Unusual Incident Report as described in C.15.2	Deliver via E-mail 1 electronic copy and 1 hard copy clearly labeled with the following: - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted	All Unusual Incident Reports shall be submitted immediately via e-mail by the end of the shift the incident occurred. to the CA and DYRS case manager.
6	Criminal Background Check Reports, as described in F.14.1 and F.14.11	Submitted via E-mail to DYRS Licensing Unit	DYRS Licensing Unit will review and determine each employee or volunteer suitability to work with DYRS youth prior to the staff working with DYRS youth.
7	Traffic Record Check Reports, as described in F.14.2 and F.14.11	Submitted via E-mail to DYRS Licensing Unit	DYRS licensing unit will review and provide approval prior to the proposed employee or volunteer working with DYRS youth
8	Individualized Service Plan, as described in (ISP/Success Plan)	Report submitted via the DYRS FamCare data base and in the youth file.	within 3 days of youth admission.

C.18 District Responsibilities

- C.18.1** The Department of Youth Rehabilitation Services will provide the following under this Human Care Agreement:
- C.18.2** Refer youths to the appropriate Provider for placement in a Group Home.
- C.18.1.3** Complete and submit required documents for residential placement and coordinate placement of youth with designated Provider while ensuring basic needs of the youth are met during the intake process.

- C.18.1.4 Submit to the Provider available social and court history information, available reports on psychological evaluations, available medical history, Medicaid certification or insurance information, available family and school information, ISP and other pertinent data for each youth referred to the Provider.
- C.18.1.5 Conduct periodic scheduled and unscheduled site visits for purposes of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.
- C.18.1.6 Serve as the licensing authority to provide provisional and permanent licensing to Group Home providers within the District of Columbia and out of jurisdiction programs complies with DCMR 29, Chapter 62 for out of jurisdiction programs.
- C.18.1.7 Conduct training courses in “*Safe Crisis Management*” and “*Suicide Prevention*” for all Provider direct care staff.
- C.18.1.8 Develop and implement quality assurance tools to evaluate the provider’s program effectiveness based on information submitted by the Provider in accordance with C.13.1.

C.19 Compliance With Service Rates

- C.19.1 The District will only pay, in accordance with the service rates shown in Section B, Human Care Services and Service Rates for services provided under this Human Care Agreement. However, no payment shall be made without the required documentation of services as determined by DYRS in accordance with § E.3.6. If any overpayment occurs, the provider shall repay the District the full amount of the overpayment.
- C.19.2 If the Provider’s in-State rate is regulated by its State jurisdiction, the Provider shall submit documentation of the in-State rates to the Contracting Officer.
- C.19.3 If the Provider’s in-State rate is not regulated by its State jurisdiction, the Provider shall submit to the Contracting Officer a detailed budget with documentation to justify its rates.

C.20 Method of Delivery of Services

- C.20.1 No human care service shall be provided by the Providers unless and until a task order is issued to the Provider by the District.
- C.20.2 The Provider shall develop a written service plan which describes how the tasks specified in Section C. will be accomplished.

C.21 **Eligibility**

C.21.1 Eligibility for services under this Human Care Agreement shall be determined and re-examined by the District, as applicable, in accordance with prescribed procedures. The Provider shall be subject to a written determination that it is qualified to provide the services and shall continue the same level of qualifications, subject to a review by the District, according to the criteria delineated in 27 DCMR, Chapter 19, Section 1905.6.

C.22 **Compliance With Laws**

C.22.1 As a condition of the Provider's obligation to perform services for the District's under this Agreement, the Provider shall comply with all applicable District, federal and other state and local governmental laws, regulations, standards, or ordinances and, where applicable, any other applicable licensing and permit laws, regulations, standards, or ordinances as necessary for the lawful provision of the services required of the Provider under the terms of this Human Care Agreement.

SECTION D – HUMAN CARE SERVICE DELIVERY AND PERFORMANCE

D.1 **Term of Agreement**

D.1.1 The term of this Human Care Agreement shall be one year from date of award.

D.1.2 If the Provider fails to perform its obligations under this Human Care Agreement in accordance with the Agreement and in a timely manner, or otherwise violates any provision of this Human Care Agreement, the District may terminate this Human Care Agreement for default or convenience of the District upon serving written notice of termination to the Provider in accordance with sections 7, 9 or 20 of the Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as "Standard Contract Provisions", which is incorporated into this Agreement as Incorporated Attachment 1.

D.1.3 The District reserves the right to cancel a task order issued pursuant to this Human Care Agreement upon thirty (30) days written notice to the Provider.

D.2 **Agreement Not A Commitment of Funds or Commitment To Purchase**

This Agreement is not a commitment by the District to purchase any quantity of a particular good or service covered under this Human Care Agreement from the Provider. The District shall be obligated only to the extent that authorized purchases are actually made by task order pursuant to this Human Care Agreement.

D.3 **Option to Extend Term of the Agreement**

D.3.1 The District Government may extend the term of this Human Care Agreement for a period of four (4) one (1) year option periods, or fractions thereof, by written notice to the Provider prior to the expiration of the Agreement; provided that the District gives the

Provider written notice of its intent to extend at least thirty (30) days before the Human Care Agreement expires. The preliminary notice does not commit the District to an extension. The exercise of an option is subject to the availability of funds at the time of the exercise of the option. The Provider may waive the thirty (30) day notice requirements by providing a written notice to the Contracting Officer.

- D.3.2** The service rates for the option periods shall be as specified in Part I, Section B, Human Care Services and Service Rates.
- D.3.3** If the District exercises an option, the extended Human Care Agreement shall be considered to include this option provision.
- D.3.4** The total duration of this Human Care Agreement including the exercise of any options under this clause shall not exceed five (5) years.

SECTION E – HUMAN CARE SERVICE ADMINISTRATION

E.1 Contracting Officer/Human Care Agreement Administration

- E.1.1** The Contracting Officer (CO) is the only District official authorized to bind contractually the District through signing a human care agreement or contract, and all documents relating to the human care agreement. All correspondence to the Contracting Officer shall be forwarded to:

Yvette Henry, Contracting Officer
Office of Contract and Procurement
441 4th St. NW, 7th Floor
Washington, D.C. 20001
Telephone Number: 202-724-4792
E-Mail: yvette.henry@dc.gov

E.2 Contract Administrator

- E.2.1** The Contracting Officer's Contract Administrator (CA) is the representative responsible for the general administration of this human care agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the Contracting Officer's Representative is responsible for the day-to-day monitoring and supervision of this Agreement. The Contracting Officer's Representative is not authorized or empowered to make amendments, changes, or revisions to this agreement. The Contract Administrator shall be:

Cornell Stone
Contract Administrator
Department of Youth and Rehabilitation Services (DYRS)
Youth Services Center – 3rd floor
1000 Mount Olivet Road N.E. Washington, D.C. 20002

E.2.2 Contact Person

For information concerning this Human Care Agreement contact:

Dwight Hayes, Contract Specialist
441 4th Street, N.W., 7th floor
Washington, D.C. 20001
Telephone Number: 202-727-0813
E-Mail: dwight.hayes@dc.gov

E.3 Ordering and Payment

- E.3.1 The Provider shall not provide services under this Agreement unless the Provider is in actual receipt of a task order for the period of the service that is signed by the Contracting Officer.
- E.3.2 All task orders issued in accordance with this Agreement shall be subject to the terms and conditions of this Agreement. In the event of a conflict between a task order and this Agreement, the Agreement shall take precedence.
- E.3.3 A task order may be transmitted electronically.
- E.3.4 Invoices must be submitted to DYRS no later than thirty (30) calendar days after services are provided or as directed.
- E.3.5 The Provider shall submit electronically all monthly invoices with attached "Menu of Services for each referral for services to the agency, office, or program requesting the specified human care service, and as specified on page one (1) of the task order, ***Provider Shall Submit All Invoices To.***"

Department of Youth Rehabilitation Services
Office of the Chief Financial Officer
64 New York Ave., NE, 6th Floor
Washington., D.C. 20002

and

Electronically to the Contract Administrator before the 5th of the month.

- E.3.6 To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:

- (1) Provider name and address;
- (2) Invoice date, number and the total amount due;
- (3) Period or date of service;
- (4) Description of service;
- (5) Quantity of services provided or performed
- (6) Contract line item number (CLIN) , as applicable to each purchase order or task order;

- (7) Purchase order or task order number;
- (8) Agreement number;
- (9) Federal tax identification number (TIN);
- (10) Any other supporting documentation or information, as required; and
- (11) Name, title and telephone signature of the preparer.

E.3.8 Payment shall be made only after performance by the Provider under the Agreement as a result of a valid purchase order or task order of the agreement, or the purchase order/task order, in accordance with all provisions thereof.

PART II

SECTION F – AGREEMENT CLAUSES

F.1 Standard Contract Provisions Incorporated By Reference

The Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010 hereafter referred to as the “Standard Contract Provisions” are incorporated into this Human Care Agreement as Incorporated Attachment 1, and shall govern the relationship of the parties as contained in this Human Care Agreement. By signing this Human Care Agreement, the Provider agrees, and acknowledges its obligation to be bound by the Standard Contract Provisions, and its requirements.

F.2 The Prison Rape Elimination Act of 2003 (“PREA”)

DYRS providers must comply with The Prison Rape Elimination Act of 2003 (“PREA”), Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 et. seq. (2003)) and with all applicable PREA standards, DYRS policies related to PREA, and DYRS standards related to PREA for preventing, detecting, responding to, and monitoring any form of sexual abuse within DYRS-affiliated facilities. DYRS providers acknowledge that, in addition to self-monitoring requirements, that DYRS will conduct announced or unannounced, compliance monitoring visits, including on-site monitoring. If DYRS determines that the DYRS provider has failed to comply with PREA, any PREA standard, or any DYRS policy or standard related to PREA, that violation may result in the immediate termination of the contract.

F.3 Confidentiality

All services or treatment provided by the Provider through referrals by the District to the Provider shall be provided in a confidential manner and the Provider shall not release any information relating to a recipient of the services or otherwise as to the provision of those services or treatment to any individual other than an official of the District connected with the provision of services under this Human Care Agreement, except upon the written consent of the individual referral, or in the case of a minor, the custodial parent or legal guardian of the individual referral.

F.4 Amendments

This Human Care Agreement, applicable documents and attachments incorporated by reference constitutes the entire Agreement between the parties and all other communications prior to its execution, whether written or oral, with reference to the subject matter of this Agreement are superseded by this Human Care Agreement. The Contracting Officer may, at any time, by written order and without notice to a surety, if any, amend or change the agreement within the general scope, services, or service rates of the Agreement. No amendment to this Agreement shall be valid unless approved in writing by the Contracting Officer, subject to any other approvals required in accordance with the District regulations at 27 DCMR. Except that the Contracting Officer may make purely clerical or administrative revisions to the Agreement with written notice to the Provider.

F.5 Tax Compliance Certification

In signing and submitting this Human Care Agreement, the Provider certifies, attests, agrees, and acknowledges that the Provider is in compliance with all applicable tax requirements of the District of Columbia and shall maintain that compliance for the duration of the Agreement.

F.6 Subcontracts

The Provider shall not subcontract any of the work or services provided in accordance with this Agreement to any subcontractor without the prior written consent of the Contracting Officer. Any work or service that may be subcontracted shall be performed pursuant to a written subcontract agreement, which the District shall have the right to review and approve prior to its execution. Any such subcontract shall specify that the Provider and the subcontractor shall be subject to every provision of this Human Care Agreement. Notwithstanding any subcontract approved by the District, the Provider shall remain solely liable to the District for all services required under this Human Care Agreement.

F.7 Provider Responsibility

- F.7.1** The Provider bears primary responsibility for ensuring that the Provider fulfills all its Human Care Agreement requirements under any task order that is issued to the Provider pursuant to this Human Care Agreement.
- F.7.2** The Provider shall notify the District immediately whenever the Provider does not have adequate staff, financial resources, or facilities to comply with the provision of services under this Human Care Agreement.

F.8 Insurance:

A. **GENERAL REQUIREMENTS.** The Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the Contracting Officer giving evidence of the required coverage prior to commencing performance under this contract. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the Contracting Officer. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Contractor shall require all of its subcontractors to carry the same insurance required herein. The Contractor shall ensure that all policies provide that the Contracting Officer shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide the Contracting Officer with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Contractor shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this contract.
2. Automobile Liability Insurance. The Contractor shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this contract. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
3. Workers' Compensation Insurance. The Contractor shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the contract is performed.

Employer's Liability Insurance. The Contractor shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

4. Umbrella or Excess Liability Insurance. The Contractor shall provide umbrella or excess liability (which is excess over employer's liability, general liability, and automobile liability) insurance as follows: \$5,000,000 per occurrence, including the District of Columbia as additional insured.

5. Professional Liability Insurance (Errors & Omissions). The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Contract. The policy shall provide limits of \$1,000,000 per occurrence for each wrongful act and \$3,000,000 annual aggregate.

The Contractor shall maintain this insurance for five (5) years following the District's final acceptance of the work performed under this contract.

6. Crime Insurance (3rd Party Indemnity). The Contractor shall provide a 3rd Party Crime policy to cover the dishonest acts of Contractor's employees which result in a loss to the District. The policy shall provide a limit of \$50,000 per occurrence. This coverage shall be endorsed to name the District of Columbia as joint-loss payee, as their interests may appear.
7. Sexual/Physical Abuse & Molestation. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate. The policy coverage shall include the District of Columbia as an additional insured. This insurance requirement will be considered met **if the general liability insurance includes sexual abuse and molestation coverage for the required amounts.**

B. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this contract.

C. LIABILITY. These are the required minimum insurance requirements established by the District of Columbia. HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE CONTRACTOR'S LIABILITY UNDER THIS CONTRACT.

D. CONTRACTOR'S PROPERTY. Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.

F.8.1 CERTIFICATES OF INSURANCE. The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in Section F.10 prior to commencing work. Evidence of insurance shall be submitted to:

Dwight Hayes - Contract Specialist
Office of Contracts and Procurement
Department of Youth and Rehabilitation Services (DYRS)
441 4th Street, N.W., 7th floor
Washington, D.C. 20001

Telephone Number: (202) 727-0813 E-Mail: dwight.hayes@dc.gov

- E. MEASURE OF PAYMENT. The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.
- F. NOTIFICATION. The Contractor shall immediately provide the Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the Contracting Officer.

F.9 Department Of Labor Wage Determinations

The Provider is bound by the U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016 issued by the U.S. Department of Labor in accordance with the Service Agreement Act of 1965, as amended (41 U.S.C. 351-58), and incorporated into this Agreement as Attachment 2. The applicable U.S. Department of Labor Wage Determinations for the regions in which the Agreement services are provided shall bind Providers located in regions not bound by the above stated Wage Determination.

F.10 LIVING WAGE ACT OF 2006

- F.10.1 Except as described in F.10.8 below, the Contractor shall comply with Title I of the Way to Work Amendment Act of 2006, effective June 8, 2006 (D.C. Law 16-118, D.C. Official Code §2-220.01 *et seq.*) ("Living Wage Act of 2006"), for contracts for services in the amount of \$100,000 or more in a 12-month period.
- F.10.2 The Contractor shall pay its employees and subcontractors who perform services under the contract no less than the current living wage published on the OCP website at www.ocp.dc.gov.
- F.10.3 The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to pay its employees who perform services under the contract no less than the current living wage rate.
- F.10.4 The Department of Employment Services may adjust the living wage annually and the OCP will publish the current living wage rate on its website at www.ocp.dc.gov.
- F.10.5 The Contractor shall provide a copy of the Fact Sheet to each employee and subcontractor who performs services under the contract. The Contractor shall also post the Notice attached as F.7 in a conspicuous place in its place of business. The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to post the Notice in a conspicuous place in its place of business.
- F.10.6 The Contractor shall maintain its payroll records under the contract in the regular course of business for a period of at least three (3) years from the payroll date, and shall include this requirement in its subcontracts for \$15,000 or more under the contract.

F.10.7 The payment of wages required under the Living Wage Act of 2006 shall be consistent with and subject to the provisions of D.C. Official Code §32-1301 *et seq.*

F.10.8 The requirements of the Living Wage Act of 2006 do not apply to:

- (1) Contracts or other agreements that are subject to higher wage level determinations required by federal law;
- (2) Existing and future collective bargaining agreements, provided, that the future collective bargaining agreement results in the employee being paid no less than the established living wage;
- (3) Contracts for electricity, telephone, water, sewer or other services provided by a regulated utility;
- (4) Contracts for services needed immediately to prevent or respond to a disaster or eminent threat to public health or safety declared by the Mayor;
- (5) Contracts or other agreements that provide trainees with additional services including, but not limited to, case management and job readiness services; provided that the trainees do not replace employees subject to the Living Wage Act of 2006;
- (6) An employee under 22 years of age employed during a school vacation period, or enrolled as a full-time student, as defined by the respective institution, who is in high school or at an accredited institution of higher education and who works less than 25 hours per week; provided that he or she does not replace employees subject to the Living Wage Act of 2006;
- (7) Tenants or retail establishments that occupy property constructed or improved by receipt of government assistance from the District of Columbia; provided, that the tenant or retail establishment did not receive direct government assistance from the District;
- (8) Employees of nonprofit organizations that employ not more than 50 individuals and qualify for taxation exemption pursuant to section 501(c)(3) of the Internal Revenue Code of 1954, approved August 16, 1954 (68A Stat. 163; 26 U.S.C. § 501(c)(3));
- (9) Medicaid provider agreements for direct care services to Medicaid recipients, provided, that the direct care service is not provided through a home care agency, a community residence facility, or a group home for mentally retarded persons as those terms are defined in section 2 of the Health-Care and Community Residence Facility, Hospice, and Home Care Licensure Act of 1983, effective February 24, 1984 (D.C. Law 5-48; D.C. Official Code § 44-501); and
- (10) Contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

F.10.9 The Mayor may exempt a contractor from the requirements of the Living Wage Act of 2006, subject to the approval of Council, in accordance with the provisions of Section 109 of the Living Wage Act of 2006.

F.11 Special Indemnity

The following provision supplements Section 10 of the Standard Contract Provisions: The Provider shall indemnify and hold harmless the District and all its officers, agents and servants acting within the scope of their official duties against any and all assessments, fines or monetary penalties that may be imposed on the District by order or judgment of any court of competent jurisdiction, or required pursuant to the terms of a consent order, the Jerry M. Consent Decree or a consent agreement, as a consequence or result of any act, omission or default of the Provider, its employees, agents or subcontractors in the performance of, or in connection with, any work required or performed under this Human Care Agreement.

F.12 HIPAA BUSINESS ASSOCIATE COMPLIANCE

For the purpose of this agreement Department Youth Rehabilitation Services, a covered component within the District of Columbia's Hybrid Entity will be referred to as a "Covered Entity" as that term is defined by the Health Insurance Portability and Accountability Act of 1996, as amended ("HIPAA") and associated regulations promulgated at 45 CFR Parts 160, 162 and 164 as amended ("HIPAA Regulations") and Universal Healthcare Management Services], as a recipient of Protected Health Information or electronic Protected Health Information from Department Youth Rehabilitation Services, is a "Business Associate" as that term is defined by HIPAA.

Terms used, but not otherwise defined, in this Agreement shall have the same meaning as those terms in the HIPAA Regulations.

1. Definitions

- a. ***Business Associate*** means a person or entity, who, on behalf of the District government or of an organized health care arrangement (as defined in this section) in which the covered entity participates, but other than in the capacity of a member of the workforce of the District or arrangement, creates, receives, maintains, or transmits protected health information for a function or activity for the District, including claims processing or administration, data analysis, processing or administration, utilization review, quality assurance, patient safety activities listed at 42 CFR 3.20, billing, benefit management, practice management, and repricing; or provides, other than in the capacity of a member of the workforce of such covered entity, legal, actuarial, accounting, consulting, data aggregation (as defined in 45 CFR § 164.501), management, administrative, accreditation, or financial services to or for the District, or to or for an organized health care arrangement in which the District participates, where the provision of the service involves the disclosure of protected health information from the District or arrangement, or from another business associate of the District or arrangement, to the person. A covered entity may be a business associate of another covered entity.

A Business Associate includes, (i) a Health Information Organization, E-prescribing Gateway, or other person that provides data transmission services with respect to protected health information to a covered entity and that requires access on a routine basis to such protected health information; (ii) a person that offers a personal health record to one or more individuals on behalf of the District; (iii) a subcontractor that creates, receives, maintains, or transmits protected health information on behalf of the business associate.

A *Business Associate* does not include: (i) a health care provider, with respect to disclosures by a covered entity to the health care provider concerning the treatment of the individual; (ii) a plan

- sponsor, with respect to disclosures by a group health plan (or by a health insurance issuer or HMO with respect to a group health plan) to the plan sponsor, to the extent that the requirements of 45 CFR § 164.504(f) apply and are met; (iii) a government agency, with respect to determining eligibility for, or enrollment in, a government health plan that provides public benefits and is administered by another government agency, or collecting protected health information for such purposes, to the extent such activities are authorized by law; iv) a covered entity participating in an organized health care arrangement that performs a function, activity or service included in the definition of a Business Associate above for or on behalf of such organized health care arrangement.
- b. **Covered Entity** means a health plan, a health care clearinghouse, or a health care provider who transmits any health information in electronic form in connection with a transaction covered by 45 C.F.R. Parts 160 and 164 of HIPAA. With respect to this HIPAA Compliance Clause, **Covered Entity** shall also include the designated health care components of the District government's hybrid entity or a District agency following HIPAA best practices.
- c. **Data Aggregation** means, with respect to Protected Health Information created or received by a business associate in its capacity as the business associate of a covered entity, the combining of such Protected Health Information by the business associate with the Protected Health Information received by the business associate in its capacity as a business associate of another covered entity, to permit data analyses that relate to the health care operations of the respective covered entities.
- d. **Designated Record Set** means a group of records maintained by or for the Covered Entity that are:
- i. The medical records and billing records about individuals maintained by or for a covered health care provider;
 - ii. The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
 - iii. Records used, in whole or in part, by or for the Covered Entity to make decisions about individuals.
- e. **Health Care** means care services, or services, or supplies related to the health of an individual. Health care includes, but is not limited to, the following:
- i. Preventive, diagnostic, therapeutic, rehabilitative, maintenance, or palliative care, and counseling, service, assessment, or procedure with respect to the physical or mental condition, or functional status, of an individual or that affects the structure or function of the body; and
 - ii. Sale or dispensing of a drug, device, equipment, or other item in accordance with the prescription.
- f. **Health Care Components** means a component or a combination of components of a hybrid entity designated by a hybrid entity. **Health Care Components** must include non-covered functions that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such functions of the hybrid entity without business associate agreements or individual authorizations.
- g. **Health Care Operations** shall have the same meaning as the term "health care operations" in 45 C.F.R. § 164.501.

- h. **Hybrid Entity** means a single legal entity that is a covered entity and whose business activities include both covered and non-covered functions, and that designates health care components in accordance with 45 C.F.R. § 164.105(a)(2)(iii)(C). A *Hybrid Entity* is required to designate as a health care component, any other components of the entity that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such functions of the hybrid entity without business associate agreements or individual authorizations. The District of Columbia is a Hybrid Covered Entity. Hybrid Entities are required to designate and include functions, services and activities within its own organization, which would meet the definition of Business Associate and irrespective of whether performed by employees of the Hybrid Entity, as part of its health care components for compliance with the Security Rule and privacy requirements under this Clause.
- i. **Record** shall mean any item, collection, or grouping of information that includes Protected Health Information and is maintained, collected, used, or disseminated by or for the Covered Entity.
- j. **Individual** shall have the same meaning as the term "individual" in 45 C.F.R. § 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 C.F.R. § 164.502(g).
- k. **Individually Identifiable Health Information** is information that is health information, including demographic information collected from an individual, and;
 - i. Is created or received by a health care provider, health plan, employer, or health care clearinghouse;
 - ii. Relates to the past, present, or future physical or mental health or condition of an individual; or the past, present, or future payment for the provision of health care to an individual; and
 - iii. That identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
- l. **National Provider Identifier (NPI) Rule.** "National Provider Identifier" shall mean the Standard Unique Health Identifier for Healthcare Providers; Final Rule at 45 C.F.R. Part 162.
- m. **Privacy and Security Official.** The person or persons designated by the District of Columbia, a *Hybrid Entity*, who is/are responsible for developing, maintaining, implementing and enforcing the District-wide Privacy Policies and Procedures, and for overseeing full compliance with the Privacy and Security Rules, and other applicable federal and state privacy law.
- n. **Privacy Officer.** "Privacy Officer" shall mean the person designated by the District's Privacy and Security Official or one of the District's covered components within its Hybrid Entity, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the HIPAA Privacy Regulations, HIPAA Security Regulations and other applicable federal and state privacy law(s). Also referred to as the agency Privacy Officer, the individual shall follow the guidance of the District's Privacy and Security Official, and shall be responsive to and report to the District's Privacy and Security Official on matters pertaining to HIPAA compliance.
- o. **Privacy Rule.** "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E.

- p. **Protected Health Information.** "Protected Health Information" (PHI) or "Electronic Protected Health Information" (ePHI) means individually identifiable health information that is created or received by the Business Associate from or on behalf of the Covered Entity, or agency following HIPAA best practices, which is:
 - i. Transmitted by, created or maintained in electronic media; or
 - ii. Transmitted or maintained in any other form or medium.

PHI does not include information in the records listed in subsection (2) of the definition in 45 C.F.R. §160.103. Required By Law. "Required By Law" shall have the same meaning as the term "required by law" in 45 C.F.R. § 164.103.
- q. **Secretary.** "Secretary" shall mean the Secretary of the United States Department of Health and Human Services or his or her designee.
- r. **Security Officer.** The person designated by the Security Official or one of the District of Columbia's designated a health care component, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the Security Rules, and other applicable federal and state privacy law(s). The Covered Agency's security officer shall follow the guidance of the District's Security Official, as well as the Associate Security Official within the Office of the Chief Technology Officer, and shall be responsive to the same on matters pertaining to HIPAA compliance.
- s. **Security Rule.** "Security Rule" shall mean the Standards for Security of Individually Identifiable Health Information at 45 C.F.R. part 164.
- t. **Workforce.** "Workforce" shall mean employees, volunteers, trainees, and other persons whose conduct, in the performance of work for a covered entity or business associate, is under the direct control of such entity, whether or not they are paid by the covered entity or business associate.

2. Obligations and Activities of Business Associate

- a. The Business Associate agrees not to use or disclose PHI or ePHI (hereinafter "PHI" or Protected Health Information") other than as permitted or required by this HIPAA Compliance Clause or as required by law.
- b. The Business Associate agrees to use appropriate safeguards and comply with administrative, physical, and technical safeguards requirements in 45 C.F.R. §§ 164.308, 164.310, 164.312 and 164.316 as required by § 13401 of the Health Information Technology Economic and Clinical HealthACT (February 18, 2010) ("HITECH"), to maintain the security of the PHI and to prevent use or disclosure of such PHI other than as provided for by this Clause. Business Associate acknowledges that, pursuant to HITECH, it must comply with the Security Rule and privacy provisions detailed in this Clause. As such, Business Associate is under the jurisdiction of the United States Department of Health and Human Services and is directly liable for its own compliance. A summary of HIPAA Security Rule standards, found at Appendix A to Subpart C of 45 C.F.R. § 164 is as follows:

Administrative Safeguards

Security Management Process	164.308(a)(1)	Risk Analysis (R) Risk Management (R) Sanction Policy (R) Information System Activity Review (R)
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Universal Healthcare Management Services.-DYRS-Group Homes

Assigned Security Responsibility	164.308(a)(2)	(R)
Workforce Security	164.308(a)(3)	Authorization and/or Supervision (A) Workforce Clearance Procedure Termination Procedures (A)
Information Access Management	164.308(a)(4)	Isolating Health care Clearinghouse Function (R) Access Authorization (A) Access Establishment and Modification (A)
Security Awareness and Training	164.308(a)(5)	Security Reminders (A) Protection from Malicious Software (A) Log-in Monitoring (A) Password Management (A)
Security Incident Procedures	164.308(a)(6)	Response and Reporting (R)
Contingency Plan	164.308(a)(7)	Data Backup Plan (R) Disaster Recovery Plan (R) Emergency Mode Operation Plan (R) Testing and Revision Procedure (A) Applications and Data Criticality Analysis (A)
Evaluation	164.308(a)(8)	(R)
Business Associate Contracts and Other Arrangement	164.308(b)(1)	Written Contract or Other Arrangement (R)

Physical Safeguards

Facility Access Controls	164.310(a)(1)	Contingency Operations (A) Facility Security Plan (A) Access Control and Validation Procedures (A) Maintenance Records (A)
Workstation Use	164.310(b)	(R)
Workstation Security	164.310(c)	(R)
Device and Media Controls	164.310(d)(1)	Disposal (R) Media Re-use (R) Accountability (A) Data Backup and Storage (A)

Technical Safeguards (see § 164.312)

Access Control	164.312(a)(1)	Unique User Identification (R) Emergency Access Procedure (R) Automatic Logoff (A) Encryption and Decryption (A)
Audit Controls	164.312(b)	(R)
Integrity	164.312(c)(1)	Mechanism to Authenticate Electronic Protected Health Information (A)
Person or Entity Authentication	164.312(d)	(R)
Transmission Security	164.312(e)(1)	Integrity Controls (A) Encryption (A)

- c. The Business Associate agrees to name a Privacy and/or Security Officer who is accountable for developing, maintaining, implementing, overseeing the compliance of and enforcing compliance with this Clause, the Security Rule and other applicable federal and state privacy law within the Business Associate's business. The Business associate reports violations and conditions to the District-wide Privacy and Security Official and/or the Agency Privacy Officer of the covered component within the District's Hybrid Entity.

- d. The Business Associate agrees to establish procedures for mitigating, and to mitigate to the extent practicable, any deleterious effects that are known to the Business Associate of a use or disclosure of PHI by the Business Associate in violation of the requirements of this Clause.
- e. The Business Associate agrees to report to Covered Entity, in writing, any use or disclosure of the PHI not permitted or required by this HIPAA Compliance Clause or other incident or condition arising out the Security Rule, including breaches of unsecured PHI as required at 45 CFR §164.410, to the District-wide Privacy and Security Official or agency Privacy Officer within ten (10) days from the time the Business Associate becomes aware of such unauthorized use or disclosure. However, if the Business Associate is an agent of the District (i.e., performing delegated essential governmental functions), the Business Associate must report the incident or condition immediately. Upon the determination of an actual data breach, and in consultation with the District's Privacy and Security Official, the Business Associate will handle breach notifications to individuals, the HHS Office for Civil Rights (OCR), and potentially the media, on behalf of the District.
- f. The Business Associate agrees to ensure that any workforce member or any agent, including a subcontractor, agrees to the same restrictions and conditions that apply through this Clause with respect to PHI received from the Business Associate, PHI created by the Business Associate, or PHI received by the Business Associate on behalf of the Covered Entity.
- g. In accordance with 45 CFR 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit PHI on behalf of the Business Associate agree to the same restrictions, conditions, and requirements that apply to the Business Associate with respect to such information
- h. Initially, within ten (10) days following the commencement of this Contract, or within ten (10) days of a new or updated agreement with a subcontractor, the Business Associate agrees to provide the District a list of all subcontractors who meet the definition of a Business Associate. Additionally, Business Associate agrees to ensure its subcontractors understanding of liability and monitor, where applicable, compliance with the Security Rule and applicable privacy provisions in this Clause.
- i. The Business Associate agrees to provide access within five business days, at the request of the Covered Entity or an Individual, at a mutually agreed upon location, during normal business hours, and in a format as directed by the District Privacy Official or agency Privacy Officer, or as otherwise mandated by the Privacy Rule or applicable District of Columbia laws, rules and regulations, to PHI in a Designated Record Set, to the Covered Entity or an Individual, to facilitate the District's compliance with the requirements under 45 C.F.R. §164.524.
- j. The Business Associate agrees to make any amendment(s) within five business days to the PHI in a Designated Record Set that the Covered Entity directs or agrees to pursuant to 45 CFR 164.526 in a format as directed by the District Privacy Official or agency Privacy Officer in order to facilitate the District's compliance with the requirements under 45 C.F.R. §164.526.
- k. The Business Associate agrees to use the standard practices of the Covered Entity to verify the identification and authority of an Individual who requests the PHI in a Designated Record Set of a recipient of services from or through the Covered Entity. The Business Associate agrees to comply with the applicable portions of the Identity And Procedure Verification Policy, attached hereto as Exhibit A and incorporated by reference.

- l. The Business Associate agrees to record authorizations and log such disclosures of PHI and information related to such disclosures as would be required for the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and applicable District of Columbia laws, rules and regulations.
- m. The Business Associate agrees to provide to the Covered Entity or an Individual, within five (5) business days of a request **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District's Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, information collected in accordance with Paragraph (i) of this Section above, to permit the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528, and applicable District of Columbia laws, rules and regulations.
- n. The Business Associate agrees to make internal practices, books, and records, including policies and procedures, and PHI, relating to the use and disclosure of PHI received from the Business Associate, or created, or received by the Business Associate on behalf of the Covered Entity, available to the Covered Entity, or to the Secretary, within five (5) business days of their request and **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, or in a time and manner designated by the Secretary, for purposes of the Secretary in determining compliance of the Covered Entity with the Privacy Rule.
- o. To the extent the Business Associate is to carry out one or more of Covered Entity's obligation(s) under Subpart E of 45 CFR Part 164, the Business Associate agrees to comply with the requirements of Subpart E that apply to the Covered Entity in the performance of such obligation(s).
- p. As deemed necessary by the District, the Business Associate agrees to the monitoring and auditing of items listed in paragraph 2 of this Clause, as well as data systems storing or transmitting PHI, to verify compliance.
- q. The Business Associate may aggregate PHI in its possession with the PHI of other Covered Entities that Business Associate has in its possession through its capacity as a Business Associate to other Covered Entities provided that the purpose of the aggregation is to provide the Covered Entity with data analyses to the Health Care Operations of the Covered Entity. Under no circumstances may the Business Associate disclose PHI of one Covered Entity to another Covered Entity absent the explicit written authorization and consent of the Privacy Officer or a duly authorized workforce member of the Covered Entity.
- r. Business Associate may de-identify any and all PHI provided that the de-identification conforms to the requirements of 45 C.F.R. § 164.514(b) and any associated HHS guidance. Pursuant to 45 C.F.R. § 164.502(d)(2), de-identified information does not constitute PHI and is not subject to the terms of this HIPAA Compliance Clause.

3. Permitted Uses and Disclosures by the Business Associate

- a. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, the Covered Entity as specified in the Contract, provided that such use or disclosure would not violate Subpart

E of 45 CFR § 164 if the same activity were performed by the Covered Entity or would not violate the minimum necessary policies and procedures of the Covered Entity.

- b. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.
- c. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that the disclosures are required by law, or the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used, or further disclosed, only as required by law, or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it has knowledge that the confidentiality of the information has been breached.
- d. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI to provide Data Aggregation services to the Covered Entity as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- e. Business Associate may use PHI to report violations of the Law to the appropriate federal and District of Columbia authorities, consistent with 45 C.F.R. § 164.502(j)(1).

4. Additional Obligations of the Business Associate

- a. Business Associate shall submit a written report to the Covered Entity that identifies the files and reports that constitute the Designated Record Set of the Covered Entity. Business Associate shall submit said written report to the Privacy Officer no later than thirty (30) days after the commencement of the HIPAA Compliance Clause. In the event that Business Associate utilizes new files or reports which constitute the Designated Record Set, Business Associate shall notify the Covered Entity of said event within thirty (30) days of the commencement of the file's or report's usage. The Designated Record Set file shall include, but not be limited to the identity of the following:
 - i. Name of the Business Associate of the Covered Entity;
 - ii. Title of the Report/File;
 - iii. Confirmation that the Report/File contains Protected Health Information (Yes or No);
 - iv. Description of the basic content of the Report/File;
 - v. Format of the Report/File (Electronic or Paper);
 - vi. Physical location of Report/File;
 - vii. Name and telephone number of current member(s) of the workforce of the Covered Entity or other District of Columbia government agency responsible for receiving and processing requests for Protected Health Information; and
 - viii. Supporting documents if the recipient/personal representative has access to the Report/File.
- b. Business Associate must provide assurances to the Covered Entity that it will continue to employ sufficient administrative, technical and physical safeguards, as described under the Security Rule, to protect and secure the Covered Entity's ePHI entrusted to it. These safeguards include:

- i. The Business Associate agrees to administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that the Business Associate creates, receives, maintains or transmits on behalf of the covered entity.
- ii. The Business Associate agrees to report to the Covered Entity any security incident of which it becomes aware, including any attempts to access ePHI, whether those attempts were successful or not.
- iii. This Business Associate Agreement may be terminated if the Covered Entity determines that the Business Associate has materially breached the agreement.
- iv. The Business Associate agrees to make all policies and procedures, and documents relating to security, available to the Secretary of HHS for the purposes of determining the covered entity's compliance with HIPAA.
- v. This agreement continues in force for as long as the Business Associate retains any access to the Covered Entity's ePHI.
- vi. With respect to the subset of PHI known as ePHI as defined by HIPAA Security Standards at 45 C.F.R. Parts 160 and 164, subparts A and C (the "Security Rule"), if in performing the Services, Business Associate, its employees, agents, subcontractors and any other individual permitted by Business Associate will have access to any computer system, network, file, data or software owned by or licensed to Provider that contains ePHI, or if Business Associate otherwise creates, maintains, or transmits ePHI on Provider's behalf, Business Associate shall take reasonable security measures necessary to protect the security of all such computer systems, networks, files, data and software. With respect to the security of ePHI, Business Associate shall: (A) Implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that it creates, receives, maintains, or transmits on behalf of the Provider; (B) Ensure that any agent, including a subcontractor, to whom it provides such information agrees to implement reasonable and appropriate safeguards to protect it; and (C) Report to the Provider any security incident of which it becomes aware.
- vii. Business Associate agrees not to electronically transmit or permit access to PHI unless such transmission or access is authorized by this Addendum and the Agreement and further agrees that it shall only transmit or permit such access if such information is secured in a manner that is consistent with applicable law, including the Security Rule. For purposes of this Addendum, "encrypted" shall mean the reversible conversion of readable information into unreadable, protected form so that only a recipient who has the appropriate "key" can convert the information back into original readable form. If the Covered Entity stores, uses or maintains PHI in encrypted form, or in any other secured form acceptable under the security regulations, Covered Entity shall promptly, at request, provide with the key or keys to decrypt such information and will otherwise assure that such PHI is accessible by upon reasonable request.
- viii. In the event Business Associate performs functions or activities involving the use or disclosure of PHI on behalf of Covered Entity that involve the installation or maintenance of any software (as it functions alone or in combination with any hardware or other

software), Business Associate shall ensure that all such software complies with all applicable standards and specifications required by the HIPAA Regulations and shall inform of any software standards or specifications not compliant with the HIPAA Regulations.

- c. At the request of the Covered Entity, the Business Associate agrees to amend this agreement to comply with all HIPAA mandates.

5. Sanctions

Business Associate agrees that its workforce members, agents and subcontractors who violate the provisions of HIPAA or other applicable federal or state privacy law will be subject to discipline in accordance with Business Associate's Personnel Policy and applicable collective bargaining agreements. Business Associate agrees to impose sanctions consistent with Business Associate's personnel policies and procedures and applicable collective bargaining agreements with respect to persons employed by it. Members of the Business Associate Workforce who are not employed by Business Associate are subject to the policies and applicable sanctions for violation of this Compliance Clause as set forth in business associate agreements. In the event Business Associate imposes sanctions against any member of its workforce, agents and subcontractors for violation of the provisions of HIPAA or other applicable federal or state privacy laws, the Business Associate shall inform the District Privacy Official or the agency Privacy Officer of the imposition of sanctions.

6. Obligations of the Covered Entity

- a. The Covered Entity shall notify the Business Associate of any limitation(s) in its Notice of Privacy Practices of the Covered Entity in accordance with 45 C.F.R. § 164.520, to the extent that such limitation may affect the use or disclosure of PHI by the Associate.
- b. The Covered Entity shall notify the Business Associate of any changes in, or revocation of, permission by the Individual to the use or disclosure of PHI, to the extent that such changes may affect the use or disclosure of PHI by the Business Associate.
- c. The Covered Entity shall notify the Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect the use or disclosure of PHI by the Business Associate.

7. Permissible Requests by Covered Entity

Covered Entity shall not request the Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule and Subpart E of 45 CFR § 164 if done by the Covered Entity.

8. Representations and Warranties.

The Business Associate represents and warrants to the Covered Entity:

- a. That it is duly organized, validly existing, and in good standing under the laws of the jurisdiction in which it is organized or licensed, it has the full power to enter into this HIPAA Compliance Clause and it, its employees, agents, subcontractors, representatives and members of its workforce are licensed and in good standing with the applicable agency, board, or governing body to perform its obligations hereunder, and that the performance by it of its obligations under

- this HIPAA Compliance Clause has been duly authorized by all necessary corporate or other actions and will not violate any provision of any license, corporate charter or bylaws;
- b. That it, its employees, agents, subcontractors, representatives and members of its workforce are in good standing with the District of Columbia, that it, its employees, agents, subcontractors, representatives and members of its workforce will submit a letter of good standing from the District of Columbia, and that it, its employees, agents, subcontractors, representatives and members of its workforce have not been de-barred from being employed as a contractor by the federal government or District of Columbia;
 - c. That neither the execution of this HIPAA Compliance Clause, nor its performance hereunder, will directly or indirectly violate or interfere with the terms of another agreement to which it is a party, or give any governmental entity the right to suspend, terminate, or modify any of its governmental authorizations or assets required for its performance hereunder. The Business Associate represents and warrants to the Covered Entity that it will not enter into any agreement the execution or performance of which would violate or interfere with this HIPAA Compliance Clause;
 - d. That it is not currently the subject of a voluntary or involuntary petition in bankruptcy, does not currently contemplate filing any such voluntary petition, and is not aware of any claim for the filing of an involuntary petition;
 - e. That all of its employees, agents, subcontractors, representatives and members of its workforce, whose services may be used to fulfill obligations under this HIPAA Compliance Clause are or shall be appropriately informed of the terms of this HIPAA Compliance Clause and are under legal obligation to the Business Associate, by contract or otherwise, sufficient to enable the Business Associate to fully comply with all provisions of this HIPAA Compliance Clause. Modifications or limitations that the Covered Entity has agreed to adhere to with regards to the use and disclosure of PHI of any individual that materially affects or limits the uses and disclosures that are otherwise permitted under the Privacy Rule will be communicated to the Business Associate, in writing, and in a timely fashion;
 - f. That it will reasonably cooperate with the Covered Entity in the performance of the mutual obligations under this Contract;
 - g. That neither the Business Associate, nor its shareholders, members, directors, officers, agents, subcontractors, employees or members of its workforce have been excluded or served a notice of exclusion or have been served with a notice of proposed exclusion, or have committed any acts which are cause for exclusion, from participation in, or had any sanctions, or civil or criminal penalties imposed under, any federal or District healthcare program, including but not limited to Medicare or Medicaid, or have been convicted, under federal or District law (including without limitation following a plea of *nolo contendere* or participation in a first offender deferred adjudication or other arrangement whereby a judgment of conviction has been withheld), of a criminal offense related to (a) the neglect or abuse of a patient, (b) the delivery of an item or service, including the performance of management or administrative services related to the delivery of an item or service, under a federal or District healthcare program, (c) fraud, theft, embezzlement, breach of fiduciary responsibility, or other financial misconduct in connection with the delivery of a healthcare item or service or with respect to any act or omission in any program operated by or financed in whole or in part by any federal, District or local government agency, (d) the unlawful, manufacture, distribution, prescription or dispensing of a controlled substance, or (e) interference with or obstruction of any investigation into any criminal offense

described in (a) through (d) above. The Business Associate further agrees to notify the Covered Entity immediately after the Business Associate becomes aware that any of the foregoing representations and warranties may be inaccurate or may become incorrect

9. Term and Termination

a. **Term.** The requirements of this HIPAA Compliance Clause shall be effective as of the date of the contract award, and shall terminate when all of the PHI provided by the Covered Entity to the Business Associate, or created or received by the Business Associate on behalf of the Covered Entity, is confidentially destroyed or returned to the Covered Entity within five (5) business days of its request. The PHI shall be returned in a format mutually agreed upon by and between the Privacy Official and/or Privacy Officer or his or her designee and the appropriate and duly authorized workforce member of the Business Associate; If it is infeasible to return or confidentially destroy the PHI, protections shall be extended to such information, in accordance with the termination provisions in this Section and communicated to the Privacy Official or Privacy Officer or his or her designee. The requirement to return PHI to the District at the end of the contract term or if the contract is terminated applies irrespective of whether the Business Associate is also a covered entity under HIPAA. Where a business associate is also a covered entity, PHI provided by the District, or created or received by the Business Associate on behalf of the District, a duplicate of the record may be acceptable if mutually agreed.

b. **Termination for Cause.** Upon the Covered Entity's knowledge of a material breach of this HIPAA Compliance Clause by the Business Associate, the Covered Entity shall either:

- i. Provide an opportunity for the Business Associate to cure the breach or end the violation and terminate the Contract if the Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity; or
- ii. Immediately terminate the Contract if the Business Associate breaches a material term of this HIPAA Compliance Clause and a cure is not possible.

If neither termination nor cure is feasible, the Covered Entity shall report the violation to the Secretary.

c. **Effect of Termination.**

- i. Except as provided in paragraph (ii) of this section, upon termination of the Contract, for any reason, the Business Associate shall return in a **mutually agreed upon format or confidentially destroy** all PHI received from the Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity within five (5) business days of termination. This provision shall apply to PHI that is in the possession of all subcontractors, agents or workforce members of the Business Associate. The Business Associate shall retain no copies of PHI in any form.
- ii. In the event that the Business Associate determines that returning or destroying the PHI is infeasible, the Business Associate shall provide written notification to the Covered Entity of the conditions that make the return or confidential destruction infeasible. Upon determination by the agency Privacy Officer that the return or confidential destruction of the PHI is infeasible, the Business Associate shall extend the protections of this HIPAA Compliance Clause to such PHI and limit further uses and disclosures of such PHI for so long as the Business Associate maintains such PHI. Additionally, the Business Associate shall:

- (1) Retain only that PHI which is necessary for Business Associate to continue its proper management and administration or to carry out its legal responsibilities;
- (2) Return to covered entity, or, if agreed to by covered entity, destroy the remaining PHI that the business associate still maintains in any form;
- (3) Continue to use appropriate safeguards and comply with Subpart C of 45 CFR Part 164 with respect to ePHI to prevent use or disclosure of the PHI, other than as provided for in this Section, for as long as Business Associate retains the PHI;
- (4) Not use or disclose the PHI retained by Business Associate other than for the purposes for which such PHI was retained and subject to the same conditions set out at paragraph e which applied prior to termination; and
- (5) Return to covered entity or, if agreed to by covered entity, destroy the PHI retained by Business Associate when it is no longer needed by Business Associate for its proper management and administration or to carry out its legal responsibilities.

The obligations outlined in Section 2. Obligations and Activities of Business Associate shall survive the termination of this Contract.

10. Miscellaneous

- a. **Regulatory References.** A reference in this HIPAA Compliance Clause to a section in the Privacy Rule means the section as in effect or as amended.
- b. **Amendment.** The Parties agree to take such action as is necessary to amend this HIPAA Compliance Clause from time to time as is necessary for the Covered Entity to comply with the requirements of the Privacy Rule and HIPAA. Except for provisions required by law as defined herein, no provision hereof shall be deemed waived unless in writing and signed by duly authorized representatives of the Parties. A waiver with respect to one event shall not be construed as continuing, or as a bar to or waiver of any other right or remedy under this HIPAA Compliance Clause.
- c. **Survival.** The respective rights and obligations of the Business Associate under Section 9. Term and Termination of this HIPAA Compliance Clause and the sections of the Standard Contract Provisions for use with the District of Columbia Government Supply and Services Contracts covering Default and Termination for the Convenience of the District shall survive termination of the Contract.
- d. **Interpretation.** Any ambiguity in this HIPAA Compliance Clause shall be resolved to permit compliance with applicable federal and District of Columbia laws, rules and regulations, and the HIPAA Rules, and any requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary; provided that applicable federal and District of Columbia laws, rules and regulations shall supersede the Privacy Rule if, and to the extent that they impose additional requirements, have requirements that are more stringent than or provide greater protection of patient privacy or the security or safeguarding of PHI than those of the HIPAA Rules.

The terms of this HIPAA Compliance Clause amend and supplement the terms of the Contract, and whenever possible, all terms and conditions in this HIPAA Compliance Clause are to be harmonized. In the event of a conflict between the terms of the HIPAA Compliance Clause and the terms of the Contract, the terms of this HIPAA Compliance Clause shall control; provided, however, that this HIPAA Compliance Clause shall not supersede any other federal or District of Columbia law or regulation governing the legal relationship of the Parties, or the confidentiality of records or information, except to the extent that the Privacy Rule preempts those laws or regulations. In the event of any conflict between the provisions of the Contract (as amended by this HIPAA Compliance Clause) and the Privacy Rule, the Privacy Rule shall control.

- e. ***No Third-Party Beneficiaries.*** The Covered Entity and the Business Associate are the only parties to this HIPAA Compliance Clause and are the only parties entitled to enforce its terms. Except for the rights of individuals, as defined herein, to have access to and amend their PHI, and to an accounting of the uses and disclosures thereof, in accordance with Paragraphs (2) (f), (g) and (j), nothing in the HIPAA Compliance Clause gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons.
- f. ***Compliance with Applicable Law.*** The Business Associate shall comply with all federal and District of Columbia laws, regulations, executive orders and ordinances, as they may be amended from time to time during the term of this HIPAA Compliance Clause and the Contract; to the extent they are applicable to this HIPAA Compliance Clause and the Contract.
- g. ***Governing Law and Forum Selection.*** This Contract shall be construed broadly to implement and comply with the requirements relating to the Privacy Rule, and other applicable laws and regulations. All other aspects of this Contract shall be governed under the laws of the District of Columbia. The Covered Entity and the Business Associate agree that all disputes which cannot be amicably resolved by the Covered Entity and the Business Associate regarding this HIPAA Compliance Clause shall be litigated before the District of Columbia Contract Appeals Board, the District of Columbia Court of Appeals, or the United States District Court for the District of Columbia having jurisdiction, as the case may be. The Covered Entity and the Business Associate expressly waive any and all rights to initiate litigation, arbitration, mediation, negotiations and/or similar proceedings outside the physical boundaries of the District of Columbia and expressly consent to the jurisdiction of the above tribunals.
- h. ***Indemnification.*** The Business Associate shall indemnify, hold harmless and defend the Covered Entity from and against any and all claims, losses, liabilities, costs, and other expenses incurred as a result or arising directly or indirectly out of or in connection with (a) any misrepresentation, breach of warranty or non-fulfillment of any undertaking of the Business Associate under this HIPAA Compliance Clause; and (b) any claims, demands, awards, judgments, actions and proceedings made by any person or organization, arising out of or in any way connected with the performance of the Business Associate under this HIPAA Compliance Clause.
- i. ***Injunctive Relief.*** Notwithstanding any rights or remedies under this HIPAA Compliance Clause or provided by law, the Covered Entity retains all rights to seek injunctive relief to prevent or stop the unauthorized use or disclosure of PHI by the Business Associate, its workforce, any of its subcontractors, agents, or any third party who has received PHI from the Business Associate.
- j. ***Assistance in litigation or administrative proceedings.*** The Business Associate shall make itself and any agents, affiliates, subsidiaries, subcontractors or its workforce assisting the Business Associate in the fulfillment of its obligations under this HIPAA Compliance Clause and the Contract, available to the Covered Entity, to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Covered Entity, its

directors, officers or employees based upon claimed violation of HIPAA, the Privacy Rule or other laws relating to security and privacy, except where the Business Associate or its agents, affiliates, subsidiaries, subcontractors or its workforce are a named adverse party.

- k. **Notices.** Any notices between the Parties or notices to be given under this HIPAA Compliance Clause shall be given in writing and delivered by personal courier delivery or overnight courier delivery, or by certified mail with return receipt requested, to the Business Associate or to the Covered Entity, to the addresses given for each Party below or to the address either Party hereafter gives to the other Party. Any notice, being addressed and mailed in the foregoing manner, shall be deemed given five (5) business days after mailing. Any notice delivered by personal courier delivery or overnight courier delivery shall be deemed given upon notice upon receipt.

If to the Business Associate, to

If to the Covered Entity, to

Attention: _____

Attention: _____

Fax: _____

Fax: _____

- l. **Headings.** Headings are for convenience only and form no part of this HIPAA Compliance Clause and shall not affect its interpretation.
- m. **Counterparts; Facsimiles.** This HIPAA Compliance Clause may be executed in any number of counterparts, each of which shall be deemed an original. Facsimile copies hereof shall be deemed to be originals.
- n. **Successors and Assigns.** The provisions of this HIPAA Compliance Clause shall be binding upon and shall inure to the benefit of the Parties hereto and their respective successors and permitted assigns, if any.
- o. **Severance.** In the event that any provision of this HIPAA Compliance Clause is held by a court of competent jurisdiction to be invalid or unenforceable, the remainder of the provisions of this HIPAA Compliance Clause will remain in full force and effect. In addition, in the event a Party believes in good faith that any provision of this HIPAA Compliance Clause fails to comply with the then-current requirements of the Privacy Rule, such party shall notify the other Party in writing, in the manner set forth in Section 10. Miscellaneous, Paragraph k. Notices. Within ten (10) business days from receipt of notice, the Parties shall address in good faith such concern and amend the terms of this HIPAA Compliance Clause, if necessary to bring it into compliance. If, after thirty (30) days, the HIPAA Compliance Clause fails to comply with the Privacy Rule, then either Party has the right to terminate this HIPAA Compliance Clause upon written notice to the other Party.
- p. **Independent Contractor.** The Business Associate will function as an independent contractor and shall not be considered an employee of the Covered Entity for any purpose. Nothing in this HIPAA Compliance Clause shall be interpreted as authorizing the Business Associate workforce, its subcontractor(s) or its agent(s) or employee(s) to act as an agent or representative for or on behalf of the Covered Entity.

- q. **Entire Agreement.** This HIPAA Compliance Clause, as may be amended from time to time pursuant to Section 10. Miscellaneous, Paragraph b. Amendment, which incorporates by reference the Contract, and specific procedures from the District of Columbia Department of Health Privacy Policy Operations Manual, constitutes the entire agreement and understanding between the Parties and supersedes all prior oral and written agreements and understandings between them with respect to applicable District of Columbia and federal laws, rules and regulations, HIPAA and the Privacy Rule, and any rules, regulations, requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary.

Attachment

Exhibit A - Identity and Procedure Verification

F.13 Access to Records

F.13.1 The Provider shall retain all case records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the human care agreement for a period of five (5) years after termination of the human care agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.

F.13.2 The Provider shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.

F.13.3 Persons duly authorized by the Contracting Officer shall have full access to and the right to examine any of the Provider's human care agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F.14 Criminal Background and Traffic Records Checks for Providers that Provide Direct Services to Children or Youth

F.14.1 A Provider that provides services as a covered child or youth services provider, as defined in section 202(3) of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 *et seq.*), as amended (in this section, the "Act"), shall obtain criminal history records to investigate persons applying for employment, in either a compensated or a volunteer position, as well as its current employees, volunteers, interns and Contractors. The Provider shall request criminal background checks for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)

- (C) Social Worker (Clinical Social Worker)
- (D) Clinical Therapist
- (E) Case Manager
- (F) Educational Specialist (Educational Advocate, Educational Director)
- (G) Consultant
- (H) Nutritionist
- (I) Life Skills Coordinator
- (J) Nurse
- (K) Psychologist/Psychiatrist
- (L) Quality Assurance Coordinator (Compliance Officer)
- (M) Food Handler (Cook)
- (N) Volunteers
- (O) Interns

F.14.2 The Provider shall also obtain traffic records to investigate persons applying for employment, as well as current employees and volunteers, when that person will be required to drive a motor vehicle to transport children in the course of performing his or her duties. The Provider will obtain annual traffic records for employees, consultants, volunteers and interns who are required to transport children. The Provider shall request traffic records for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)
- (C) Social Worker (Clinical Social Worker)
- (D) Case Manager
- (E) Life Skills Coordinator

(F) Volunteers

F.14.3 The Provider shall inform all applicants requiring a criminal background check that the criminal background check must be conducted on the applicant and the results received before the applicant, volunteer, consultant or intern may be offered a compensated or volunteer position.

F.14.4 The Provider shall inform all applicants requiring a traffic records check that a traffic records check must be conducted on the applicant and received before the applicant may be offered a compensated or a volunteer position.

F.14.5 The Provider shall obtain from each applicant, employee and volunteer:

- (A) Written authorization which authorizes the District and National Crime Information Center (NCIC) to conduct a criminal background check;
 - (B) Written confirmation stating that the Provider has informed him or her that the District and National Crime Information Center (NCIC) is authorized to conduct a criminal background check;
 - (C) a signed affirmation stating whether or not they have been convicted of a crime, pleaded nolo contendere, are on probation before judgment or placement of a case upon a stet docket, or have been found not guilty by reason of insanity, for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory, or for any of the following felony offenses or their equivalent in any other state or territory:
 - (i) Murder, attempted murder, manslaughter, or arson;
 - (ii) Assault, assault with a dangerous weapon, mayhem, malicious disfigurement, or threats to do bodily harm;
 - (iii) Burglary;
 - (iv) Robbery;
 - (v) Kidnapping;
 - (vi) Illegal use or possession of a firearm;
 - (vii) Sexual offenses, including indecent exposure; promoting, procuring, compelling, soliciting, or engaging in prostitution; corrupting minors (sexual relations with children); molesting; voyeurism; committing sex acts in public; incest; rape; sexual assault; sexual battery; or sexual abuse; but excluding sodomy between consenting adults;
 - (viii) Child abuse or cruelty to children; or
 - (ix) Unlawful distribution of or possession with intent to distribute a controlled substance;
- (A) a written acknowledgement stating that the Provider has notified them that they are entitled to receive a copy of the criminal background check and to challenge the accuracy and completeness of the report; and

- (B) a written acknowledgement stating that the Provider has notified them that they may be denied employment or a volunteer position, or may be terminated as an employee or volunteer based on the results of the criminal background check.

F.14.6 The Provider shall inform each applicant, employee and volunteer that a false statement may subject them to criminal penalties.

F.14.7 Prior to requesting a criminal background check, the Provider shall provide each applicant, employee, or volunteer with a form or forms to be utilized for the following purposes:

- (A) To authorize the National Crime Information Center (NCIC) and the Metropolitan Police Department (MPD), or designee, to conduct The criminal background check and confirm that the applicant, employee, or unsupervised volunteer has been informed that the Provider is authorized and required to conduct a criminal background check;
- (B) To affirm whether or not the applicant, employee, or unsupervised volunteer has been convicted of a crime, has pleaded nolo contendere, is on probation before judgment or placement of a case upon a stet docket, or has been found not guilty by reason of insanity for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory of the United States, or for any of the felony offenses described in paragraph F.14.5(C);
- (C) To acknowledge that the applicant, employee, or volunteer has been notified of his or her right to obtain a copy of the criminal background check report and to challenge the accuracy and completeness of the report;
- (D) To acknowledge that the applicant may be denied employment, assignment to, or an unsupervised volunteer position for which a criminal background check is required based on the outcome of the criminal background check; and
- (E) To inform the applicant or employee that a false statement on the form or forms may subject them to criminal penalties pursuant to D.C Official Code §22-2405.

F.14.8 The Provider shall direct the applicant or employee to complete the form or forms and notify the applicant or employee when and where to report to be fingerprinted.

F.14.9 All prospective staff, existing employees and volunteers shall provide National Crime Information Center (NCIC) criminal background checks in accordance with Title II of the

Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq.

- F.14.10** The Provider shall request traffic record checks from the Director, Department of Motor Vehicles (DMV) (or designee), for the District of Columbia and/or from the corresponding DMV office of the state in which the employee holds a driver's license.
- F.14.11** The Provider shall provide copies of all criminal background and traffic check reports to the DYRS Licensing Unit and receive approval from DYRS for each person required to submit to a background check or traffic check prior to allowing that person to work with DYRS youth.
- F.14.12** The Provider is responsible for the costs for the criminal background and traffic record checks, pursuant to the requirements set forth by the MPD and DMV and NCIC. The District shall not make any separate payment for the cost of criminal background and traffic record checks.
- F.14.13** The Provider may make an offer of appointment to, or assign a current employee or applicant to, a compensated position contingent upon receipt from DYRS Licensing Unit assessment of the criminal background or traffic record check.
- F.14.14** The Provider may not make an offer of appointment to a volunteer whose position brings him or her into direct contact with children until it receives from DYRS Licensing Unit a decision after assessment of the criminal background or traffic record check.
- F.14.15** The Provider shall not employ or permit to serve as a volunteer, applicant or employee anyone who has been convicted of, has pleaded nolo contendere to, is on probation before judgment or placement of a case on the stet docket because of, or has been found not guilty by reason of insanity for any sexual offenses involving a minor.
- F.14.16** Unless otherwise specified herein, the Provider shall conduct Annual criminal background checks upon the exercise of each option year of this contract for current employees and volunteers in the positions listed in sections F.14.1 and F.14.2.
- F.14.17** An employee or volunteer may be subject to administrative action including, but not limited to, reassignment or termination at the discretion of DYRS after assessment of a criminal background or traffic record check.
- F.14.18** DYRS Licensing Unit shall be responsible for assessing the information obtained from each criminal background and traffic records check report to determine whether a final offer may be made to each applicant or employee.
- F.14.19** If any application is denied because DYRS determines that the applicant presents a **present** danger to children or youth, the Contractor shall notify the applicant of such determination in writing.

F.14.20 Criminal background and traffic record check reports obtained under this section shall be confidential and are for the exclusive use of making employment-related determinations.

F.15 **Fair Criminal Record Screening:**

- (a) The Contractor shall comply with the provisions of the Fair Criminal Record Screening Amendment Act of 2014, effective December 17, 2014 (D.C. Law 20-152) (the "Act" as used in this section). This section applies to any employment, including employment on a temporary or contractual basis, where the physical location of the employment is in whole or substantial part within the District of Columbia.
- (b) Prior to making a conditional offer of employment, the Contractor shall not require an applicant for employment, or a person who has requested consideration for employment by the Contractor, to reveal or disclose an arrest or criminal accusation that is not then pending or did not result in a criminal conviction.
- (c) After making a conditional offer of employment, the Contractor may require an applicant to disclose or reveal a criminal conviction.
- (d) The Contractor may only withdraw a conditional offer of employment, or take adverse action against an applicant, for a legitimate business reason as described in the Act.
- (e) This section and the provisions of the Act shall not apply:
 - (1) Where a federal or District law or regulation requires the consideration of an applicant's criminal history for the purposes of employment;
 - (2) To a position designated by the employer as part of a federal or District government program or obligation that is designed to encourage the employment of those with criminal histories;
 - (3) To any facility or employer that provides programs, services, or direct care to, children, youth, or vulnerable adults; or
 - (4) To employers that employ less than 11 employees.
- (f) A person claiming to be aggrieved by a violation of the Act may file an administrative complaint with the District of Columbia Office of Human Rights, and the Commission on Human Rights may impose monetary penalties against the Contractor.

F.16 **Documents Incorporated by Reference and Order of Precedence**

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the human care agreement by reference and made a part of the

human care agreement in the following order of precedence.

F.16.1 Jerry M Consent Decree

F.16.2 The Human Care Agreement.

F.16.3 Government of the District of Columbia Standard Agreement Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 2010 located at www.ocp.dc.gov.

F.16.4 U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016.

F.16.5 The Contractor Qualifications Record completed by the Provider.


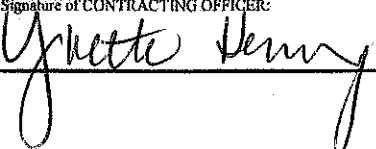
F.16.6 Task Order

F.17 Attachments

The following attachments are included and incorporated by reference into this Agreement.

1. Contractor Qualification Record completed by the Provider.
2. U.S. Department of Labor Wage Determination No. 2015-4281, Revision 3, dated April 8, 2016.
3. Living Wage Act of 2006 (Notice)
4. Living Wage Fact

Government of the District of Columbia

HUMAN CARE AGREEMENT											PAGE	OF	PAGES	
1. CONTRACT NUMBER CW42583					2. REQUISITION/PURCHASE REQUEST NO.				3. EFFECTIVE DATE					
4. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4 th Street, NW, Suite 700S Washington, DC 20001					5. ADMINISTERED BY (If other than Item 5): Contract Administrator as specified in Section E.2									
6. NAMES AND ADDRESS OF PROVIDER/PROVIDER. (No. Street, county, state and ZIP Code)														
Our House, Inc, 19715 Zion Road Brookeville, Maryland 20833 Telephone: 301-519-1019 E-Mail: mike@our-house.org														
7. PROVIDER/PROVIDER SHALL SUBMIT ALL INVOICES TO: Department of Youth Rehabilitation Services Office of the Chief Financial Officer 64 New York Ave., NE, 6th Floor Washington, D.C. 20002							8. DISTRICT SHALL SEND ALL PAYMENTS TO: Our House, Inc, 19715 Zion Road Brookeville, Maryland 20833							
9. DESCRIPTION OF HUMAN CARE SERVICE AND RATE COST														
ITEMLINE NO.	NGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE				QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT					
0001	952-95-00	Group Home Services				6	365 Per Client/Per Day	\$180.66	\$ 395,645.40					
								<i>Total</i>						\$
								<i>Total From Any Continuation Pages</i>						\$
								GRAND TOTAL	<i>Not-to-Exceed</i>					\$ 395,645.40
10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION														
LINE#	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2 ²	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:			B. Name of Financial Officer (Typed):					C. Signature:				D. Date:		
			Title:											
11. PERIOD OF HUMAN CARE AGREEMENT														
Starting Date: Date of Award							Ending Date: Twelve Months Thereafter							
HUMAN CARE AGREEMENT SIGNATURES														
Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 7 and Item No. 12 of page 1 of this document. The Provider/Provider is required to sign this document and return 3 original and signed copies to the Contracting Officer of the Issuing Office stated in Item No. 4 of page 1 of this document. The Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement, (b) the STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS, dated March 2007; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.														
12. FOR THE PROVIDER/ CONTRACTOR							13. FOR THE DISTRICT OF COLUMBIA							
A. Name and Title of Signer (Type or print) Name: MICHAEL NOTT Title: ADMINISTRATOR							A. Name of Contracting Officer (Type or print) Yvette Henry Contracting Officer							
B. Signature of the PROVIDER/CONTRACTOR: 				C. DATE 3/15/16			B. Signature of CONTRACTING OFFICER: 				C. DATE 3/21/2016			

SECTION A – HUMAN CARE SERVICES AND SERVICE RATES

A.1 The Government of the District of Columbia, Office of Contracting and Procurement, on the behalf of the Department of Youth and Rehabilitation Services, hereafter referred to as the “**District**,” is Contracting through this Human Care Agreement with Our House, Inc., hereafter referred to as the “**Provider**,” for the purchase of human care services 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).

A.1.1 The District is not committed to purchase under this Human Care Agreement (HCA) any quantity of a particular service covered under this Agreement. The District is obligated only to the extent that authorized purchases are made pursuant to the HCA.

A.1.2 Delivery or performance shall be made only as authorized by Task Orders issued in accordance with the Ordering Clause. The Provider shall furnish to the District Government, when and if ordered, the services specified in Schedule B.

A.1.3 There is no limit on the number of Task Orders that may be issued. The District Government may issue Task Orders requiring delivery to multiple destinations or performance at multiple locations, as specified in such Task Orders as may be issued.

A.1.4 This Human Care Agreement is based on fixed-unit rates. The Provider shall deliver services in accordance with Section C.

SECTION B–SERVICE/DESCRIPTION/RATE.

B.1 BASE YEAR PERIOD OF PERFORMANCE

<u>CLIN</u>	<u>SERVICE DESCRIPTION</u>	<u>SERVICE UNIT</u>	<u>CAPACITY</u>	<u>SERVICE RATE</u>	<u>Estimated Total Amount</u>
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	6 youth	\$ 180.66	\$395,645.40
	Total Not-to-exceed HCA amount				\$395,645.40

B.1.2 OPTION YEAR 1

<u>CLIN</u>	<u>SERVICE DESCRIPTION</u>	<u>SERVICE UNIT</u>	<u>CAPACITY</u>	<u>SERVICE RATE</u>	<u>Estimated Total Amount</u>
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	6	\$ 180.66	\$395,645.40
	Total Not-to-exceed HCA amount				\$395,645.40

B.1.3 OPTION YEAR 2

<u>CLIN</u>	<u>SERVICE DESCRIPTION</u>	<u>SERVICE UNIT</u>	<u>CAPACITY</u>	<u>SERVICE RATE</u>	<u>Estimated Total Amount</u>
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	6 youth	\$180.66	\$395,645.40
	Total Not-to-exceed HCA amount				\$395,645.40

B.1.4 OPTION YEAR 3

<u>CLIN</u>	<u>SERVICE DESCRIPTION</u>	<u>SERVICE UNIT</u>	<u>CAPACITY</u>	<u>SERVICE RATE</u>	<u>Estimated Total Amount</u>
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	6 youth	\$ 180.66	\$395,645.40
	Total Not-to-exceed HCA amount				\$395,645.40

B.1.5 OPTION YEAR 4

<u>CLIN</u>	<u>SERVICE DESCRIPTION</u>	<u>SERVICE UNIT</u>	<u>CAPACITY</u>	<u>SERVICE RATE</u>	<u>Estimated Total Amount</u>
0001	Group Home in accordance with the requirements of this Human Care Agreement	Client/ Per Day	6 youth	\$ 180.66	\$395,645.40
	Total Not-to-exceed HCA amount				\$395,645.40

SECTION C – HUMAN CARE SERVICE DESCRIPTION AND SCOPE OF SERVICE

C.1 Background

C.1.1 The Department of Youth and Rehabilitation Services (DYRS) serves male and female youths between the ages of 12 and 21 who have been remanded to its temporary custody by the D.C. Superior Court. DYRS’ mission is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of the youth and their families in the least restrictive, most homelike environment. In partnership with the community, this balanced approach to juvenile justice promotes the rehabilitation of delinquent youths toward reforming their behavior in the context of increased accountability, expanded personal competencies, positive youth development and enhanced community restoration. The use of Group Homes will allow young people to live in a home-like environment with structured and supervised care.

C.1.2 DYRS currently operates under the injunction of the Jerry M. Consent Decree, a twenty year comprehensive mandate that consists of an original court decree and more than forty (40) subsequent court orders. The Jerry M. Consent Decree approved by the Court in 1986, heavily influences DYRS’ programmatic and operational objectives. The decree and court orders focus on reform initiatives associated with the facilities, services and delivery of services to the youth placed in the custody and care of DYRS. The presence of Jerry M. Consent Decree places DYRS and all related activities under continual scrutiny to provide a best practice model for the delivery of services in the juvenile justice system while providing services in the least restrictive setting consistent with the protection of the public.

C.1.3 DYRS provides enriched, culturally sensitive services, including recreational, rehabilitative, educational, mental health, medical, recreational, aftercare supervision, residential placements, independent living and mentoring/monitoring support in a nurturing and structured environment to the youth in its custody. The

services are available but not mandated for pre-adjudicated youths.

C.1.4 DYRS has undertaken a series of reform efforts, which includes establishing a robust continuum of care that builds on the strengths of youth and their families while meeting their individual needs.

C.1.5 DYRS is committed to ensuring that all Group Homes (GH) are licensed by DYRS in accord with Chapter 62 Title 29 DCMR and are meeting the needs of the youth and family, agency, the courts and the community.

C.1.6 Group Homes located outside the District of Columbia must be duly licensed in the jurisdiction in which they are located.

C.2 **Scope of Human Care Services**

C.2.1 Subject to the continuing availability of funds, the District may purchase and the provider shall provide the human care services in the manner specified in Sections C.7 through C.15.

C.2.2 DYRS seeks multiple Providers to provide Group Homes for male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. The homes may be located within or outside the District of Columbia. Each youth's length of stay will vary based upon the youth's ISP (Individualized Service Plan)/Success Plan. The Providers shall possess firsthand knowledge and experience in providing intensive services to youth involved in the juvenile justice system.

C.2.3 The system of care expected to result from these human care agreements seeks to address the specific needs of youth served by DYRS. Programming must be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development. The Group Homes shall provide youth in the juvenile justice system with community-based support services in lieu of confinement at the New Beginnings Youth Development Center. Support services shall include but not limited to life skill training, education, employment, counseling, behavior modification, family engagement and additional specific services identified in each youth's service plan. These support services are also expected to result in helping to meet DYRS' goal for its community based services where youths will meet 90% of scheduled court appearances; 75% of participants will not be re-arrested; and the abscondance rate will be below 5%.

C.2.4 Providers shall be subject to facility inspections by court monitors, as may be required by the court.

C.3 **Target Population**

C.3.1 The typical youth referred to Group Homes are youth between the ages of 12 and 21 or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities;

youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from residential treatment centers outside of the District of Columbia. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate to depopulate The New Beginnings Youth Development Center and to provide services in the least restrictive setting consistent with public safety.

C.4 Licensing Requirements

- C.4.1** Group Homes located within the District of Columbia shall have a license in good standing issued the Department of Youth Rehabilitation Services' standards in accordance with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.
- C.4.2** All youth in DYRS custody and care shall be (placed is the appropriate language. Do not replace. in a licensed Group Home facility, regardless of the jurisdiction in which it is located. All Group Homes must maintain a license in good standing and comply with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.
- C.4.3** All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan on abscondence prevention and review of behavior of youth who have absconded from their program. The policy will include information regarding assessment of the youth, precipitators to the abscondence, actions taken by the staff, a debriefing meeting to review the placement violation incident and reporting of interventions that may prevent the placement violation.
- C.4.4** All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing the use and administration of prescription medication and the self-administration of metered dose inhalers that have been approved by a licensed health professional and authorized by their parent or guardian. Facilities outside of the District of Columbia will follow their state jurisdiction regulation and submit a copy of their implementation of their state regulation.
- C.4.5** All Group Homes shall establish a plan demonstrating that the facility shall develop and follow a written plan governing a Global Positioning System (GPS) charging policy in order to ensure that every youth that is admitted to their facility with a monitoring bracelet has a documented way to charge the monitoring bracelet.
- C.4.6** The District reserves the right to inspect the facility prior to awarding a Human Care Agreement and/or placement of youth. The District will conduct periodic, scheduled and unscheduled site visits for the purpose of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.

C.5 Applicable Documents

The following documents are incorporated in this solicitation and resulting Human Care Agreement by this reference:

Item No.	Document Type	Title	Date
1	American Correctional Association Industry Standards	<p align="center">Standards for Juvenile Community Residential Facilities (3rd ed.)</p> <p>Available at: ACA, 206 N. Washington Street Alexandria, VA 22314 Phone: (703) 224-0000 www.aca.org.</p>	May 1990
2	DC Municipal Regulations	<p>29 DCMR, Chapter62 29 DCMR Available at: D.C. Municipal Regulations</p>	7/27/2001
3	D.C Law 17-9	<p>D.C. Official Code, Section 44-552 Criminal Background Checks Available at: D.C. Official Code</p>	2007
4	DYRS Documents	<p>DYRS Community-Based Residential Services Home Visit Policy Resident Visitation Form Invoice Template Menu of Services Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	Most Recent
5	District of Columbia Interagency Memorandum of Agreement (Policies and Procedures)	<p>Agreement Between the Superior Court, Metropolitan Police Department, the Corporation Counsel, the Child and Family Services Agency and the Department of Youth Rehabilitation Services (Formerly the Department of Youth Rehabilitation Services, Youth Services Administration)</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	Undated
6	DYRS Document	<p>Unusual Incident & After Hours Emergencies- Protocol Unusual Incident Report</p>	12/18/06

	(Policy & Procedures)	Absconder Report Instructional Sheet for Placement Violation 311 Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	
7	Public Laws 91-230 (1970) and 105-17 (1997)	Federal Individuals with Disabilities Education Act 20 USCA § 1400 <i>et seq.</i> , Subchapters I and II Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/	1970 1997
8	Public Law 101-336, July 26, 1990	Americans with Disabilities Act 42 USCA § 12101-102; 12131-134. Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/	1990
9	Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 <i>et. seq.</i> (2003))	The Prison Rape Elimination Act of 2003 ("PREA") Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ79/pdf/PLAW-108publ79.pdf .	2003
10	The District of Columbia's State Education Agency (SEA)	Office of the State Superintendent of Education Mission and Vision Statement Available at: http://osse.dc.gov/service/what-does-osse-do	
11	The District of Columbia Assessment and Accountability Manual	District of Columbia Assessment and Accountability Manual Available at: http://osse.dc.gov/publication/district-columbia-assessment-and-accountability-manual	Issued March 2010
12	PUBLIC LAW 108-446 The Individuals with Disabilities Education Act (IDEA).	Individuals with Disabilities Act (IDEA), as amended Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ446/pdf/PLAW-108publ446.pdf For more information and resources related to IDEA, visit http://idea.ed.gov/explore/home .	
13	The Vocational Rehabilitation Act	Section 504 of the Rehabilitation Act of 1973, Pub. L. 93-112, 87 Stat. 394 (Sept 26, 1973), as codified at 29 U.S.C. § 794 <i>et. seq.</i> , available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title29/pdf/USCODE-2011-title29-chap16-subchapV.pdf Title II of the Americans with Disabilities Act, Pub. L. 101-336, 104 Stat. 327 (July 26, 1990) as codified at 43 U.S.C. §12101 <i>et. seq.</i> , available at http://www.gpo.gov/fdsys/pkg/USCODE-2010-title42/pdf/USCODE-2010-title42-chap126.pdf	
14	Title 5 of the District of	Title 5, DCMR, Chapters 25, Discipline, and 30, Special Education:	

	Columbia Municipal Regulation (DCMR), Chapters 25 District of Columbia Municipal Regulations (DCMR)	Title 5, DCMR Chapter 25 was repealed in 2009 and replaced with Chapter B25, which is Available at: http://dcps.dc.gov/DCPS/Files/downloads/SCHOOLS/Youth%20Engagement/DCMR-Chapter-25-Title-5-Final-Rulemaking-2009.pdf . Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
15	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapter 30	Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
16	The Family Education Rights and Privacy Act (FERPA)	The Family Education Rights and Privacy Act (FERPA) Available at: www.ed.gov/offices/OI/fpco/ferpa	
17	The District of Columbia School Reform Act of 1995	Title 38 (Educational Institutions) of the D. C. Official Code http://dccouncil.us/legislation follow link to official D. C. Code. Text of the specific Act can be found at: http://www.dcpcsb.org/sites/default/files/report/School%20Reform%20Act.pdf	
18		Non-discrimination, in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 <i>et seq</i> ; Available at: http://ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/LawsAndRegs-HumanRightsAct-1977-English.pdf	1977
19		Sexual harassment, in accordance with D.C. Mayor's Order 2004-171; Available at: www.ohr.washingtondc.gov/ohr/lib/ohr/pdf/Mayor	
20		District of Columbia's Mandatory Employee Drug and Alcohol Testing (MEDAT) regulations Available at: http://dchr.dc.gov/page/chapter-39-testing-presence-controlled-substances-and-alcohol-issuances-electronic-district	
21		Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 <i>et seq.</i>) Available at: http://app.cfo.dc.gov/services/fiscal_impact/pdf/spring04/B15-607_CYHS_Omnibus_Act_of_2004.pdf	2004
		D.C Official Code §22-2405.	

22		<p>Available at:</p> <p>http://www.lexisnexis.com/hottopics/dccode/</p>	
23		<p>Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law15-353, codified as D.C. Official Code § 4-1501.01 et seq.</p> <p>Available at:</p> <p>http://dchr.dc.gov/sites/default/files/dc/sites/dchr/publication/attachments/DCHR_trans_200-202_chpt_3_part_ii_COVER2.pdf</p>	

C.6 Definitions

C.6.1 Abscondance: The youth is absent from an approved placement due to escape, truancy, curfew violation for any other reason, without the appropriate permission/notification required by the provider/DYRS case management.

C. 6.2 Adjudicated– The period after it is determined whether or not allegations brought forth the juvenile court petition are true. An adjudicatory hearing is held to determine the facts of the case and an appropriate course of action.

C.6.3 Balanced and Restorative Justice (BARJ) Model: A framework for Juvenile reform that seeks to engage citizens and community groups both as clients of juvenile justice services and as resources in a effective response to youth crime. This balanced approach requires juvenile justice professionals to devote attention to: enabling offenders to make amends to their victims and community; increasing offender competencies; and protecting the public through processes in which individual victims, the community, and offenders are all active participants.

C.6.4 Case Management: A process whereby a plan is developed and implemented for eligible youth and their families; which efficiently utilizes juvenile justice, behavioral, physical health, education, and community resources to achieve the optimum outcome in the most cost effective manner. Case management is the process by which DYRS provides, assesses, manages, advocates, negotiates, coordinates, contracts, reports, monitors necessary services, and resources to fulfill the treatment goals for delinquent youth and their families.

C.6.5 Case Manager: The assigned DYRS social worker or after care worker who is responsible for ensuring the initial assessment of the youth his/her family’s needs, the provision of services to meet those identified needs, and the ongoing monitoring of the services delivered to insure compliance with the youth’s Individualized Service Plan.

- C.6.6 Committed Youth:** Youth that have been found to be involved in an illegal or criminal act and who consequently receive a disposition by the court to be remanded to the care and custody of the District for a determinate period of time to receive rehabilitation services in the least restrictive environment.
- C.6.7 Confidentiality:** The safeguarding of information regarding committed juveniles in accordance with all federal and District laws pertaining to confidentiality of information.
- C.6.8 Continuum of Services/Care:** A range of services from least restrictive to highly structure or highly restrictive that addresses a range of needs of youth and provides an array of services.
- C.6.9 Contract Administrator (CA) -** The representative responsible for the general administration of this Human Care Agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the CA is responsible for the day-to-day monitoring and/or supervision of this Human Care Agreement. The CA is not authorized or empowered to make amendments, changes, or revisions to this agreement.
- C.6.10 Culturally Sensitive:** Appropriate services that are inclusive of all groups, in terms of their ethnicity, age, gender, cultural practices, sexual orientation, socio-economic status, educational background, and language.
- C.6.11 Curfew Violation:** A curfew violation occurs when a youth is not where he or she is supposed to be, but has been missing for less than one hour
- C.6.12 CSSD:** Division of Court Social Services
- C.6.13 Education support/advocacy:** Services designed to increase the educational skills of the youth. These may include individualized approaches as well as use of non-traditional methods and materials, for example, computers, mentors, or tutors.
- C.6.14 Family Interventions –** Formal and informal techniques that focus on the family, both parents and therapeutic family's and will include family therapy, parent training and support groups, and utilization of trained family advocates to work with youth and their families.
- C.6.15 Family Team Meeting:** A formalized process where, family members, professionals, community providers, and family friends convene to discuss the youths' strengths and needs and to identify strategies needed to develop the individual service plan for the youth.
- C.6.16 Group Homes:** A small, community-based and family-focused group care residential placement facility providing a home-like environment for up to six youths who require on-site and individualized services and supervision.

- C.6.17** **Habilitation Services:** The process by which a youth is assisted to acquire and maintain those life skills which enables him or her to cope more effectively with the demands of his or her own environment, raise the level of his or her physical, intellectual, social, emotional and economic efficiency. Services provided may include monitoring of health care needs, behavior management, money management, social skills, personal care skills, and practical living skills.
- C.6.18** **Individualized Service Plan (ISP)/ Success Plan)** A document that specifically identifies the goals, objectives, strategies, responsible parties and resources to address the assessed strengths and needs of a committed youth and the family. The DYRS case manager designs the plan to ensure that habilitative and rehabilitative services are correlated to the Balanced and Restorative Justice Model (BARJ) principles which are competency development, accountability and community safety. The plan is developed and periodically updated in conjunction with the DYRS case manager, youths, youth's family and designated service providers. Updates are to occur at a minimum of every 90 days, to indicate progression in the achievement of desired outcomes.
- C.6.19** **Least Restrictive Environment** - That living or habilitation arrangement which least inhibits an individual's independence. It includes, arrangements to move an individual from more to less structured living and from larger to smaller living units.
- C.6.20** **Life Skills** - A combination of services designed to assist youths in the acquisition of knowledge and skills that will enable them to realize their personal, social, educational, and vocational functioning to the fullest extent possible. The services are designed to provide an intermediate level of treatment but needing some educational components. Pre-vocational activities prior to moving to work activities or sheltered workshop settings.
- C.6.21** **Natural Family** - A family consisting of one or more parents and their children, but not including aunts, uncles or grandparents.
- C.6.22** **Positive Youth Development (PYD)** – Is a strengths-based macro concept that directs the programs and services available in communities to all young people, rather than targeting only those with defined problems or in high-risk situations. Services and activities are voluntary. They provide formal and informal opportunities and experiences that support youth in making a successful transition to adulthood. This differs significantly from current systems that prioritize and fund problem- prevention and crisis-intervention services (Robertson, 1997).
- C.6.23** **Peer group interactions** – Strategies that include counseling that focuses on peer pressure, values clarification and goal identification.
- C.6.24** **Provider** - A consultant, vendor or contractor of goods or services, who can be an individual, a partnership, non-profit entity, or a corporation that enters into a contractual agreement with the District of Columbia.

- C.6.25** **Qualified Personnel** - Persons holding official credentials, accreditation registration, certification, or licenses issued by their jurisdiction and, for the purposes of providing services under these HCAs. The term shall include, but not be limited to, administrators, group home providers, dentists, dietitians, occupational therapists, professional nurses, physicians, podiatrists, speech pathologists or audiologists, pharmacists, patient activity specialists, psychologists and professional counselors, and social workers.
- C.6.26** **Supervision and Control:** Activities designed to provide external constraints for youths' behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.
- C.6.27** **Task Order:** an order for services placed against an established human care agreement, using OCP Form 1902, Human Care Agreement Task Order
- C.6.28** **Work Plan:** the proposed methodology for delivering case management services.
- C.7** **Specific Requirements**
- C.7.1** The Provider shall provide Group Homes (as defined in Section C.6.24) in accordance with the following:
- C.7.1.1** Location shall be within or outside the District of Columbia in order to afford youth and families the opportunity to access and receive needed programs and services.
- C.7.1.2** Hire and train staff to provide the required services to youth residing in Group Homes in accordance with Sections C.11 – Staff Development and Training.
- C.7.1.3** Adhere to service requirements in accordance with all existing Federal and District of Columbia laws, rules and regulations including, where applicable, the American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities (Section C.5 Document 1).
- C.7.1.4** Services shall be linked at the neighborhood level with formal and informal supports that are expected to continue to make a difference in the lives of youth as they exit the juvenile justice system.
- C.7.1.5** Services shall be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development.
- C.7.1.6** The Provider shall ensure a philosophy of unconditional commitment and care to each youths in the program, by agreeing not to eject youths that have been accepted into the Group Home program, but rather renegotiate an individual contract with the agency on a particularly difficult referral.

- C.7.1.7** Therapeutic living accommodations that allow youths to live in a home-like environment with supervised care, that meets all licensing, registration and occupancy requirements, building safety, fire, health and sanitation codes and all other required certifications as prescribed by the governing jurisdiction and maintain current all required permits and licenses for each home utilized in the provision of services under the Human Care Agreement.
- C.7.1.8** Living quarters with adequate space, as well as furnishings that are well maintained. The Group Homes shall not accept more than four (4) to six (6) youth contingent upon licensing capacity. The Provider's homes used during the performance of this Human Care Agreement shall meet all applicable federal, state and local regulations for the intended use throughout the duration of the Human Care Agreement.
- C.7.1.9** Maintain accessibility for persons with mobility limitations, consistent with Public Law 101-336, Americans with Disabilities Act (Section C.5 Document 8).
- C.7.1.10** Services shall ensure that an emergency site is available, with specific address provided, for the provision of services under the Human Care Agreement should a primary home become unavailable.
- C.7.1.11** Monitoring of school attendance and compliance with established curfews.
- C.7.1.12** Actively initiate emergency crisis interventions, family interventions, and home visits with crisis intervention.
- C.7.1.13** Arrange for transportation resources to address the transportation needs and requirements of the entire youth population residing at their facility. The Provider shall ensure that all vehicles used to transport youth and staff are properly and adequately maintained for safety.
- C. 7.1.14** Services shall include accommodations for meals and snacks that consist of a well-balanced diet containing an adequate amount of food and calories. The Provider shall develop and follow a written plan for nutritional services, including planning and budgeting for the youth's dietary needs, and purchasing, storing, preparing and serving the food. All provider menus must be reviewed/approved by a licensed dietician/nutritionist.
- C.7.1.15** Services shall include a systems to allow youth to file grievances about matters of concern to them, and a system to respond to those grievances, as well as a system for youth to report misconduct by staff or youth.
- C.7.1.16** Services shall include and establish systems for parents and other approved family members and mentors to visit youth, and for youth to have access to telephone and letter writing opportunities.
- C.7.1.17** Services shall include and ensure and promote proper personal hygiene awareness.

C.7.1.18 Services shall include a positive behavior management incentive system.

C.8 **Administrative Operations**

C.8.1 The Provider shall, at a minimum, provide or maintain the following administrative operations to support the delivery of therapeutic services for the youth:

C.8.1.1 Twenty-four (24) hours per day seven (7) days per week services to include a minimum of two (2) staff providing direct supervision. The Provider shall maintain an administrative office, which shall operate at a minimum, from 9:00 a.m. to 5:00 p.m., Monday through Friday, except on federal holidays.

C.8.1.2 Implement an admissions criteria that outlines agency program model with youth compatibility with program model.

C.8.1.3 orientation sessions shall be conducted with newly admitted youth relating to the Provider's procedures, rules, programs, and services.

C.8.1.4 Youth assessments shall be conducted prior to the time of enrollment that identifies youth need and any barriers to treatment services. In addition this assessment shall identify a youth(s) placement compatibility.

C.8.1.5 Rules of conduct to provide for the general welfare and constitutional rights of youths while recognizing and maintaining required order and structure shall be maintained by the Provider. The rules of conduct shall, at a minimum address the rights and responsibilities of youths and staff, including prohibited acts, and grievance procedures. The Provider's published rules of conduct shall be available for review upon the request of DYRS.

C.8.1.6 Policies and procedures manual(s) that, at a minimum, provide details describing program management, admissions, living and environment, case management, behavior management, program security, program safety, and conditional release shall be maintained by the Provider. The Provider's policies and procedures manual(s) shall be available for review upon the request of the CA.

C.8.1.7 Emergency plan shall be maintained and approved by local fire officials that clearly documents the Provider's emergency preparedness, which includes information about the emergency site arrangements described in C.7.1.10. The Provider's emergency preparedness plan shall be available for review upon the request of the CA. The emergency plan shall be reviewed annually, updated as necessary, and redistributed as changes occur.

C.8.1.8 Emergency plan shall be conspicuously posted showing the location of exits, fire extinguishers and first aid equipment in each facility and home utilized for the provision of services.

C.8.1.9 DYRS requirements shall be followed when submitting written reports for all unusual or critical incidents, including abscondance, involving youth referred by the District to the C and Case Manager before the end of the shift the incident occurred.

C.9 Juvenile Services/Model of Care

C.9.1 Provider shall provide an intensive, structured daily program, seven (7) days a week, which shall at a minimum provide the following juvenile services for the District's youths:

C.9.1.1 Develop comprehensive case files for each youth including historical, background, and other relevant information received from DYRS case managers. Case files shall be maintained in a manner that is both organized and representative of the youths' progress based on the youth's prescribed ISP/Success Plan and updates. Case files shall include daily progress notes for individual youth.

C.9.1.2 A level system shall be developed that holds youth accountable for all behaviors, reduces disruptive behaviors, and supports the maintenance of positive behaviors. The level system is based upon a modified Token Economy with an emphasis on success rather than failure.

C.9.1.3 Meet the physical needs of at risk youth by providing safety, shelter, proper nourishment, opportunity for exercise, family planning if desired, clothing and by ensuring access to medical and dental health care.

C.9.1.4 Meet the emotional needs of at risk youth by providing support, empathy, mentoring (by adults), encouragement and therapy, including psychiatric care when needed.

C.9.1.5 Meet the social needs of at risk youth by providing diverse opportunities to practice social interactions, providing diverse indoor and outdoor recreational opportunities, and providing mentoring, and coaching. Also by building emotional management skills, communication skills and conflict resolution skills and by teaching about healthy interpersonal relationships including healthy and safe sexual practices.

C.9.1.6 Meet the intellectual and educational needs of at risk youth through mentoring, appropriate educational assessment and planning including college, tutoring, supporting interests, and exposure to creative and performing arts. To meet the independent living skills needs of at risk youth by teaching independent and daily living skills and independent living skills through the daily program routine and independent living skills (ILS) classes, and through referrals to other vocational rehabilitation and employment training and internship opportunities.

- C.9.1.7** Meet the spiritual needs of at risk youth by providing them freedom to explore and practice spirituality of choice and means to connect with a chosen spiritual group.
- C.9.1.8** Maintain youth placements and/or successfully transition youth to their identified discharge destination.
- C.9.1.9** The mental health service plan shall serve as a behavioral intervention plan for identified youth. Such plans focus on protocols that will teach the youth skills to manage specific behavioral manifestations of the diagnosis. The plan will address the frequency of the behavior, the settings in which the behavior occurs, and how the staff will respond when the behavior occurs. All staff will be briefed and/or trained on the mental health service plan specific to each youth with behavioral diagnoses to ensure consistency of staff response to the behaviors as they occur. Shall include crisis and safety planning.
- C.9.1.10** DYRS case manager **shall be provided** with a work plan that details the intensity and frequency of services described in the ISP/Success Plan within 15 days of receiving the ISP/Success Plan. This plan shall be uploaded into the FamCare database system. The work plan shall address, but not be limited to, the following:
- C.9.1.10.1** a) **Supervision and Control:** Provide intensive structured daily programming seven (7) days a week. Activities shall be designed to provide external constraints for the youth's behavior, monitor the behavior, and strengthen the adherence and acceptance of rules. Therapeutic supports and approaches shall be centered in Positive Youth Development (PYD) to enhance normalized activity;
- C.9.1.10.2** b) **Job Training, Employment and Assistance with Daily Living Skills:** Provide assistance to youths in obtaining and maintaining employment, and learning to manage their daily living needs, This includes but is not limited to assisting with job searches, interviews, communication skills, budgeting money, maintaining a bank account, shopping and effective time management.
- C.9.1.10.3** c) **Recreation/Leisure/Cultural Activities:** provide regularly scheduled activities designed to engage, stimulate and expose youths to vocational, artistic and consciousness raising pursuits.
- C.9.2** **Special Education Objectives**
- C.9.2.1** Special Education Support Services: Maintain a copy of the Individualized Education Plan (IEP) for all youth receiving special education services. Provide support services as identified in the IEP and ISP/Success Plan.
- C.9.2.2** Services should be delivered during the academic year, Monday through Friday, between the hours of 8:00AM and 3:30PM, excluding holidays. The lengths and periods of core academic instruction, elective coursework and summer school programming shall be

provided in accordance with the District of Columbia Public School (DCPS) academic calendar.

C.9.3 Special Education Goals:

C.9.3.1 Provide a quality education to youth committed to the custody and care of the Department of Youth Rehabilitation Services.

C.9.3.2 Raise student scores as measured by the District of Columbia Comprehensive Assessment System (DC CAS) and other assessments approved by the District of Columbia Office of the State Superintendent of Education (OSSE). The academic program must increase the likelihood that students leaving DYRS custody will return to their communities and engage in constructive activities toward the completion of high school, obtain and maintain employment, and engage in higher post-secondary or vocational training.

C.9.3.3 Create a culture of achievement and excellence, wherein youth have a fair chance of succeeding and experiencing positive educational gains. This is equally as important as developing a strong curriculum and having a sound academic program. The academic program should be built upon the culture of achievement and positive youth justice. There are three crucial elements to realizing the culture of achievement and excellence: strong leadership, a consistent message of achievement from all stakeholders, and an organizational structure that promotes literacy, numeracy, lifelong learning, and personal growth and development.

C.9.3.4 Choose leaders and administrators who are certified and will be enthusiastic about learning and achievement for the DYRS population.

C.9.4 Special Education Requirements:

C.9.4.1 The education program shall draw from evidence-based practice for educational services and national standards.

C.9.4.2 The education program shall demonstrate a school-wide commitment to individualized education, aggressive efforts to obtain Individualized Education Plans (IEP) and other student records from previous placements, timely and appropriate educational intake assessments, and diligence in involving parents and other stakeholders in all aspects of school life.

C.9.4.3 The education program shall comply with all mandates and requirements established by the District of Columbia's State Education Agency (SEA) and the District of Columbia Assessment and Accountability Manual, which includes, but is not limited to: providing data and reports regarding students enrolled in the contractor's education program, implementing state standards and curriculum, administering state assessments of the students, and complying with the Individuals with Disabilities Education Act (IDEA).

- C.9.4.4** The education program shall include special education services for students with disabilities and special needs. The Provider shall make accommodations for students eligible for support under IDEA and under Section 504 of the Vocational Rehabilitation Act (VRA). This includes but is not limited to: providing a dedicated aide where required by the IEP, occupational therapy, speech and language therapy, and behavioral support services.
- C.9.4.5** The education program's special education services must be provided in accordance with all Federal and District laws and regulations including, but not limited to:
- a. Title 5 of the District of Columbia Municipal Regulation (DCMR),
 - b. Chapters 25 and 30 of the District of Columbia Municipal Regulations (DCMR),
 - c. The Family Education Rights and Privacy Act (FERPA),
 - d. The District of Columbia School Reform Act of 1995,
 - e. Office of the State Superintendent of Education (OSSE) Policies; and
 - f. Any other applicable laws, rules or regulations.
- C.9.4.6** The education program shall offer an educational setting that is able to accommodate student's with an IEP who are required to be in either an inclusion or segregation classroom. Inclusion is an educational practice where students, with or without disabilities, are educated together with the essential supports and services in an age appropriate classroom in their neighborhood school. Inclusion is based on the belief that each individual student belongs with his or her peers and that diversity is valued. Segregated classrooms are settings where students with full time special education services are separated from a traditional classroom setting to receive individual supports based on services needed.
- C.9.4.7** The education program shall provide small student to teacher ratios. Strategies for effective instruction in an inclusion setting shall be infused into professional development along with guidance regarding appropriate accommodations.
- C.9.4.8** The education program must provide academic instruction that includes elective coursework, vocational training, and post-secondary educational opportunities for students who have earned a high school diploma or equivalency. The Provider must use traditional and non-traditional approaches, including distance learning and on-line learning on an individual and as needed basis.
- C.9.4.9** The education program shall provide educational instruction aligned with the District of Columbia's learning standards. In addition shall adhere to scheduling youth in courses that meet the District of Columbia's academic requirements.
- C.9.4.10** The education program shall maintain and share with DYRS, periodically and upon request, records of each student's performance, including but not limited to:
- a. grade reports;
 - b. reports of related services;
 - c. updated transcripts;

- d. full and partial credits received;
- e. courses, including course descriptions, in which student is enrolled;
- f. ACT/SAT or GED tests scores
- g. special awards or honors earned.

- C.9.4.11** The education program shall secure all special education records in accordance with IDEA requirements.
- C.9.4.12** The education program shall, upon request, make all records of DYRS youth available to DYRS staff for audit and review.
- C.9.4.13** The education program shall copy and forward student records to schools or other education programs within five (5) calendar days after such school or education program makes a request.
- C.9.4.14** The education program shall invite relevant DYRS staff, particularly the youth's Case Manager/Social Worker, to participate in IEP meetings, behavior intervention plan meetings, and any other meetings relevant to the student's performance in the education program.
- C.9.4.15** The education program shall assess the mathematics and reading level of each youth and provide the necessary support and remediation required for improvement.
- C.9.4.16** The education program shall contact DYRS Office of Education to request, obtain, and review previous school records including transcripts, and IEPs, within five (5) calendar days of a student's placement.
- a. If requested records have not been received within ten (10) calendar days, the contractor shall notify the Program Manager for Education and Workforce Development for further assistance.
- C.9.4.17** Once the education program has received the appropriate educational records and has had the opportunity to observe the student in the classroom and through intake assessments, the Provider shall convene a meeting with the Multi-Disciplinary-Team (MDT). The meeting participants, which based on the needs of the youth should include a speech language therapist, psychologist, social worker, mental health staff, and the parent/guardian, will discuss educational goals and develop an academic intervention plan (AIP), a 504, or an IEP for the identified student.
- C.9.4.18** The education program shall ensure that a Multi-Disciplinary Team Meeting (MDT Meeting) occurs and that the IEP, Academic Intervention Plan (AIP), or 504 are finalized and implemented within thirty (30) days of receiving each youth.
- C.9.4.19** The education program must interview each student regarding his or her interests, aspirations, and prior school history. This must be used to inform the development of an

individualized program for each student within the first five days of the youth's placement.

C.9.4.20 The education program must begin the process of obtaining a Certificate of Approval (COA) from OSSE prior to receiving DYRS youth. If the COA process is not completed by the education program in a timely manner, DYRS holds the right to forfeit any contract as deemed appropriate.

C.9.5 Coordination of Services

C.9.51 The Provider shall coordinate with the DYRS case manager for clinical services necessary to meet and support the treatment objectives comprehensive transition planning and strategies described in the ISP/Success Plan, including, but not limited to:

C.9.5.2 Individual and group counseling that focus on day-to-day adjustment issues. This may also include formal psychotherapeutic or behavior modification techniques. Coordinate service care planning meetings to discuss youth treatment services, specific interventions, behavioral, education, supportive services and needs for service.

C.9.5.3 Family interventions by utilizing trained family advocates to work with youth and their families. This may include formal and informal techniques that focus on the family, both natural and extended family and shall include family therapy, and parent training or support groups.

C.9.5.4 Enhance educational skills for youths consisting of individualized approaches and the use of non-traditional materials and methods, including providing access to computers and computer technology and providing mentoring, and tutoring as needed.

C.9.5.5 Clinical services shall include client specific interventions, as outlined in the ISP/Success Plan shall be provided either internally or through approved referrals to local providers as coordinated with the DYRS case managers. Services shall include, but are not be limited to; mental health and substance abuse counseling, and trauma informed treatment.

C.9.5.6 Peer Group Interactions utilizing programmatic strategies that includes, counseling that focuses on peer pressure, values clarification, goal identification and behavioral management..

C.9.5.7 The Provider shall coordinate with DYRS to ensure that youth have access to medical care that meets youth's preventative, routine and emergency health needs. This includes, but is not limited to, an initial medical screening, comprehensive medical and dental examinations, routine medical and dental examinations, maintenance of required immunizations, vision and hearing examinations, and maintenance storage, supervision and administration of prescription medications. Medical and health services shall at a minimum be delivered in compliance with the following:

C.9.5.8 The Provider shall obtain emergency medical care through a local hospital;

- C.9.5.9** The Provider shall provide the hospital with the youth's D.C. Medicaid Identification Number. Emergency medical services are billable to D.C. Medicaid;
- C.9.5.10** The Provider shall obtain pre-authorization from DYRS before obtaining non-emergency medical and dental treatment;
- C.9.5.11** The Provider shall obtain medical care through DC certified Medicaid Providers for routine medical care, if the Medicaid providers are within 50 miles of the youth's placement facility.
- C.9.5.12** The Provider shall submit pre-authorized non-emergency medical or dental visit treatment Providers' invoices to DYRS.AncillaryInvoiceReview@dc.gov
- C.10** **Provider Staff Requirement**
- C.10.1** The Provider shall provide sufficient qualified staff, as prescribed in DCMR 29, Chapter 62, to support the treatment and habilitative needs of each youth referred by DYRS. The Provider shall provide staff trained to incorporate the youth's natural and extended family members in the delivery of services. Staff shall have the requisite qualifications to provide services to the population(s).
- C.10.2** The Provider shall ensure that its staff includes, a Mental Health Specialist , master's level coordinator/manager; a family preservation specialist with a bachelor's degree and five years of relevant work experience; case managers that have a bachelor's degree and five years of relevant work experience; and administrative staff.
- C.10.3** The Provider's staffing pattern for Group Homes shall provide for 24-hours per day coverage to provide on-site supervision and life skills training. Staff composition should represent family-like models.
- C.10.4** The Provider's staffing pattern shall provide sufficient respite care staff to provide all staff time off in accordance with DCMR 29, Chapter 62, local labor laws and industry best practices.
- C.10.5** The Provider shall ensure that staff is competent and sensitive in providing treatment to persons of diverse cultural backgrounds, as well as responsive to the needs of minority individuals.
- C.10.6** The Provider shall ensure that staff are properly licensed and/ or certified subject to licensure and/or certification pursuant to the laws and regulations of the jurisdiction in which they are employed.
- C.10.7** The Provider shall provide documentation that all staff persons possess adequate training to perform the duties for which they are assigned and meet all applicable requirements for certification and/or licensing.

- C.10.8** The Provider shall maintain an individual personnel file for each staff person containing the employment application, personal and professional references, applicable licenses, credentials and/or certificates, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct and actions with respect to the allegations and date and reason if terminated from employment, which shall be accessible to the CA upon request.
- C.10.9** The Provider shall ensure through documentation that all prospective employees undergo a pre-employment examination and follow-up Annual examination.
- C.10.10** The Provider shall provide orientation and training for all staff members with respect to administrative procedures, patient rights, confidentiality of treatment records and other relevant policies, procedures and protocols of the DYRS.
- C.10.11** The Provider shall maintain a current organizational chart displaying organizational relationships and responsibility lines of administrative oversight and supervision.
- C.10.12** All personnel materials, including the individual personnel file, for each employee providing services under this Human Care Agreement shall be made available to the CA for review upon request.
- C.10.13** The Provider(s) shall ensure that direct services staff persons maintain Annual certifications in Cardio-Pulmonary Resuscitation (CPR) and First Aid.
- C.10.14** The provider shall ensure that staff attends monthly meetings and trainings as requested by DYRS.
- The Provider shall adhere to the following staff security requirements:**
- C.10.15** The Provider shall conduct routine pre-employment criminal record background checks of the Provider's applicable staff, consultants, interns and volunteers and future staff, consultants, interns and volunteers that will provide services under this Human Care Agreement. The Provider shall not employ any staff in the fulfillment of the work under this Human Care Agreement unless said persons are found suitable to work with DYRS youth by the Contract Administrator. Staff shall not have any convictions relative to abuse or harming children, elders or animals, or any other offenses.
- C.10.16** The Provider shall document that all direct and indirect staff, including consultants and volunteers, have no prior criminal record of conviction for child abuse or molestation sexual abuse, or rape.
- C.10.17** The Provider shall ensure that all employees, consultants, volunteers and interns undergo a pre-employment test for drugs and alcohol prior to hiring. The Provider shall provide random drug testing for employees, consultants, volunteers and interns. The provider

shall ensure that test results are maintained in each contract employee's personnel records.

C.10.18 After award of a Human Care Agreement, the Provider shall furnish copies of the criminal history and other applicable documents of applicable Provider staff that perform services under this Human Care Agreement to DYRS Licensing Unit upon request. Any conviction or arrest of the Provider's employees will be reported to DYRS Licensing Unit who will determine the employee's suitability for performance under this Human Care Agreement.

C.10.19 The Provider shall conduct the criminal record background checks on an annual basis for all employees, contractors, volunteers and interns. The Provider shall disclose to DYRS, through DYRS Licensing Unit any arrests or convictions that may occur subsequent to employment. DYRS Licensing Unit will determine the employee's suitability for continued performance under this Human Care Agreement.

C.11 Staff Development and Training

C.11.1 The Provider shall develop and provide staff development, and training to the Provider's staff with the ability and opportunities to demonstrate an on-going commitment to refining skills through instructional and educational training as well as training resulting from clinical supervision.

C.11.2 Providers are required to have written policy/procedure that establishes the training and staff development programs, including training requirements for all categories of personnel.

C.11.3 The Provider(s) shall ensure that each staff member that provides services under this human care agreement participate in the DYRS sponsored training courses "Safe Crisis Management" and "*Suicide Prevention*" within the first 90 days of employment for new hires and within the first 90 days of the award of the human care agreement for currently employed direct care staff.

C.11.4 At a minimum, 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 training for staff each subsequent year. The training should cover the following subjects, although not all-inclusive:

- a) Signs of child abuse
- b) Security procedures
- c) Behavior modification techniques
- d) Positive youth development
- e) Adolescent behavior and development
- f) Working with youth with mental health disorders and developmental disabilities to include Trauma informed care.

- g) Cultural competence
- h) Signs of suicide risks/suicide precautions
- i) Procedures for referring youth for needed services
- j) Crisis Intervention and Restraint techniques, if applicable
- k) Documentation/report writing
- l) Rights and responsibilities of youth
- m) Fire, emergency and safety procedures
- n) Interpersonal relations and Family Engagement
- o) Social/cultural lifestyles of the youth population
- p) Communication skills/counseling techniques
- q) First aid/cardiopulmonary resuscitation (CPR)
- r) Sexual harassment and prohibition of sexual misconduct
- s) How to report staff misconduct and the requirement that staff report such conduct
- t) Provider agency code of conduct
- u) Safe Serve Food Handling
- v) Reporting Unusual Incidents & Abscondance

C.12 QUALITY ASSURANCE PLAN

C.12.1 The Provider(s) shall develop and implement a quality assurance plan to provide for the constant and consistent review of the appropriateness and effectiveness of the Provider(s)' systems, processes, and procedures to provide Group Home services.

C.12.2 The Provider(s)' quality assurance plan shall at a minimum address the following:

C.12.2.1 Range and comprehensiveness of services relative to the unique and changing needs of youth and families;

C.12.2.2 Appropriateness of the delinquency reducing methodology utilized by the Provider(s) to meet established goals;

C.12.2.3 Effectiveness of family involvement services;

C.12.2.4 Participation in coordination of wraparound services with Department of Mental Health and other community-based services providers;

C.12.2.5 The Provider(s)' staff relationship and communication with youth and family, court, Case Manager, Social Worker, other community-based providers, and the community;

C.12.2.6 Appropriateness of youth to staff ratio, staffing schedules, and organization of staff;

C.12.2.7 Staff satisfaction and performance;

C.12.2.8 Contribution of staff in-service training to improved service delivery including integration of clinical supervision in staff training;

C.12.2.9 Maintenance and status of facility and licensing requirements;

- C.12.2.10 Operating procedures;
- C.12.2.11 Timeliness, accuracy, and utilization of data for reporting requirements;
- C.12.2.12 Organization of staff and identification of clear reporting lines regarding service delivery, in-service training and staff development and facility operations;
- C.12.2.13 Reinforcement and support expectations and expected contribution of staff with regards to service delivery;
- C.12.2.14 Insurance for consistent operations of the Provider(s)' facility;
- C.12.2.15 Assurance of the accuracy and timeliness of the Provider(s) reporting requirements, and
- C.12.2.16 Clear and objective standards for successful performance and consequences for failures to perform.

C.13 MANAGEMENT INFORMATION SYSTEM

- C.13.1 The Provider(s) shall provide and maintain a management information system (MIS) with the capacity and capability to gather and receive data in an accurate and timely manner to support the delivery of Group Home services as described in Section C.
- C.13.2 The Provider(s)' MIS system shall at a minimum provide the capacity and capability to perform the following:
 - C.13.2.1 Maintain case record data on youth served;
 - C.13.2.2 Maintain data related to staff performance and delivery of program services.

C.14 MEETINGS, REPORTING, RECORD KEEPING AND DOCUMENTATION REQUIREMENTS

Meeting Requirements

- C.14.1 The Provider(s) shall attend DYRS sponsored and other required meetings.
- C.14.2 The Provider(s) shall participate in all in meetings regarding the treatment and service delivery for youth and families, including Youth Family team meetings, meetings with mental health service providers, discharge meetings, and those meetings as necessary with DYRS Case Managers to update or discuss youth's ISP.

Reporting Requirements

- C.14.3 The Provider(s) shall provide reports to document the delivery of services and provide for the review and analysis of services.

- C.14.4** The Provider(s)' reporting requirements shall include the following:
- C.14.4.1** Daily Population Reports in accordance with required reporting format to provide DYRS with a daily status of the Provider(s)' population.
- C.14.4.2** Youth's Monthly Progress Report for each youth placed to include documentation of services and activity for each youth during the prior month in support of the youth's ISP including the following:
- (a) Client Referral Sheet
 - (b) Case Record Checklist
 - (c) Court Orders
 - (d) Intake Summary Face/Sheet
 - (e) Date of Initial Request for Service
 - (f) Individual Service Plan and Updates
 - (g) Result of Strength and Needs Assessment
 - (h) Weekly Progress Summaries
 - (i) Closing and Discharge Summaries
 - (j) Medical/Dental Info/Parent Consent for Medical/Health Care
 - (k) Daily Progress Notes
 - (l) Unusual Incident Reports
 - (m) Goal Attainment Sheets
 - (n) Family's Responses
 - (o) On-Going Reports Detailing:
 - (1) Specific Interventions Used and Outcomes
 - (2) Notation of Every Contact
 - (3) Placement Status Determination
 - (4) Logs of Curfew and School Attendance
 - (5) Monitoring

- (6) Pertinent Material Deemed Necessary or Important
- (7) Mental Health Services
- (8) Educational Support Services
- (9) Recreational Activities
- (10) Independent Skills Services
- (11) Life Skills Training
- (12) Substance Abuse Education and Prevention Services
- (13) Discharge Planning Services
- (14) Other documentation relating to Grievance Reports, Child Abuse and Neglect Reports, Unusual Incident Reports and Absconder Reports.

C.14.5 Monthly Program Report

The Monthly Program Report that includes the following:

- (a) The number and types of youth placed in the program;
- (b) The number of youth successfully discharged and/or reunited with their families.
- (c) The number of youth unsuccessfully discharged.
- (d) The rate of youth re-arrests;
- (e) The number of failures to appear at court;
- (f) The number of technical violations of community release plan;
- (g) Number of staff in-service training conducted during previous month;
- (h) Information that demonstrates the Provider(s)' efforts to identify and use individuals and agencies with expertise operating within the community to provide staff in-service as part of the Provider(s)' training curriculum;
- (i) Previous month's schedule of program activities including group sessions, facility events, and other activities including date(s) and time(s); and
- (j) Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members and extended family members).

C.14.6 Record Keeping and Documentation

C.14.6.1 The Provider(s) shall maintain youth case records to document the delivery of services in support of the youth and family's habilitation.

C.14.6.2 The Provider(s)' staff shall make timely, legible entries that have been dated and signed by the staff member making the entry.

C.14.6.3 The Providers(s) shall insure that case records include, but not be limited to the following documentation:

- (a) Client Referral Sheet;
- (b) Case Record Checklist;
- (c) Court Orders;
- (d) Intake Summary Face/Sheet;
- (e) Date of Initial Request of Service;
- (f) Service Plan
- (g) Result of Strength and Needs Assessment;
- (h) Weekly Progress Summaries;
- (i) Closing and Discharge Summaries;
- (j) Psychiatric/Psychological Evaluations;
- (k) Medical/Dental Information/Parental Consent for Medical/Health Care;
 - (l) Daily Progress Notes;
 - (m) Unusual Incident Reports;
- (n) Goal Attainment Sheets;
- (o) Family's Responses;
- (p) On-Going Progress Reports Detailing:
- (q) Specific Interventions Used and Outcomes;
- (r) Notation of Every Contact;

- (s) Placement Status Determination;
- (t) Pertinent Material Deemed Necessary or Important; and
- (u) Logs of Curfew and School Attendance Monitoring; and, any other records required by DYRS.

C.14.6.4 The Provider(s) shall ensure that each youth's case record receives maximum confidentiality and security, providing access only to authorized individuals.

C.15 Abscondance Reporting

C.15.1 The Provider shall notify via telephone, the Metropolitan Police Department (MPD) or if outside the District of Columbia, the police department in their jurisdiction and DYRS within one (1) hour after learning that a resident is missing or absconded. Also, the Provider shall submit by fax, a request for custody order of the absconding resident with the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General within one (1) hour after learning that a resident is missing or absconded. The provider will submit a copy of all documents to the CA and youth case manager. The facility must follow up with the courts to assure the custody order was submitted.

All facilities within the District of Columbia shall register with the Office of Unified Command (OUC) using an internet capable computer, with a facility e-mail address and report all placement violations to OUC within one (1) hour of knowledge of a placement violation.

Immediately upon the youths returning to the Provider's facility, the Provider shall immediately inform DYRS, MPD or if outside the District of Columbia, the police department in the jurisdiction in which they reside and the Attorney General of the District of Columbia. The Provider shall immediately submit to the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General, a request to withdraw the custody order of the resident who absconded. The provider will submit a copy of all documents to the youth case manager. The provider shall follow up with the court to assure the withdrawal from is received by the court.

C.15.2 Reporting Unusual Incidents

The Provider shall report all unusual incidents to the contracting entity, the licensing agency, the resident's parent and, if applicable, the resident's guardian or custodian, immediately. An Unusual Incident Report form and Notification Sheet must be completed prior to the end of the tour of duty and submitted immediately via email to the CA and the youth case manager.

Unusual incidents include but are not limited to:

- (a) The death of a resident;

- (b) The death of a staff member while on duty or at the facility;
- (c) An attempted suicide;
- (d) A resident's suspension or expulsion from school;
- (e) Any situation in which a resident is missing or in abscondance;
- (f) A resident's alleged delinquent or criminal behavior, including but not limited to the possession or use of controlled substances;
- (g) Any situation in which a resident is the victim of alleged delinquent or criminal behavior;
- (h) A staff member's actual or alleged possession of controlled substances, actual or alleged use of controlled substance, or appearance of being under the influence of controlled substances while on duty or at the facility;
- (i) A staff member's misconduct or fraud;
- (j) An injury, trauma, or illness of a resident requiring treatment at a hospital;
- (k) A violation of a resident's rights;
- (l) Any use of restraint;
- (m) Sexual contact between a resident and another person, consensual or otherwise;
- (n) Abuse or misuse of a resident's funds;
- (o) An outbreak of a communicable disease;
- (p) An incident at the facility requiring the services of the fire or police departments;
- (q) An automobile accident involving residents or staff on duty;
- (r) Destruction of government property;
- (s) A visit, whether announced or unannounced, by the media or high-level government officials;
- (t) A loss of any utilities, including but not limited to power, water, or sewage;
- (u) Any condition which results in the facility's closure; and
- (v) Any other occurrence or event which substantially interferes with the resident's health, welfare, living arrangement, or well-being, or in any way places the resident at risk.

C.16 Service Plan (ISP)/Success Plan Requirements

The Provider and DYRS case manager shall develop a written service plan ISP/Success Plan requirements which describes how the tasks will be accomplished.

C.16.1 The initial and comprehensive ISP/success plan shall at a minimum:

- (a) Include the strengths and needs assessment;
- (b) State the goals to be achieved and evaluate the resident's skill level for each goal;
- (c) State the timeframes projected for meeting the goals;
- (d) Describe the activities and services, including but not limited to daily, educational, counseling, recreational, vocational, mental health, and medical activities or

services, including the prescription of psychotropic or other medications, that will be provided and who will provide them;

- (e) Describe proposed involvement, visitation and communication with family and others;
- (f) Set forth a discharge or transfer plan, where applicable;
- (g) Describe the objectives and methods to be used to evaluate the resident's progress;
- (h) Identify the person(s) responsible for coordinating and implementing the ISP;
- (i) Be consistent with any court orders;
- (j) Be consistent with DYRS' plans for the resident;
- (k) State the treatment goals and interim objectives, services, and treatment to be provided for each goal, the projected times for achieving each goal, and the responsible service providers; and
- (l) Identify criteria by which to assess the resident's progress and to determine when each treatment goal has been achieved.

C.17 Deliverables and Performance Measures and Outcomes

C.17.1 Deliverables

The Provider shall provide the deliverables to the CA in accordance with the deliverable schedules that follow.

Deliverable Number	Deliverable Name	Method of Delivery	Due Date
1	Work Plan as described in C.9.1.2	Report submitted via the DYRS FamCare data base.	The work plan shall be completed and submitted via DYRS FamCare. within 15 days of receiving a youth's ISP /Success Plan.

2	Monthly Program Report described in C.14.5	Report submitted via the DYRS FamCare data base.	Monthly Program Reports are due the 10 th day of each of the month.
3	Monthly Youth Progress Report as described in C.14.4.2	Report submitted via the DYRS FamCare data base.	Youth Monthly Progress Reports are due the 10 th day of each month.
4	DYRS Absconder Report as described in C.15.1 and Attachment 2	1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Absconder Reports shall be submitted to the DYRS case Manager and CA via e-mail and a copy shall be forwarded to the D.C. Superior Court via fax by the end of the shift in which the incident occurred.
5	DYRS Unusual Incident Report as described in C.15.2 and Attachment 3	Deliver via E-mail 1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Unusual Incident Reports shall be submitted immediately via e-mail by the end of the shift the incident occurred. to the CA and DYRS case manager.
6	Criminal Background Check Reports, as described in C.12.4 and F.14.1	Submitted via E-mail to DYRS Licensing Unit	DYRS Licensing Unit will review and determine employee's suitability to work with DYRS youth prior to the staff working with DYRS youth.

7	Traffic Record Check Reports, as described in F.14.2	Submitted via E-mail to DYRS Licensing Unit	DYRS licensing unit will review and provide approval prior to the proposed employee working with DYRS youth
	Individualized Service Plan, as described in (ISP/Success Plan)	Report submitted via the DYRS FamCare data base and in the youth file.	within 3 days of youth admission.

C.18 District Responsibilities

- C.18.1** The Department of Youth Rehabilitation Services will provide the following under this Human Care Agreement:
- C.18.2** Refer youths to the appropriate Provider for placement in a Group Home.
- C.18.1.3** Complete and submit required documents for residential placement and coordinate placement of youth with designated Provider while ensuring basic needs of the youth are met during the intake process.
- C.18.1.4** Submit to the Provider available social and court history information, available reports on psychological evaluations, available medical history, Medicaid certification or insurance information, available family and school information, ISP and other pertinent data for each youth referred to the Provider.
- C.18.1.5** Conduct periodic scheduled and unscheduled site visits for purposes of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.
- C.18.1.6** Serve as the licensing authority to provide provisional and permanent licensing to Group Home providers within the District of Columbia and out of jurisdiction programs complies with DCMR 29, Chapter 62 for out of jurisdiction programs.
- C.18.1.7** Coordinate with Provider to access additional service requirements in accordance with C.9.2.4.

C.18.1.8 Conduct training courses in “*Safe Crisis Management*” and “*Suicide Prevention*” for all Provider direct care staff.

C.18.1.9 Develop and implement quality assurance tools to evaluate the provider’s program effectiveness based on information submitted by the Provider in accordance with C.13.1.

C.19 **Compliance With Service Rates**

C.19.1 The District will only pay, in accordance with the service rates shown in Part 1, Section B, Human Care Services and Service Rates for services provided under this Human Care Agreement. However, no payment shall be made without the required documentation of services as determined by DYRS. If any overpayment occurs, the provider shall repay the District the full amount of the overpayment.

C.19.2 If the Provider’s in-State rate is regulated by its State jurisdiction, the Provider shall submit documentation of the in-State rates to the Contracting Officer.

C.19.3 If the Provider’s in-State rate is not regulated by its State jurisdiction, the Provider shall submit to the Contracting Officer a detailed budget with documentation to justify its rates. The Provider’s unregulated costs may be subject to negotiation.

C.20 **Method of Delivery of Services**

C.20.1 No human care service shall be provided by the Providers unless and until a task order is issued to the Provider by the District.

C.20.2 The Provider shall develop a written service plan which describes how the tasks specified in Section C. will be accomplished.

C.21 **Eligibility**

C.21.1 Eligibility for services under this Human Care Agreement shall be determined and re-examined by the District, as applicable, in accordance with prescribed procedures. The Provider shall be subject to a written determination that it is qualified to provide the services and shall continue the same level of qualifications, subject to a review by the District, according to the criteria delineated in 27 DCMR, Chapter 19, Section 1905.6, as amended which is incorporated into this Agreement as Attachment 5.

C.22 **Compliance With Laws**

C.22.1 As a condition of the Provider’s obligation to perform services for the District’s under this Agreement, the Provider shall comply with all applicable District, federal and other state and local governmental laws, regulations, standards, or ordinances and, where applicable, any other applicable licensing and permit laws, regulations, standards, or

ordinances as necessary for the lawful provision of the services required of the Provider under the terms of this Human Care Agreement.

SECTION D – HUMAN CARE SERVICE DELIVERY AND PERFORMANCE

D.1 Term of Agreement

D.1.1 The term of this Human Care Agreement shall be from one year from date of award.

D.1.2 If the Provider fails to perform its obligations under this Human Care Agreement in accordance with the Agreement and in a timely manner, or otherwise violates any provision of this Human Care Agreement, the District may terminate this Human Care Agreement for default or convenience of the District upon serving written notice of termination to the Provider in accordance with sections 7, 9 or 20 of the Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as “Standard Contract Provisions”, which is incorporated into this Agreement as Incorporated Attachment 1.

D.1.3 The District reserves the right to cancel a task order issued pursuant to this Human Care Agreement upon thirty (30) days written notice to the Provider.

D.2 Agreement Not A Commitment of Funds or Commitment To Purchase

This Agreement is not a commitment by the District to purchase any quantity of a particular good or service covered under this Human Care Agreement from the Provider. The District shall be obligated only to the extent that authorized purchases are actually made by task order pursuant to this Human Care Agreement.

D.3 Option to Extend Term of the Agreement

D.3.1 The District Government may extend the term of this Human Care Agreement for a period of four (4) one (1) year option periods, or fractions thereof, by written notice to the Provider prior to the expiration of the Agreement; provided that the District gives the Provider written notice of its intent to extend at least thirty (30) days before the Human Care Agreement expires. The preliminary notice does not commit the District to an extension. The exercise of an option is subject to the availability of funds at the time of the exercise of the option. The Provider may waive the thirty (30) day notice requirements by providing a written notice to the Contracting Officer.

D.3.2 The service rates for the option periods shall be as specified in Part I, Section B, Human Care Services and Service Rates.

D.3.3 If the District exercises an option, the extended Human Care Agreement shall be considered to include this option provision.

D.3.4 The total duration of this Human Care Agreement including the exercise of any options under this clause shall not exceed five (5) years.

SECTION E – HUMAN CARE SERVICE ADMINISTRATION

E.1 Contracting Officer/Human Care Agreement Administration

E.1.1 The Contracting Officer (CO) is the only District official authorized to bind contractually the District through signing a human care agreement or contract, and all documents relating to the human care agreement. All correspondence to the Contracting Officer shall be forwarded to:

Yvette Henry, Contracting Officer
Office of Contract and Procurement
441 4th St. NW, 7th Floor
Washington, D.C. 20001
Telephone Number: 202-724-4792
E-Mail: Yvette.Henry@dc.gov

E.2 Contract Administrator

E.2.1 The Contracting Officer's Contract Administrator (CA) is the representative responsible for the general administration of this human care agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the Contracting Officer's Representative is responsible for the day-to-day monitoring and supervision of this Agreement. The Contracting Officer's Representative is not authorized or empowered to make amendments, changes, or revisions to this agreement. The Contract Administrator shall be:

James McCrae
Contract Administrator
Department of Youth and Rehabilitation Services (DYRS)
Youth Services Center – 3rd floor
1000 Mount Olivet Road N.E. Washington, D.C. 20002

E.2.2 Contact Person

For information concerning this Human Care Agreement contact:

Dwight Hayes, Contract Specialist
441 4th Street, N.W., 7th floor
Washington, D.C. 20001
Telephone Number: 202-727-0813
E-Mail: dwight.hayes@dc.gov

E.3 Ordering and Payment

- E.3.1** The Provider shall not provide services under this Agreement unless the Provider is in actual receipt of a task order for the period of the service that is signed by the Contracting Officer.
- E.3.2** All task orders issued in accordance with this Agreement shall be subject to the terms and conditions of this Agreement. In the event of a conflict between a task order and this Agreement, the Agreement shall take precedence.
- E.3.3** A task order may be transmitted electronically.
- E.3.4** Invoices must be submitted to DYRS no later than thirty (30) calendar days after services are provided or as directed. Invoices received after the thirty (30) calendar days will not be considered for DYRS payment.
- E.3.5** To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:
- E.3.6** The Provider shall submit electronically all monthly invoices with attached "Menu of Services for each referral for services to the agency, office, or program requesting the specified human care service, and as specified on page one (1) of the task order, ***Provider Shall Submit All Invoices To.***"

Department of Youth Rehabilitation Services
Office of the Chief Financial Officer
64 New York Ave., NE, 6th Floor
Washington., D.C. 20002

and

Electronically to the Contract Administrator before the 5th of the month.

- E.3.7** To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:
- (1) Provider name and address;
 - (2) Invoice date, number and the total amount due;
 - (3) Period or date of service;
 - (4) Description of service;
 - (5) Quantity of services provided or performed
 - (6) Contract line item number (CLIN) , as applicable to each purchase order or task order;
 - (7) Purchase order or task order number;
 - (8) Agreement number;
 - (9) Federal tax identification number (TIN);
 - (10) Any other supporting documentation or information, as required; and
 - (11) Name, title and telephone signature of the preparer.

- E.3.8** Payment shall be made only after performance by the Provider under the Agreement as a result of a valid purchase order or task order of the agreement, or the purchase order/task order, in accordance with all provisions thereof.

PART II

SECTION F – AGREEMENT CLAUSES

F.1 Standard Contract Provisions Incorporated By Reference

The Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010 hereafter referred to as the “Standard Contract Provisions” are incorporated into this Human Care Agreement as Incorporated Attachment 1, and shall govern the relationship of the parties as contained in this Human Care Agreement. By signing this Human Care Agreement, the Provider agrees, and acknowledges its obligation to be bound by the Standard Contract Provisions, and its requirements.

F.2 The Prison Rape Elimination Act of 2003 (“PREA”)

DYRS providers must comply with The Prison Rape Elimination Act of 2003 (“PREA”), Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 et. seq. (2003)) and with all applicable PREA standards, DYRS policies related to PREA, and DYRS standards related to PREA for preventing, detecting, responding to, and monitoring any form of sexual abuse within DYRS-affiliated facilities. DYRS providers acknowledge that, in addition to self-monitoring requirements, that DYRS will conduct announced or unannounced, compliance monitoring visits, including on-site monitoring. If DYRS determines that the DYRS provider has failed to comply with PREA, any PREA standard, or any DYRS policy or standard related to PREA, that violation may result in the immediate termination of the contract.

F.3 District Of Columbia Interstate Compact

Youth accepted for placement in facilities outside of the District, who are under the age of 18, will be referred and approved for placement by District of Columbia Interstate Compact for Placement of Children.

F.4 Confidentiality

All services or treatment provided by the Provider through referrals by the District to the Provider shall be provided in a confidential manner and the Provider shall not release any information relating to a recipient of the services or otherwise as to the provision of those services or treatment to any individual other than an official of the District connected with the provision of services under this Human Care Agreement, except upon the written consent of the individual referral, or in the case of a minor, the custodial parent or legal guardian of the individual referral.

F.5 Amendments

This Human Care Agreement, applicable documents and attachments incorporated by reference constitutes the entire Agreement between the parties and all other communications prior to its execution, whether written or oral, with reference to the subject matter of this Agreement are superseded by this Human Care Agreement. The Contracting Officer may, at any time, by written order and without notice to a surety, if any, amend or change the agreement within the general scope, services, or service rates of the Agreement. No amendment to this Agreement shall be valid unless approved in writing by the Contracting Officer, subject to any other approvals required in accordance with the District regulations at 27 DCMR. Except that the Contracting Officer may make purely clerical or administrative revisions to the Agreement with written notice to the Provider.

F.6 Tax Compliance Certification

In signing and submitting this Human Care Agreement, the Provider certifies, attests, agrees, and acknowledges that the Provider is in compliance with all applicable tax requirements of the District of Columbia and shall maintain that compliance for the duration of the Agreement.

F.7 Subcontracts

The Provider shall not subcontract any of the work or services provided in accordance with this Agreement to any subcontractor without the prior written consent of the Contracting Officer. Any work or service that may be subcontracted shall be performed pursuant to a written subcontract agreement, which the District shall have the right to review and approve prior to its execution. Any such subcontract shall specify that the Provider and the subcontractor shall be subject to every provision of this Human Care Agreement. Notwithstanding any subcontract approved by the District, the Provider shall remain solely liable to the District for all services required under this Human Care Agreement.

F.8 Provider Responsibility

- F.8.1** The Provider bears primary responsibility for ensuring that the Provider fulfills all its Human Care Agreement requirements under any task order that is issued to the Provider pursuant to this Human Care Agreement.
- F.8.2** The Provider shall notify the District immediately whenever the Provider does not have adequate staff, financial resources, or facilities to comply with the provision of services under this Human Care Agreement.

F.9 Insurance:

A. **GENERAL REQUIREMENTS.** The Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the Contracting Officer giving evidence of the required coverage prior to commencing performance under this contract. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the Contracting Officer. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Contractor shall require all of its subcontractors to carry the same insurance required herein. The Contractor shall ensure that all policies provide that the Contracting Officer shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide the Contracting Officer with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Contractor shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this contract.
2. Automobile Liability Insurance. The Contractor shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this contract. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
3. Workers' Compensation Insurance. The Contractor shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the contract is performed.

Employer's Liability Insurance. The Contractor shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

4. Umbrella or Excess Liability Insurance. The Contractor shall provide umbrella or excess liability (which is excess over employer's liability, general liability, and automobile liability) insurance as follows: \$5,000,000 per occurrence, including the District of Columbia as additional insured.

5. Professional Liability Insurance (Errors & Omissions). The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Contract. The policy shall provide limits of \$1,000,000 per occurrence for each wrongful act and \$3,000,000 annual aggregate.

The Contractor shall maintain this insurance for five (5) years following the District's final acceptance of the work performed under this contract.

6. Crime Insurance (3rd Party Indemnity). The Contractor shall provide a 3rd Party Crime policy to cover the dishonest acts of Contractor's employees which result in a loss to the District. The policy shall provide a limit of \$50,000 per occurrence. This coverage shall be endorsed to name the District of Columbia as joint-loss payee, as their interests may appear.
7. Sexual/Physical Abuse & Molestation. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate. The policy coverage shall include the District of Columbia as an additional insured. This insurance requirement will be considered met **if the general liability insurance includes sexual abuse and molestation coverage for the required amounts.**

B. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this contract.

C. LIABILITY. These are the required minimum insurance requirements established by the District of Columbia. HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE CONTRACTOR'S LIABILITY UNDER THIS CONTRACT.

D. CONTRACTOR'S PROPERTY. Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.

F.9.1 CERTIFICATES OF INSURANCE. The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in Section F.10 prior to commencing work. Evidence of insurance shall be submitted to:

Dwight Hayes - Contract Specialist
Office of Contracts and Procurement
Department of Youth and Rehabilitation Services (DYRS)
441 4th Street, N.W., 7th floor
Washington, D.C. 20001
Telephone Number: (202) 727-0813 E-Mail: dwight.hayes@dc.gov

- E. MEASURE OF PAYMENT. The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.
- F. NOTIFICATION. The Contractor shall immediately provide the Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the Contracting Officer.

F.10 Department Of Labor Wage Determinations

The Provider is bound by the U.S. Department of Labor Wage Determination No. 2015-4281, Revision 2, dated December 29, 2015 issued by the U.S. Department of Labor in accordance with the Service Agreement Act of 1965, as amended (41 U.S.C. 351-58), and incorporated into this Agreement as Attachment 2. The applicable U.S. Department of Labor Wage Determinations for the regions in which the Agreement services are provided shall bind Providers located in regions not bound by the above stated Wage Determination.

F.11 LIVING WAGE ACT OF 2006

- F.11.1 Except as described in F.10.8 below, the Contractor shall comply with Title I of the Way to Work Amendment Act of 2006, effective June 8, 2006 (D.C. Law 16-118, D.C. Official Code §2-220.01 *et seq.*) (“Living Wage Act of 2006”), for contracts for services in the amount of \$100,000 or more in a 12-month period.
- F.11.2 The Contractor shall pay its employees and subcontractors who perform services under the contract no less than the current living wage published on the OCP website at www.ocp.dc.gov.
- F.11.3 The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to pay its employees who perform services under the contract no less than the current living wage rate.
- F.11.4 The Department of Employment Services may adjust the living wage annually and the OCP will publish the current living wage rate on its website at www.ocp.dc.gov.
- F.11.5 The Contractor shall provide a copy of the Fact Sheet attached as F.6 to each employee and subcontractor who performs services under the contract. The Contractor shall also post the Notice attached as F.7 in a conspicuous place in its place of business. The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to post the Notice in a conspicuous place in its place of business.
- F.11.6 The Contractor shall maintain its payroll records under the contract in the regular course of business for a period of at least three (3) years from the payroll date, and shall include this requirement in its subcontracts for \$15,000 or more under the contract.

F.11.7 The payment of wages required under the Living Wage Act of 2006 shall be consistent with and subject to the provisions of D.C. Official Code §32-1301 *et seq.*

F.11.8 The requirements of the Living Wage Act of 2006 do not apply to:

- (1) Contracts or other agreements that are subject to higher wage level determinations required by federal law;
- (2) Existing and future collective bargaining agreements, provided, that the future collective bargaining agreement results in the employee being paid no less than the established living wage;
- (3) Contracts for electricity, telephone, water, sewer or other services provided by a regulated utility;
- (4) Contracts for services needed immediately to prevent or respond to a disaster or eminent threat to public health or safety declared by the Mayor;
- (5) Contracts or other agreements that provide trainees with additional services including, but not limited to, case management and job readiness services; provided that the trainees do not replace employees subject to the Living Wage Act of 2006;
- (6) An employee under 22 years of age employed during a school vacation period, or enrolled as a full-time student, as defined by the respective institution, who is in high school or at an accredited institution of higher education and who works less than 25 hours per week; provided that he or she does not replace employees subject to the Living Wage Act of 2006;
- (7) Tenants or retail establishments that occupy property constructed or improved by receipt of government assistance from the District of Columbia; provided, that the tenant or retail establishment did not receive direct government assistance from the District;
- (8) Employees of nonprofit organizations that employ not more than 50 individuals and qualify for taxation exemption pursuant to section 501(c)(3) of the Internal Revenue Code of 1954, approved August 16, 1954 (68A Stat. 163; 26 U.S.C. § 501(c)(3));
- (9) Medicaid provider agreements for direct care services to Medicaid recipients, provided, that the direct care service is not provided through a home care agency, a community residence facility, or a group home for mentally retarded persons as those terms are defined in section 2 of the Health-Care and Community Residence Facility, Hospice, and Home Care Licensure Act of 1983, effective February 24, 1984 (D.C. Law 5-48; D.C. Official Code § 44-501); and
- (10) Contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

F.11.9 The Mayor may exempt a contractor from the requirements of the Living Wage Act of 2006, subject to the approval of Council, in accordance with the provisions of Section 109 of the Living Wage Act of 2006.

F.12 Special Indemnity

The following provision supplements Section 10 of the Standard Contract Provisions:
The Provider shall indemnify and hold harmless the District and all its officers, agents and

servants acting within the scope of their official duties against any and all assessments, fines or monetary penalties that may be imposed on the District by order or judgment of any court of competent jurisdiction, or required pursuant to the terms of a consent order, the Jerry M. Consent Decree or a consent agreement, as a consequence or result of any act, omission or default of the Provider, its employees, agents or subcontractors in the performance of, or in connection with, any work required or performed under this Human Care Agreement.

F.13 HIPAA PRIVACY COMPLIANCE

F.13.1 Definitions

- (a) *Business Associate*. "Business Associate" shall mean Our House, Inc.
 - (b) *Covered Entity*. "Covered Entity" shall mean District of Columbia's Department of Youth Rehabilitation Services Administration.
 - (c) *Designated Record Set* means:
 - 1. A group of records maintained by or for Covered Entity that is:
 - (i) The medical records and billing records about individuals maintained by or for a covered health care provider;
 - (ii) The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
 - (iii) Used, in whole or in part, by or for Covered Entity to make decisions about individuals.
 - 2. For purposes of this paragraph, the term *record* means any items, collection, or grouping of information that includes Protected Health Information and is maintained, collected, used, or disseminated by or for Covered Entity.
 - (d) *Individual* shall have the same meaning as the term "individual" in H CFR 164.501 and shall include a person who qualifies as a personal representative in accordance with H CFR 164.502(g).
 - (e) *Privacy Rule*. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at H CFR part 160 and part 164, subparts A and E.
 - (f) *Protected Health Information*. "Protected Health Information" shall have the same meaning as the term "protected health information" in H CFR 164.501, limited to the information created or received by Business Associate from or on behalf of Covered Entity.
 - (g) *Required By Law*. "Required By Law" shall have the same meaning as the term "required by law" in H CFR 164.501.
 - (h) *Secretary*. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his designee.
- 1.) Obligations and Activities of Business Associate

- (a) Business Associate agrees to not use or disclose Protected Health Information other than as permitted or required by this HIPAA Privacy Compliance Clause (this Clause) or as Required By Law.
 - (b) Business Associate agrees to use appropriate safeguards to prevent use or disclosure of the Protected Health Information other than as provided for by this Clause.
 - (c) Business Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a use or disclosure of Protected Health Information by Business Associate in violation of the requirements of this Clause.
 - (d) Business Associate agrees to report to Covered Entity any use or disclosure of the Protected Health Information not provided for by this Clause of which it becomes aware.
 - (e) Business Associate agrees to ensure that any agent, including a subcontractor, to whom it provides Protected Health Information received from, or created or received by Business Associate on behalf of Covered Entity, agrees to the same restrictions and conditions that apply through this Agreement to Business Associate with respect to such information.
 - (f) Business Associate agrees to provide access, at the request of Covered Entity, and in the time and manner mutually agreed to, to Protected Health Information in a Designated Record Set, to Covered Entity or, as directed by Covered Entity, to an Individual in order to meet the requirements under H CFR 164.524.
 - (g) Business Associate agrees to make any amendment(s) to Protected Health Information in a Designated Record Set that Covered Entity directs or agrees to pursuant to H CFR 164.526 at the request of Covered Entity or an Individual.
 - (h) Business Associate agrees to make internal practices, books, and records, including policies and procedures and Protected Health Information, relating to the use and disclosure of Protected Health Information received from, or created or received by Business Associate on behalf of, Covered Entity, available to the Covered Entity, or to the Secretary, in a time and manner mutually agreed to or designated by the Secretary, for purposes of the Secretary determining Covered Entity's compliance with the Privacy Rule.
 - (i) Business Associate agrees to document such disclosures of Protected Health Information and information related to such disclosures as would be required for Covered Entity to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with H CFR 164.528.
 - (j) Business Associate agrees to provide to Covered Entity or an Individual, in time and manner mutually agreed to, information collected in accordance with Section (i) above, to permit Covered Entity to respond to a request by an Individual for an accounting of disclosures of Protected Health Information in accordance with H CFR 164.528.
- 2.) Permitted Uses and Disclosures by Business Associate

(a) *Refer to underlying services agreement:*

Except as otherwise limited in this Clause, Business Associate may use or disclose Protected Health Information to perform functions, activities, or services for, or on behalf of, Covered Entity as specified in this Contract, provided that such use or disclosure would not violate the Privacy Rule if done by Covered Entity or the minimum necessary policies and procedures of Covered Entity.

(b) Except as otherwise limited in this Clause, Business Associate may use Protected Health Information for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.

(c) Except as otherwise limited in this Clause, Business Associate may disclose Protected Health Information for the proper management and administration of the Business Associate, provided that disclosures are Required By Law, or Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used or further disclosed only as Required By Law or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.

(d) Except as otherwise limited in this Clause, Business Associate may use Protected Health Information to provide Data Aggregation services to Covered Entity as permitted by H CFR 164.504(e)(2)(i)(B).

(e) Business Associate may use Protected Health Information to report violations of law to appropriate Federal and State authorities, consistent with § 164.502(j) (1).

3.) Obligations of Covered Entity

(a) Covered Entity shall notify Business Associate of any limitation(s) in its notice of privacy practices of Covered Entity in accordance with H CFR 164.520, to the extent that such limitation may affect Business Associate's use or disclosure of Protected Health Information.

(b) Covered Entity shall notify Business Associate of any changes in, or revocation of, permission by Individual to use or disclose Protected Health Information, to the extent that such changes may affect Business Associate's use or disclosure of Protected Health Information.

(c) Covered Entity shall notify Business Associate of any restriction to the use or disclosure of Protected Health Information that Covered Entity has agreed to in accordance with H CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of Protected Health Information.

4.) Permissible Requests by Covered Entity

Covered Entity shall not request Business Associate to use or disclose Protected Health Information in any manner that would not be permissible under the Privacy Rule if done by Covered Entity.

5.) Term and Termination

- (a) *Term.* The requirements of this HIPAA Privacy Compliance Clause shall be effective as of the date of contract award, and shall terminate when all of the Protected Health Information provided by Covered Entity to Business Associate, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity, or, if it is infeasible to return or destroy Protected Health Information, protections are extended to such information, in accordance with the termination provisions in this Section.
- (b) *Termination for Cause.* Upon Covered Entity's knowledge of a material breach of this Clause by Business Associate, Covered Entity shall either:
 - (1) Provide an opportunity for Business Associate to cure the breach or end the violation and terminate the contract if Business Associate does not cure the breach or end the violation within the time specified by Covered Entity;
 - (2) Immediately terminate the contract if Business Associate has breached a material term of this HIPAA Privacy Compliance Clause and cure is not possible; or
 - (3) If neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.
- (c) *Effect of Termination.*
 - (1) Except as provided in paragraph (2) of this section, upon termination of the contract, for any reason, Business Associate shall return or destroy all Protected Health Information received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity. This provision shall apply to Protected Health Information that is in the possession of subcontractors or agents of Business Associate. Business Associate shall retain no copies of the Protected Health Information.
 - (2) In the event that Business Associate determines that returning or destroying the Protected Health Information is infeasible, Business Associate shall provide to Covered Entity notification of the conditions that make return or destruction infeasible. Upon determination by the Contracting Officer that return or destruction of Protected Health Information is infeasible, Business Associate shall extend the protections of this Agreement to such Protected Health Information and limit further uses and disclosures of such Protected Health Information to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such Protected Health Information.

6.) Miscellaneous

- (a) *Regulatory References.* A reference in this Clause to a section in the Privacy Rule means the section as in effect or as amended.

- (b) *Amendment.* The Parties agree to take such action as is necessary to amend this Clause from time to time as is necessary for Covered Entity to comply with the requirements of the Privacy Rule and the Health Insurance Portability and Accountability Act of 1996, Public Law No. 104-191.
- (c) *Survival.* The respective rights and obligations of Business Associate under Section (6) of this Clause and Sections 9 and 20 of the Standard Contract Provisions for use with District of Columbia Government Supply and Services Contracts, effective April 2003, shall survive termination of the contract.
- (d) *Interpretation.* Any ambiguity in this Clause shall be resolved to permit Covered Entity to comply with the Privacy Rule.

F.14 Access to Records

- F.14.1** The Provider shall retain all case records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the human care agreement for a period of five (5) years after termination of the human care agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.
- F.14.2** The Provider shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.
- F.14.3** Persons duly authorized by the Contracting Officer shall have full access to and the right to examine any of the Provider's human care agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F.15 Criminal Background and Traffic Records Checks for Providers that Provide Direct Services to Children or Youth

- F.15.1** A Provider that provides services as a covered child or youth services provider, as defined in section 202(3) of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 *et seq.*), as amended (in this section, the "Act"), shall obtain criminal history records to investigate persons applying for employment, in either a compensated or a volunteer position, as well as its current employees, volunteers, interns and Contractors. The Provider shall request criminal background checks for the following positions but not limited to:
 - (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
 - (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)

- (C) Social Worker (Clinical Social Worker)
- (D) Clinical Therapist
- (E) Case Manager
- (F) Educational Specialist (Educational Advocate, Educational Director)
- (G) Consultant
- (H) Nutritionist
- (I) Life Skills Coordinator
- (J) Nurse
- (K) Psychologist/Psychiatrist
- (L) Quality Assurance Coordinator (Compliance Officer)
- (M) Food Handler (Cook)
- (N) Volunteers
- (O) Interns

F.15.2 The Provider shall also obtain traffic records to investigate persons applying for employment, as well as current employees and volunteers, when that person will be required to drive a motor vehicle to transport children in the course of performing his or her duties. The Provider will obtain annual traffic records for employees, consultants, volunteers and interns who are required to transport children. The Provider shall request traffic records for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)
- (C) Social Worker (Clinical Social Worker)
- (D) Case Manager
- (E) Life Skills Coordinator
- (F) Volunteers

F.15.3 The Provider shall inform all applicants requiring a criminal background check that the criminal background check must be conducted on the applicant and the results received before the applicant, volunteer, consultant or intern may be offered a compensated or volunteer position.

F.15.4 The Provider shall inform all applicants requiring a traffic records check that a traffic records check must be conducted on the applicant and received before the applicant may be offered a compensated or a volunteer position.

F.15.5 The Provider shall obtain from each applicant, employee and volunteer:

- (A) Written authorization which authorizes the District and National Crime Information Center (NCIC) to conduct a criminal background check;
 - (B) Written confirmation stating that the Provider has informed him or her that the District and National Crime Information Center (NCIC) is authorized to conduct a criminal background check;
 - (C) a signed affirmation stating whether or not they have been convicted of a crime, pleaded nolo contendere, are on probation before judgment or placement of a case upon a stet docket, or have been found not guilty by reason of insanity, for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory, or for any of the following felony offenses or their equivalent in any other state or territory:
 - (i) Murder, attempted murder, manslaughter, or arson;
 - (ii) Assault, assault with a dangerous weapon, mayhem, malicious disfigurement, or threats to do bodily harm;
 - (iii) Burglary;
 - (iv) Robbery;
 - (v) Kidnapping;
 - (vi) Illegal use or possession of a firearm;
 - (vii) Sexual offenses, including indecent exposure; promoting, procuring, compelling, soliciting, or engaging in prostitution; corrupting minors (sexual relations with children); molesting; voyeurism; committing sex acts in public; incest; rape; sexual assault; sexual battery; or sexual abuse; but excluding sodomy between consenting adults;
 - (viii) Child abuse or cruelty to children; or
 - (ix) Unlawful distribution of or possession with intent to distribute a controlled substance;
- (A) a written acknowledgement stating that the Provider has notified them that they are entitled to receive a copy of the criminal background check and to challenge the accuracy and completeness of the report; and
- (B) a written acknowledgement stating that the Provider has notified them that they may be denied employment or a volunteer position, or may be

terminated as an employee or volunteer based on the results of the criminal background check.

F.15.6 The Provider shall inform each applicant, employee and volunteer that a false statement may subject them to criminal penalties.

F.15.7 Prior to requesting a criminal background check, the Provider shall provide each applicant, employee, or volunteer with a form or forms to be utilized for the following purposes:

- (A) To authorize the National Crime Information Center (NCIC) and the Metropolitan Police Department (MPD), or designee, to conduct The criminal background check and confirm that the applicant, employee, or unsupervised volunteer has been informed that the Provider is authorized and required to conduct a criminal background check;
- (B) To affirm whether or not the applicant, employee, or unsupervised volunteer has been convicted of a crime, has pleaded nolo contendere, is on probation before judgment or placement of a case upon a stet docket, or has been found not guilty by reason of insanity for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory of the United States, or for any of the felony offenses described in paragraph F.14.5(C);
- (C) To acknowledge that the applicant, employee, or volunteer has been notified of his or her right to obtain a copy of the criminal background check report and to challenge the accuracy and completeness of the report;
- (D) To acknowledge that the applicant may be denied employment, assignment to, or an unsupervised volunteer position for which a criminal background check is required based on the outcome of the criminal background check; and
- (E) To inform the applicant or employee that a false statement on the form or forms may subject them to criminal penalties pursuant to D.C Official Code §22-2405.

F.15.8 The Provider shall direct the applicant or employee to complete the form or forms and notify the applicant or employee when and where to report to be fingerprinted.

F.15.9 All prospective staff, existing employees and volunteers shall provide National Crime Information Center (NCIC) criminal background checks in accordance with Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq.

- F.15.10** The Provider shall request traffic record checks from the Director, Department of Motor Vehicles (DMV) (or designee), for the District of Columbia and/or from the corresponding DMV office of the state in which the employee holds a driver's license.
- F.15.11** The Provider shall provide copies of all criminal background and traffic check reports DYRS Licensing Unit and receive approval prior to working with DYRS youth.
- F.15.12** The Provider is responsible for the costs for the criminal background and traffic record checks, pursuant to the requirements set forth by the MPD and DMV and NCIC. The District shall not make any separate payment for the cost of criminal background and traffic record checks.
- F.15.13** The Provider may make an offer of appointment to, or assign a current employee or applicant to, a compensated position contingent upon receipt from DYRS Licensing Unit assessment of the criminal background or traffic record check.
- F.15.14** The Provider may not make an offer of appointment to a volunteer whose position brings him or her into direct contact with children until it receives from DYRS Licensing Unit a decision after assessment of the criminal background or traffic record check.
- F.15.15** The Provider shall not employ or permit to serve as a volunteer, applicant or employee anyone who has been convicted of, has pleaded nolo contendere to, is on probation before judgment or placement of a case on the stet docket because of, or has been found not guilty by reason of insanity for any sexual offenses involving a minor.
- F.15.16** Unless otherwise specified herein, the Provider shall conduct Annual criminal background checks upon the exercise of each option year of this contract for current employees and volunteers in the positions listed in sections F.14.1 and F.14.2.
- F.15.17** An employee or volunteer may be subject to administrative action including, but not limited to, reassignment or termination at the discretion of DYRS after assessment of a criminal background or traffic record check.
- F.15.18** DYRS Licensing Unit shall be responsible for assessing the information obtained from ach criminal background and traffic records check report to determine whether a final offer may be made to each applicant or employee.
- F.15.19** If any application is denied because DYRS determines that the applicant presents a **present** danger to children or youth, the Contractor shall notify the applicant of such determination in writing.

F.15.20 Criminal background and traffic record check reports obtained under this section shall be confidential and are for the exclusive use of making employment-related determinations.

F.16 Fair Criminal Record Screening:

- (a) The Contractor shall comply with the provisions of the Fair Criminal Record Screening Amendment Act of 2014, effective December 17, 2014 (D.C. Law 20-152) (the "Act" as used in this section). This section applies to any employment, including employment on a temporary or contractual basis, where the physical location of the employment is in whole or substantial part within the District of Columbia.
- (b) Prior to making a conditional offer of employment, the Contractor shall not require an applicant for employment, or a person who has requested consideration for employment by the Contractor, to reveal or disclose an arrest or criminal accusation that is not then pending or did not result in a criminal conviction.
- (c) After making a conditional offer of employment, the Contractor may require an applicant to disclose or reveal a criminal conviction.
- (d) The Contractor may only withdraw a conditional offer of employment, or take adverse action against an applicant, for a legitimate business reason as described in the Act.
- (e) This section and the provisions of the Act shall not apply:
 - (1) Where a federal or District law or regulation requires the consideration of an applicant's criminal history for the purposes of employment;
 - (2) To a position designated by the employer as part of a federal or District government program or obligation that is designed to encourage the employment of those with criminal histories;
 - (3) To any facility or employer that provides programs, services, or direct care to, children, youth, or vulnerable adults; or
 - (4) To employers that employ less than 11 employees.
- (f) A person claiming to be aggrieved by a violation of the Act may file an administrative complaint with the District of Columbia Office of Human Rights, and the Commission on Human Rights may impose monetary penalties against the Contractor.

F.17 Documents Incorporated by Reference and Order of Precedence

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the human care agreement by reference and made a part of the human care agreement in the following order of precedence.

F.17.1 The Human Care Agreement.

F.17.2 Government of the District of Columbia Standard Agreement Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 2010 located at www.ocp.dc.gov.

F.17.3 U.S. Department of Labor Wage Determination No. 2015-4281, Revision 2, dated December 29, 2015.

F.17.4 The Contractor Qualifications Record completed by the Provider.

F.17.5 Task Order

F.18 Attachments

The following attachments are included and incorporated by reference into this Agreement.

1. Human Care Agreement Qualification Record
2. U.S. Department of Labor Wage Determination No. 2015-4281, Revision 2, dated December 29, 2015.
3. Living Wage Act of 2006 (Notice)
4. Living Wage Fact



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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 8 group homes that are contracted with DYRS. There are a total number of (45) beds available as each home has a total of 6 beds.

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

DYRS determines the amount of group home beds it needs by assessing overall committed population trends. DYRS takes the previous year's usage of group homes and projected usage for subsequent years and decides on that data.

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

See Attached Human Care Agreements (Universal), (Our House), and (Youth for Tomorrow)

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

In addition to the Human Care Agreement, 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 contraband 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;*
- *Working with youth and mental health disorders and developmental disabilities to include trauma informed care;*
- *Cultural competence;*



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- *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.*

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

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;*
- *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 – 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*



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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.*
- *Psychological Evaluation - when required by an individual's ISP, UHMS, will provide psychological evaluation and testing by a staff psychologist or psychologist consultant.*



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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 FY18, FY19 and FY20, to date and the number of youth who received each charge.

Number of CSEC Involved Youth by Ward FY 18 – FY 20(as of 1.15.2020)	
Year/Committing Offense	# of Youth
FY18	
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
Simple Assault	1
Theft in the 2nd Degree	1
UUV	1
FY18 Total	12
FY19	
Child in Need of Supervision	1
Cruelty to Children	1



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Destruction of Property over \$200	1
Habitual Runaway	3
Simple Assault	1
Theft in the 2 nd Degree	1
FY19 Total	8
FY20 YTD	
Habitual Runaway	3
Assault on Police Officer	1
FY20 YTD Total	4



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



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





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



Beds																			
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Year	ADP		ALOS*		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
FY18	11.1	1.29	37.0	64.4	0.3	0.03	N/A	N/A
FY19	16.5	1.2	46.4	68.5	0.4	0.02	N/A	N/A
FY20YTD(12.31.19)	14.7	1.7	43.8	-	0.2	0.01	N/A	N/A

*ALOS uses only enrollments that closed during the specified time frame



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



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.*



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



- *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.



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



General Questions – 15

15. Please provide the total number of administrative complaints or grievances that the agency received in FY19 and FY20, 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.

- *FY19: 155*
- *FY20 (as of 1/8/20): 36*

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.

- *FY19: 27*
- *FY20 (as of 1/8/20): 3*



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



# of Beds	20	20	12	12								
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Year	ADP		ALOS*		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
FY18	11.1	0.6	34.7	35.5	0.3	0.02	N/A	N/A
FY19	10.2	0.01	32.3	2	0.3	0.002	N/A	N/A
FY20YTD(12.31.19)	7.6	0	37.6	-	0.2	-	N/A	N/A

*ALOS uses only enrollments that closed during the specified time frame



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



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.



**COUNCIL OF THE DISTRICT OF COLUMBIA
 COMMITTEE ON HUMAN SERVICES
 PERFORMANCE OVERSIGHT HEARING
 PREHEARING QUESTIONS AND ANSWERS**



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 FY19 and FY20, to date.

	Agency Conducting Audit	Description	Status
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.	Completed



**COUNCIL OF THE DISTRICT OF COLUMBIA
COMMITTEE ON HUMAN SERVICES
PERFORMANCE OVERSIGHT HEARING
PREHEARING QUESTIONS AND ANSWERS**





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



# of Beds	33	33	33	33								
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Year	ADP		ALOS*		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
FY18	9.9	1.7	120	148.2	0.1	0.01	N/A	N/A
FY19	6.4	1.2	137.8	81.8	0.1	0.01	N/A	N/A
FY20YTD(12.31.19)	7.1	1.7	78.3	-	0.02	0.01	N/A	N/A

*ALOS uses only enrollments that closed during the specified time frame



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



Services for Committed Youth 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 2019	Number of Youth	Average of LOS (Days)
RTC		
Abraxas Youth Center (PA)	1	302.0
Capital Academy RTC (NJ)	9	212.3
Clarinda Academy (IA)	1	134.0
Glen Mills (PA)	6	183.5
Harbor Lights (DC)	1	
Summitt Academy (PA)	4	104.3
Woodward Academy RTC in Iowa (IA)	1	160.0
Total	23	180.0
PRTF		
Abraxas I RTC (PA)	2	293.5
Acadia Healthcare Indianapolis Resource Facility (IN)	1	158.0



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



Acadia Healthcare Millcreek of Arkansas - Fordyce RTC (AR)	2	304.5
Devereux Georgia (GA)	1	179.0
Liberty Point - RTC (VA)	1	314.0
Natchez Trace Youth Academy (TN)	1	293.0
New Hope PRTF (SC)	2	89.5
Newport News Behavioral Health (VA)	1	
Total	11	231.9
Psychiatric Hospital		
Psychiatric Institute of Washington (DC)	8	46.9
Washington Hospital Center/Behavioral Health (DC)	1	94.0
Total	9	52.1
Grand Total	43	163.8

* Only enrollments that have been closed were used to calculate LOS



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



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



Government of the District of Columbia
HUMAN CARE AGREEMENT TASK ORDER

PAGE OF PAGES

1. TASK ORDER NUMBER T0002	2. REQUISITION/PURCHASE REQUEST NO. PO611307 / RQ130405	3. HUMAN CARE AGREEMENT NUMBER CW71900	4. DATE OF AWARD See Block 14C
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5. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4th St., NW, Suite 700 Washington, D.C. 20001 Telephone: (202) 724-2353 E-Mail: denisej.wells@dc.gov	6. ADMINISTERED BY (If other than Item 5) Department of Youth and Rehabilitation Services 8300 Riverton Court Laurel, Maryland 20707 Telephone: (240) 456-5009 Fax (240) 456-5283 Email:
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7. NAME AND ADDRESS OF PROVIDER/CONTRACTOR (No. street, county, state and ZIP Code)
**The WIN Team
2502 West Northern Parkway
Baltimore, MD 21215
POINT OF CONTACT: Nadirah Smith
Telephone: (443) 756-9047 E-Mail: nsmith@winfamilyservices.org**

8. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO: Office of the Chief Financial Officer Department of Youth and Rehabilitation Services 64 New York Avenue, N.E. Washington, D.C. 20002	9. DISTRICT SHALL SEND ALL PAYMENTS TO: The WIN Team 2502 West Northern Parkway Baltimore, MD 21215
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10. DESCRIPTION OF HUMAN CARE SERVICE AND COST

ITEMLINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT	
0001		Therapeutic Foster Homes (Extended Family Home)	Up to 5	273 Client/Day(s)	\$294.00	\$401,310.00	
0002		Therapeutic Foster Homes (Extended Family Home)					
0003		Therapeutic Foster Homes (Extended Family Home) For Pregnant Youth					
0004		Therapeutic Foster Homes (Extended Family Home) For Youth Plus One (1) Child For Youth Plus Two (2) Children					
The Task Order is for the delivery of youth group home services in accordance with the executed HCA during the task order period of performance of 10/01/19 – 08/19/20 for any combination of placements up to 5 youth, as long as the delivery of services (notwithstanding the variable combinations) in total do not exceed the \$401,310.00 ceiling of the current task order/purchase order amount. The Contractor shall notify the Contracting Officer and Contract Administrator (prior to exceeding) when these obligated PO funds are at or approaching 75% expended.						Grand Total Not-to-Exceed	\$401,310.00

11. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE#	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A.	SOAR SYSTEM OBLIGATION CODE:			B. Name of Financial Officer (Typed): Title:			C. Signature:			D. Date:				

12. PERIOD OF TASK ORDER

Starting Date: **October 1, 2019** Ending Date: **August 19, 2020**
Purchase Order No.

CERTIFICATION BY CONTRACTING OFFICER

Pursuant to the authority provided in D.C. Law 13-155, this Human Care Agreement (HCA) Task Order is being issued by the District of Columbia to the Provider/Contractor specified in Item No. 7. The Provider/Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this HCA Task Order and any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this HCA Task Order shall be subject to and governed by the following documents: (a) This Human Care Agreement Task Order; (b) The Human Care Agreement pursuant to which this Human Care Agreement Task Order is being issued; (c) The **STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS**, dated July 2010; and (d) Any other provisions, representations, certifications, and specifications, as are attached or incorporated herein.

13. FOR THE PROVIDER/CONTRACTOR		14. FOR THE DISTRICT OF COLUMBIA	
A. Name of Provider/Contractor or Representative (Type or print) Name: Al Lewis, Jr. Title: Chief Executive Officer	A. Name of Contracting Officer (Type or print) Name: Wil Giles Title: Chief Contracting Officer	B. Signature:	B. Signature:
C. Date: 10/1/19	C. Date: 10/1/19		



Government of the District of Columbia

HUMAN CARE AGREEMENT TASK ORDER

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1. TASK ORDER NUMBER T0002	2. REQUISITION/PURCHASE REQUEST NO. PO611307 / RQ130405	3. HUMAN CARE AGREEMENT NUMBER CW71900	4. DATE OF AWARD See Block 14C
--------------------------------------	-------------------------------------------------------------------	--------------------------------------------------	------------------------------------------

5. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4th St., NW, Suite 700 Washington, D.C. 20001 Telephone: (202) 724-2353 E-Mail: denisej.wells@dc.gov	6. ADMINISTERED BY (If other than Item 5) Department of Youth and Rehabilitation Services 8300 Riverton Court Laurel, Maryland 20707 Telephone: (240) 456-5009 Fax (240) 456-5283 Email:
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7. NAME AND ADDRESS OF PROVIDER/CONTRACTOR (No. street, county, state and ZIP Code)
**The WIN Team
2502 West Northern Parkway
Baltimore, MD 21215
POINT OF CONTACT: Nadirah Smith
Telephone: (443) 756-9047 E-Mail: nsmith@winfamilyservices.org**

8. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO: Office of the Chief Financial Officer Department of Youth and Rehabilitation Services 64 New York Avenue, N.E. Washington, D.C. 20002	9. DISTRICT SHALL SEND ALL PAYMENTS TO: The WIN Team 2502 West Northern Parkway Baltimore, MD 21215
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10. DESCRIPTION OF HUMAN CARE SERVICE AND COST

ITEM/LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT
0001		Therapeutic Foster Homes (Extended Family Home)	Up to 5	273 Client/Day(s)	\$294.00	\$401,310.00
0002		Therapeutic Foster Homes (Extended Family Home) For Pregnant Youth				
0003		Therapeutic Foster Homes (Extended Family Home) For Youth Plus One (1) Child				
0004		Therapeutic Foster Homes (Extended Family Home) For Youth Plus Two (2) Children				

The Task Order is for the delivery of youth group home services in accordance with the executed HCA during the task order period of performance of 10/01/19 - 08/19/20 for any combination of placements up to 5 youth, as long as the delivery of services (notwithstanding the variable combinations) in total do not exceed the \$401,310.00 ceiling of the current task order/purchase order amount. The Contractor shall notify the Contracting Officer and Contract Administrator (prior to exceeding) when these obligated PO funds are at or approaching 75% expended.

Grand Total Not-to-Exceed	\$401,310.00
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11. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINW	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:	B. Name of Financial Officer (Typed):					C. Signature:					D. Date:			
	Title:													

12. PERIOD OF TASK ORDER

Starting Date: October 1, 2019	Ending Date: August 19, 2020
Purchase Order No.	

CERTIFICATION BY CONTRACTING OFFICER

Pursuant to the authority provided in D.C. Law 13-155, this Human Care Agreement (HCA) Task Order is being issued by the District of Columbia to the Provider/Contractor specified in Item No. 7. The Provider/Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this HCA Task Order and any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this HCA Task Order shall be subject to and governed by the following documents: (a) This Human Care Agreement Task Order; (b) The Human Care Agreement pursuant to which this Human Care Agreement Task Order is being issued; (c) The **STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS**, dated July 2010; and (d) Any other provisions, representations, certifications, and specifications, as are attached or incorporated herein.

13. FOR THE PROVIDER/CONTRACTOR

14. FOR THE DISTRICT OF COLUMBIA

A. Name of Provider/Contractor or Representative (Type or print) Name: Al Hayes, Jr. Title: Chief Executive Officer		A. Name of Contracting Officer (Type or print) Name: Wil Giles Title: Chief Contracting Officer	
B. Signature: 	C. Date: 10/1/19	B. Signature:	C. Date:



Government of the District of Columbia

HUMAN CARE AGREEMENT TASK ORDER

PAGE: OF: PAGE#

1. TASK ORDER NUMBER T0001	2. REQUEST FOR PURCHASE REQUEST NO. RK127462	3. HUMAN CARE AGREEMENT NUMBER CW71900	4. DATE OF AWARD See Block 14C
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5. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4th St., NW, Suite 700 Washington, D.C. 20001 Telephone: (202) 724-2353 E-Mail: denisej.wells@dc.gov	6. ADMINISTERED BY (If other than Item 5) Department of Youth and Rehabilitation Services 8300 Riverton Court Laurel, Maryland 20707 Telephone: (240) 456-5009 Fax (240) 456-5283 Email:
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7. NAME AND ADDRESS OF PROVIDER/CONTRACTOR (No. street, county, state and ZIP Code)
**The WIN Team
 2502 West Northern Parkway
 Baltimore, MD 21215
 POINT OF CONTACT: Nadirah Smith
 Telephone: (443) 756-9047 E-Mail: nsmith@winfamilyservices.org**

8. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES TO: Office of the Chief Financial Officer Department of Youth and Rehabilitation Services 64 New York Avenue, N.E. Washington, D.C. 20002	9. DISTRICT SHALL SEND ALL PAYMENTS TO: The WIN Team 2502 West Northern Parkway Baltimore, MD 21215
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10. DESCRIPTION OF HUMAN CARE SERVICE AND COST

ITEM/LINE NO.	NIGP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE	QUANTITY OF SERVICE	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT
0001		Therapeutic Foster Homes (Extended Family Home)	Up to 8	33 Client/Day(s)	\$294.00	\$77,616.00
0002		Therapeutic Foster Homes (Extended Family Home) <u>For Pregnant Youth</u>				
0003		Therapeutic Foster Homes (Extended Family Home) <u>For Youth Plus One (1) Child</u>				
0004		Therapeutic Foster Homes (Extended Family Home) <u>For Youth Plus Two (2) Children</u>				
				Grand Total Not-to-Exceed		\$77,616.00

The Task Order is for the delivery of youth group home services in accordance with the executed HCA during the task order period of performance of 8/29/19 - 9/30/19 for any combinations of placements up to 8 youth, as long as the delivery of services (notwithstanding the variable combinations) in total do not exceed the \$318,736.00 ceiling of the current task order/purchase order amount. The Contractor shall notify the Contracting Officer and Contract Administrator (prior to exceeding) when these obligated FY funds are at or approaching 75% expended.

11. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINE#	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PR	PROG/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:		B. Name of Financial Officer (Typed): Title:			C. Signature:				D. Date:					

12. PERIOD OF TASK ORDER

Starting Date: **August 29, 2019** Ending Date: **September 30, 2019**
 Purchase Order No.

CERTIFICATION BY CONTRACTING OFFICER

Pursuant to the authority provided in D.C. Law 13-155, this Human Care Agreement (HCA) Task Order is being issued by the District of Columbia to the Provider/Contractor specified in Item No. 7. The Provider/Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this HCA Task Order and any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this HCA Task Order shall be subject to and governed by the following documents: (a) This Human Care Agreement Task Order; (b) The Human Care Agreement pursuant to which this Human Care Agreement Task Order is being issued; (c) The **STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS**, dated July 2010; and (d) Any other provisions, representations, certifications, and specifications, as are attached or incorporated herein.

13. FOR THE PROVIDER/CONTRACTOR

14. FOR THE DISTRICT OF COLUMBIA

A. Name of Provider/Contractor or Representative (Type or print) Name: Alfred Laws, Jr Title: CEO	A. Name of Contracting Officer (Type or print) Name: Hakima Muhammad, MBA Title: Contracting Officer
B. Signature: 	B. Signature:
C. Date: 8/20/19	C. Date: 8/20/19



Government of the District of Columbia

HUMAN CARE AGREEMENT

PAGE 1 OF 51 PAGES

1. HUMAN CARE AGREEMENT NUMBER CW71900	2. REQUISITION/PURCHASE REQUEST NO RK127462	3. GSA SCHEDULE NUMBER	4. DATE OF AWARD August 29, 2019
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5. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4 th St., NW, Suite 700 Washington, D.C. 20001 Telephone: (202) 724-2353 E-Mail: denisej.wells@dc.gov	6. ADMINISTERED BY (If other than Item 5) Department of Youth and Rehabilitation Services 8300 Riverton Court Laurel, Maryland 20707 Telephone: (240) 456-5009 Fax (240) 456-5283
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7. NAME AND ADDRESS OF PROVIDER/CONTRACTOR (No. street, county, state and ZIP Code)
The WIN Team
2502 West Northern Parkway
Baltimore, MD 21215

8. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES Office of the Chief Financial Officer Department of Youth and Rehabilitation Services 64 New York Avenue, N.E. Washington, D.C. 20002	9. DISTRICT SHALL SEND ALL PAYMENTS TO: The WIN Team 2502 West Northern Parkway Baltimore, MD 21215
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10. DESCRIPTION OF HUMAN CARE SERVICE AND COST						
ITEM/LINE NO.	SCHEDULE OF SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT	
0001	Therapeutic Foster Homes (Extended Family Home)	Up to 8 Youth	Per Client/ Per Day	\$294.00	SEE	
0002	Therapeutic Foster Homes (Extended Family Home) <u>For Pregnant Youth</u>	Up to 8 Youth	Per Client/ Per Day	\$344.00	ATTACHED	
0003	Therapeutic Foster Homes (Extended Family Home) <u>For Youth Plus One (1) Child</u>	Up to 8 Youth	Per Client/ Per Day	\$394.00	SCHEDULE	
0004	Therapeutic Foster Homes (Extended Family Home) <u>For Youth Plus Two (2) Children</u>	Up to 8 Youth	Per Client/ Per Day	\$444.00	B	
				<i>Total</i>		
				GRAND TOTAL Not-to-Exceed	\$858,480.00	

11. APPROPRIATION DATA AND FINANCIAL CERTIFICATION														
LIWV	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PRO/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:			B. Name of Financial Officer (Typed): Title:					C. Signature:				D. Date:		

12. PERIOD OF TASK ORDER
Starting Date: August 29, 2019 Ending Date: August 28, 2020

CERTIFICATION BY CONTRACTING OFFICER

Pursuant to the authority provided in D.C. Law 13-155, this Human Care Agreement (HCA) is being issued by the District of Columbia to the Provider/Contractor specified in Item No. 7 of this document in accordance with the Human Care Agreement between the District of Columbia and the Provider/Contractor. The Provider/Contractor further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement Task Order and any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement Task Order shall be subject to and governed by the following documents: (a) This Human Care Agreement task Order; (c) The Human Care Agreement pursuant to which this Human Care Agreement Task Order is being issued; (c) The STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS, dated July 2010; and (d) Any other provisions, representations, certifications, and specifications, as are attached or incorporated herein.

13. FOR THE PROVIDER/CONTRACTOR				14. FOR THE DISTRICT OF COLUMBIA			
A. Name of Provider/Contractor or Representative (Type or print) Name: Alford Laws, Jr Title: CEO				A. Name of Contracting Officer (Type or print) Name: Hakima Muhammad, MBA Title: Contracting Officer			
B. Signature: 		C. Date: 8/20/19		B. Signature: 		C. Date: 8/29/19	



Government of the District of Columbia

HUMAN CARE AGREEMENT

PAGE 1 OF 51 PAGES

1. HUMAN CARE AGREEMENT NUMBER CW71900	2. REQUISITION/PURCHASE REQUEST NO. RK127462	3. GSA SCHEDULE NUMBER	4. DATE OF AWARD August 29, 2019
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5. ISSUED BY Office of Contracting and Procurement Department Youth Rehabilitation Services 441 4 th St., NW, Suite 700 Washington, D.C. 20001 Telephone: (202) 724-2353 E-Mail: denisej.wells@dc.gov	6. ADMINISTERED BY (If other than Item 5) Department of Youth and Rehabilitation Services 8300 Riverton Court Laurel, Maryland 20707 Telephone: (240) 456-5009 Fax (240) 456-5283
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7. NAME AND ADDRESS OF PROVIDER/CONTRACTOR (No. street, county, state and ZIP Code)
The WIN Team
2502 West Northern Parkway
Baltimore, MD 21215

8. PROVIDER/CONTRACTOR SHALL SUBMIT ALL INVOICES Office of the Chief Financial Officer Department of Youth and Rehabilitation Services 64 New York Avenue, N.E. Washington, D.C. 20002	9. DISTRICT SHALL SEND ALL PAYMENTS TO: The WIN Team 2502 West Northern Parkway Baltimore, MD 21215
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10. DESCRIPTION OF HUMAN CARE SERVICE AND COST

ITEM/LINE NO.	SCHEDULE OF SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Therapeutic Foster Homes (Extended Family Home)	Up to 8 Youth	Per Client/ Per Day	\$294.00	SEE
0002	Therapeutic Foster Homes (Extended Family Home) For Pregnant Youth	Up to 8 Youth	Per Client/ Per Day	\$344.00	ATTACHED
0003	Therapeutic Foster Homes (Extended Family Home) For Youth Plus One (1) Child	Up to 8 Youth	Per Client/ Per Day	\$394.00	SCHEDULE
0004	Therapeutic Foster Homes (Extended Family Home) For Youth Plus Two (2) Children	Up to 8 Youth	Per Client/ Per Day	\$444.00	B
<i>Total</i>					
GRAND TOTAL Not-to-Exceed					\$858,480.00

11. APPROPRIATION DATA AND FINANCIAL CERTIFICATION

LINW	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT
A. SOAR SYSTEM OBLIGATION CODE:		B. Name of Financial Officer (Typed): Title:				C. Signature:				D. Date:				

12. PERIOD OF TASK ORDER

Starting Date: August 29, 2019	Ending Date: August 28, 2020
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CERTIFICATION BY CONTRACTING OFFICER

Pursuant to the authority provided in D.C. Law 13-155, this Human Care Agreement (HCA) is being issued by the District of Columbia to the Provider/Contractor specified in Item No. 7 of this document in accordance with the Human Care Agreement between the District of Columbia and the Provider/Contractor. The Provider/Contractor further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement Task Order and any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement Task Order shall be subject to and governed by the following documents: (a) This Human Care Agreement task Order; (c) The Human Care Agreement pursuant to which this Human Care Agreement Task Order is being issued; (c) The *STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS*, dated July 2010; and (d) Any other provisions, representations, certifications, and specifications, as are attached or incorporated herein.

13. FOR THE PROVIDER/CONTRACTOR

14. FOR THE DISTRICT OF COLUMBIA

A. Name of Provider/Contractor or Representative (Type or print) Name: Title:	A. Name of Contracting Officer (Type or print) Name: Hakima Muhammad, MBA Title: Contracting Officer
B. Signature:	B. Signature:
C. Date:	C. Date:

SECTION B — HUMAN CARE SERVICES AND SERVICE RATES

B.1 The Department of Youth Rehabilitation Services (DYRS) seeks multiple Providers to provide Therapeutic Foster Homes (Extended Family Home) located in the District of Columbia or within a 50-mile radius of the District of Columbia, to male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. Each youth's length of stay will vary based upon the youth's progress Providers must possess firsthand knowledge and experience gained providing intensive services to youth involved in juvenile justice.

B.1.1 The District is not committed to purchase under this Human Care Agreement any quantity of a particular service covered under this Agreement. The District is obligated only to the extent that authorized purchases are made pursuant to the human care agreement.

B.1.2 Delivery or performance shall be made only as authorized by Task Orders issued in accordance with the Ordering Clause. The Provider shall furnish to the District Government, when and if ordered, the services specified in Schedule B Pricing.

B.1.3 There is no limit on the number of Task Orders that may be issued. The District Government may issue Task Orders requiring delivery to multiple destinations or performance at multiple locations, as specified in such Task Orders as may be issued.

B.1.4 This Human Care Agreement is based on fixed-unit rates. The Provider shall deliver services in accordance with Section C.

BASE YEAR

CLIN	Services Description	Quantity	Service Unit	Service Rate
0001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Up to 8 Youth	Per Client/Per Day	\$294.00
0002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Pregnant Youth</u>	Up to 8 Youth	Per Client/Per Day	\$344.00
0003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Youth plus 1 child</u>	Up to 8 Youth	Per Client/Per Day	\$394.00
0004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement <u>Youth plus two children</u>	Up to 8 Youth	Per Client/Per Day	\$444.00
Grand Total for Base Year Not-to-Exceed				\$858,480.00

OPTION YEAR ONE

CLIN	Services Description	Quantity	Service Unit	Service Rate
1001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Up to 8 Youth	Per Client/Per Day	\$294.00
1002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Pregnant Youth</u>	Up to 8 Youth	Per Client/Per Day	\$344.00
1003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Youth plus 1 child</u>	Up to 8 Youth	Per Client/Per Day	\$394.00
1004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement <u>Youth plus two children</u>	Up to 8 Youth	Per Client/Per Day	\$444.00
Grand Total for Option Year One Not-to-Exceed				\$858,480.00

OPTION YEAR TWO

CLIN	Services Description	Quantity	Service Unit	Service Rate
2001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Up to 8 Youth	Per Client/Per Day	\$294.00
2002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Pregnant Youth</u>	Up to 8 Youth	Per Client/Per Day	\$344.00
2003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Youth plus 1 child</u>	Up to 8 Youth	Per Client/Per Day	\$394.00
2004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement <u>Youth plus two children</u>	Up to 8 Youth	Per Client/Per Day	\$444.00
Grand Total for Option Year Two Not-to-Exceed				\$858,480.00

OPTION YEAR THREE

CLIN	Services Description	Quantity	Service Unit	Service Rate
3001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Up to 8 Youth	Per Client/Per Day	\$294.00
3002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Pregnant Youth</u>	Up to 8 Youth	Per Client/Per Day	\$344.00
3003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Youth plus 1 child</u>	Up to 8 Youth	Per Client/Per Day	\$394.00
3004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement <u>Youth plus two children</u>	Up to 8 Youth	Per Client/Per Day	\$444.00
Grand Total for Option Year Three Not-to-Exceed				\$858,480.00

OPTION YEAR FOUR

CLIN	Services Description	Quantity	Service Unit	Service Rate
4001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Up to 8 Youth	Per Client/Per Day	\$294.00
4002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Pregnant Youth</u>	Up to 8 Youth	Per Client/Per Day	\$344.00
4003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for <u>Youth plus 1 child</u>	Up to 8 Youth	Per Client/Per Day	\$394.00
4004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement <u>Youth plus two children</u>	Up to 8 Youth	Per Client/Per Day	\$444.00
Grand Total for Option Year Four Not-to-Exceed				\$858,480.00

SECTION C — HUMAN CARE SERVICE DESCRIPTION AND SCOPE OF SERVICE

C.1 SCOPE OF HUMAN CARE SERVICES:

- C.1.1 Subject to the continuing availability of funds, the District may purchase and the provider shall provide the human care services in the manner specified in Section C.
- C.1.2 The Department of Youth Rehabilitation Services (DYRS) seeks multiple Providers to provide Therapeutic Foster Homes (Extended Family Home) located in the District of Columbia or within a 50-mile radius of the District of Columbia, to male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. Each youth's length of stay will vary based upon the youth's progress Providers must possess firsthand knowledge and experience gained providing intensive services to youth involved in juvenile justice.
- C.1.3 The system of care expected to result from these human care agreements seeks to address the specific needs of youth served by DYRS. Programming must be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development. The Therapeutic Foster Homes (Extended Family Home) will provide youths in the juvenile justice system with community-based support services in lieu of confinement at the New Beginning Youth Center. Support services shall include, life skill training, education, employment, counseling and additional specific services identified in each youth' service plan. These support services are also expected to result in helping to meet DYRS' goal for its community based services where youths will meet 90% of scheduled court appearances; 75% of participants will not be re-arrested; and the ascendance rate will be below 5%.
- C.1.4 The typical youth referred to the Therapeutic Foster Homes (Extended Family Home) are youths between the ages of 14 and 21 or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from out of District Residential Treatment Centers. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate and to provide services in the least restrictive setting consistent with public safety.
- C.1.5 Families who operate Therapeutic Foster Homes (Extended Family Home) in their personal residences must meet the minimum licensing standards in accordance with Chapter 60 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Applicable Document #1). DYRS' Licensing Division will assist with obtaining provisional and permanent licensure for those families that desire to offer their personal residences as Therapeutic Foster Homes (Extended Family Home) and not yet licensed under the Child Family Services Administration. The Providers shall also adhere to requirements in accordance with all existing federal and District of Columbia laws, rules and regulations including the *American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities*.

C.2 BACKGROUND

- C.2.1 DYRS serves male and female youth between the ages of 12 and 21 who have been remanded to its temporary custody by the D.C. Superior Court. DYRS' mission 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 homelike environment consistent with public safety. In partnership with the community, this balanced approach to juvenile justice promotes the rehabilitation of delinquent youths toward reforming their behavior in the context of increased accountability, expanded personal competencies, and enhanced community restoration. The use of Therapeutic Foster Homes (Extended Family Homes) will allow young people to live in a home-like environment with structured and supervised care.
- C.2.2 DYRS currently operates under an eighteen year old Consent Decree known as Jerry M. Jerry M. is comprehensive and consists of an original court decree and more than forty (40) subsequent court orders. The decree and court orders focus on reform initiatives associated with the facilities, services and delivery of services to the youth placed in the custody and care of DYRS. The presence of Jerry M. Consent Decree places DYRS and all related activities under continual scrutiny to provide a best practice model for the delivery of services in the juvenile justice system while providing services in the least restrictive setting consistent with the protection of the public.
- C.2.3 DYRS provides enriched services, including recreational, rehabilitative, educational, mental health, medical, recreational, aftercare supervision, residential placements, independent living and mentoring/monitoring support with cultural context in a nurturing and structured environment to the youth who have been ordered to participate in its programs by the courts. Enriched services are available but not mandated for pre-adjudicated youths

C3 APPLICABLE DOCUMENTS

The following documents are incorporated in this solicitation and resulting Human Care Agreement by this reference:

Item No.	Document Type	Title	Date
1	American Correctional Association Industry Standards	Standards for Juvenile Community Residential Facilities (3 rd ed.) Available at: ACA, 206 N. Washington Street Alexandria, VA 22314 Phone: (703) 224-0000 www.aca.org .	May 1990
2	DC Municipal Regulations	29 DCMR, Chapter62 29 DCMR Available at: D.C. Municipal Regulations	7/27/2001
3	D.C Law 17-9	D.C. Official Code, Section 44-552 Criminal Background Checks Available at: D.C. Official Code	2007
4	DYRS Documents	DYRS Community-Based Residential Services Home Visit Policy Resident Visitation Form Invoice Template Menu of Services Available at: Department of Youth Rehabilitation Services Licensing Unit	Most Recent

		450 H Street, NW, 8 th fl Washington, DC 20001	
5	District of Columbia Interagency Memorandum of Agreement (Policies and Procedures)	Agreement Between the Superior Court, Metropolitan Police Department, the Corporation Counsel, the Child and Family Services Agency and the Department of Youth Rehabilitation Services (Formerly the Department of Youth Rehabilitation Services, Youth Services Administration) Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	Undated
6	DYRS Document (Policy & Procedures)	Unusual Incident & After Hours Emergencies- Protocol Unusual Incident Report Absconder Report Instructional Sheet for Placement Violation 311 Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	12/18/06
7	Public Laws 91-230 (1970) and 105-17 (1997)	Federal Individuals with Disabilities Education Act 20 USCA § 1400 <i>et seq</i> , Subchapters I and II Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/	1970 1997
8	Public Law 101-336, July 26, 1990	Americans with Disabilities Act 42 USCA § 12101-102; 12131-134. Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/	1990
9	Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 <i>et. seq.</i> (2003))	The Prison Rape Elimination Act of 2003 ("PREA") Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ79/pdf/PLAW-108publ79.pdf .	2003
10	The District of Columbia's State Education Agency (SEA)	Office of the State Superintendent of Education Mission and Vision Statement Available at: http://osse.dc.gov/service/what-does-osse-do	
11	The District of Columbia Assessment and Accountability Manual	District of Columbia Assessment and Accountability Manual Available at: http://osse.dc.gov/publication/district-columbia-assessment-and-accountability-manual	Issued March 2010
12	PUBLIC LAW 108-446 The Individuals with Disabilities Education Act (IDEA).	Individuals with Disabilities Act (IDEA), as amended Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ446/pdf/PLAW-108publ446.pdf For more information and resources related to IDEA, visit http://idea.ed.gov/explore/home .	
13	The Vocational Rehabilitation Act	Section 504 of the Rehabilitation Act of 1973, Pub. L. 93-112, 87 Stat. 394 (Sept 26, 1973), as codified at 29 U.S.C. § 794 <i>et. seq.</i> , available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title29/pdf/USCODE-2011-title29-chap16-subchapV.pdf Title II of the Americans with Disabilities Act, Pub. L. 101-336, 104 Stat. 327 (July 26, 1990) as codified at 43 U.S.C. §12101 <i>et. seq.</i> , available at http://www.gpo.gov/fdsys/pkg/USCODE-2010-title42/pdf/USCODE-2010-title42-chap126.pdf	

14	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapters 25 District of Columbia Municipal Regulations (DCMR)	Title 5, DCMR, Chapters 25, Discipline, and 30, Special Education: Title 5, DCMR Chapter 25 was repealed in 2009 and replaced with Chapter B25, which is Available at: http://dcps.dc.gov/DCPS/Files/downloads/SCHOOLS/Youth%20Engagement/DCMR-Chapter-25-Title-5-Final-Rulemaking-2009.pdf . Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%20303033.pdf	
15	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapter 30	Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%20303033.pdf	
16	The Family Education Rights and Privacy Act (FERPA)	The Family Education Rights and Privacy Act (FERPA) Available at: www.ed.gov/offices/OII/fpco/ferpa	
17	The District of Columbia School Reform Act of 1995	Title 38 (Educational Institutions) of the D. C. Official Code http://dccouncil.us/legislation follow link to official D. C. Code. Text of the specific Act can be found at: http://www.dcpcsb.org/sites/default/files/report/School%20Reform%20Act.pdf	
18		Non-discrimination, in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 <i>et seq.</i> Available at: http://ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/LawsAndRegs-HumanRightsAct-1977-English.pdf	1977
19		Sexual harassment, in accordance with D.C. Mayor's Order 2004-171; Available at: www.ohr.washingtondc.gov/ohr/lib/ohr/pdf/Mayor	
20		District of Columbia's Mandatory Employee Drug and Alcohol Testing (MEDAT) regulations Available at: http://dchr.dc.gov/page/chapter-39-testing-presence-controlled-substances-and-alcohol-issuances-electronic-district	
21		Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 <i>et seq.</i>) Available at: http://app.cfo.dc.gov/services/fiscal_impact/pdf/spring04/B15-607_CYHS_Omnibus_Act_of_2004.pdf	2004
22		D.C Official Code §22-2405. Available at: http://www.lexisnexis.com/hottopics/dccode/	
23		Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 <i>et seq.</i>	

		Available at: http://dchr.dc.gov/sites/default/files/dc/sites/dchr/publication/attachments/DCHR_trans_200-202_chpt_3_part_ii_COVER2.pdf	
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C.4 DEFINITIONS

- C.4.1 **Culturally Sensitive:** Appropriate services that are inclusive of all groups, in teens of their ethnicity, age, gender, cultural practices, sexual orientation, socioeconomic status, educational background, and language.
- C.4.2 **Education support/advocacy:** Services designed to increase the educational skills of youth. These may include individualized approaches as well as use of non-traditional methods and materials, for example, computers, mentors, or tutors.
- C.4.3 **Extended Family:** The relatives of a youth, both by blood and by marriage, other than the youth's natural family, such as aunts, uncles, grandparents and cousins.
- C.4.4 **Therapeutic Foster Homes (Extended Family Home) :** Therapeutic Foster Homes (Extended Family Home)) is a placement option for up to three youths who will live with an assigned family, which has received specialized training to enable them to provide a wide variety of individualized services, including support for the natural family and respite care. An Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home) refer to private residences where assigned families that are not related to the youth are integrated with the youth's natural and extended family members while the youth actually resides in the assigned Therapeutic Foster Homes (Extended Family Home) .
- C.4.5 **Family Interventions:** Formal and informal techniques that focus on the family, both parents and extended families and will include family therapy, parent training and support groups, and utilization of trained family advocates to work with youth and their families.
- C.4.6 **Family Team Meeting:** An informal get-together of youth, family members, professionals, community providers, and family friends to discuss the youths' strengths, needs, and strategies to develop the individual plan to meet the service needs of the youth.
- C.4.7 **Individual Education Plan (IEP):** An IEP is an official document designed to meet the unique educational needs of one child, who may have a disability that interferes with his/her learning as defined by federal regulations.
- C.4.8 **Individualized Success Plan (ISP):** A document that specifically identifies the goals, objectives, strategies, responsible parties and resources to address the assessed strengths and needs of a committed youth and the family. The DYRS Therapeutic Foster Homes (Extended Family Home) case manager designs the plan to ensure that habilitative and rehabilitative services are correlated to the Balanced and Restorative Justice Model (BARJ) principles which are competency development, accountability and community safety. The plan is developed and periodically updated in conjunction with the DYRS case manager, youth; youth's family and designated service providers. Updates are to occur at a minimum of every 90 days, to indicate progression in the achievement of desired outcomes
- C.4.9 **Least Restrictive Environment:** That living or habilitation arrangement which least inhibits an individual's independence. It includes, but is not limited to, arrangements to

move an individual from more to less structured living and from larger to smaller living units.

- C.4.10 **Life Skills:** A combination of services designed to assist youths in the acquisition of knowledge and skills that will enable them to realize their personal, social, educational, and vocational functioning to the fullest extent possible. The services are designed to provide an intermediate level of treatment but needing some educational component. Pre-vocational activities prior to moving to work activities or sheltered workshop settings.
- C.4.11 **Natural Family:** A family consisting of one or more parents and their children, but not including aunts, uncles or grandparents.
- C.4.12 **Peer group interactions:** Strategies that include counseling that focuses on peer pressure, values clarification and goal identification.
- C.4.13 **Provider:** A consultant, vendor or contractor of goods or services, who can be an individual, a partnership, non-profit entity, or a corporation that enters into a contractual agreement with the District of Columbia.
- C.4.14 **Qualified Personnel:** Persons holding official credentials, accreditation, registration, certification, or licenses issued by their jurisdiction and, for the purposes of providing services under these HCAs, the District of Columbia. The term shall include administrators, foster parents (Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home) providers, dentists, dietitians, occupational therapists, professional nurses, physicians, podiatrists, speech pathologists or audiologists, pharmacists, patient activity specialists, psychologists and professional counselors, and social workers.
- C.4.15 **Respite Services:** Services that provide families or caregivers with temporary relief from tasks associated with care-giving. These services may include in-home assistance, short home stays or day care.
- C.4.16 **Supervision and Control:** Activities designed to provide external constraints for youths' behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.

C.5 COMPLIANCE WITH SERVICE RATES

- C.5.1 All human care services shall be provided, and the District shall only pay, in accordance with the service rates shown in Section B, Human Care Services and Service Rates. If any overpayment occurs, the provider shall repay the District the full amount of the overpayment.
- C.5.2 If the Provider's in-State rate is regulated by its State jurisdiction, the Provider shall submit documentation of in-State rates.
- C.5.3 If the Provider's in-State rate is not regulated by its State jurisdiction, the Provider shall submit a detailed budget with documentation to justify its costs. The Provider's unregulated costs may be subject to negotiation.

C.6 METHOD OF DELIVERY OF SERVICES

- C.6.1 No human care service shall be provided by the Providers unless and until a task order/purchase order is issued to the Provider by the District.
- C.6.2 The District's Department of Youth Rehabilitation Services will provide the following:
- C.6.3 Refer youths to the appropriate Provider for placement in an extended family home. The Provider may accept pregnant youth and youth up to two children.
- C.6.4 Complete and submit required documents for residential placement and coordinate placement of youth with designated Provider while ensuring basic needs of the youth are met during the intake process.
- C.6.5 Provide to the Provider available social and court history information, available reports on psychological evaluations, available medical history, Medicaid certification or insurance information, available family and school information, ISP and other pertinent data for each youth referred to the Provider.
- C.6.6 Conduct periodic scheduled and unscheduled site visits for purposes of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.
- C.6.7 Serve as the licensing authority to provide provisional and permanent licensing to Provider identified families that are interested in offering their homes as extended families homes and individuals or groups interested in working in supervising youths.
- C.6.8 Conduct training courses in "Safe Crisis Management" and "Suicide Prevention" for all Provider direct care staff.
- C.6.9 Develop and implement quality assurance tools to evaluate the provider's program effectiveness based on information submitted by the Provider in accordance with

The Provider shall provide Therapeutic Foster Homes (Extended Family Home), in accordance with the following:
- C.6.10 Provide Therapeutic Foster Homes (Extended Family Home) that are located in the District of Columbia or within 50 miles radius of the District of Columbia in order to afford youth and families the opportunity to access and receive needed programs and services within the District;
- C.6.11 Hire and train staff to provide services to youth residing in extended family homes.
- C.6.12 Identify and train families to provide Therapeutic Foster Homes (Extended Family Home);
- C.6.13 Ensure Therapeutic Foster Homes (Extended Family Home) are operated by parents that reside in the home.
- C.6.14 Ensure parents residing in Therapeutic Foster Homes (Extended Family Home) provide life skill training to DYRS' youth.

- C.6.15 Ensure youth living in each Therapeutic Foster Homes (Extended Family Home) receives 24-hour supervision.
- C.6.16 Ensure families providing Therapeutic Foster Homes (Extended Family Home) meet minimum licensing standards in accordance with Chapter 60 of Title 29 of the District of Columbia Municipal Regulations, entitled "Foster Homes", Pursuant to D.C. Official Code, § 16-2301 et seq., (Section C.3 Document 1).
- C.6.17 Ensure services provided are gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development;
- C.6.18 Commit to a philosophy of unconditional care, by agreeing not to eject youths that have been accepted into the Therapeutic Foster Homes (Extended Family Home) program, but rather renegotiate an individual contract with the agency on a particularly difficult referral.

C.7 PROVIDER STAFF REQUIREMENTS

- C.7.1 The Provider shall provide sufficient qualified staff to support the treatment and rehabilitative needs of each youth. Staff shall have the requisite qualifications to provide services to the population(s) designated by the Provider in the Human Care Agreement Contractor Qualification Record (CQR), which is incorporated into the Agreement as Attachment 1.
- C.7.2 The Provider shall ensure that its staff include, a master's level coordinator/manager; a family preservation specialist with a bachelor's degree and five years of relevant work experience; case managers that have a bachelor's degree and five years of relevant work experience; and administrative staff.
- C.7.3 The Provider's staffing pattern shall provide for 24-hours per day coverage to provide on-site supervision and life skills training. Staff composition should represent family-like models.
- C.7.4 The Provider's staffing pattern shall provide sufficient respite care staff to provide all staff a three day break from the Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home) every other weekend.
- C.7.5 The Provider shall ensure that staff is competent and sensitive in providing treatment to persons of diverse cultural backgrounds, as well as responsive to the needs of minority individuals.
- C.7.6 The Provider shall maintain an individual personnel file for each staff person containing the employment application, personal and professional references, applicable licenses, credentials and/or certificates, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct and actions with respect to the allegations and date and reason if terminated from employment, which shall be accessible to the DYRS Contract Administrator upon request.
- C.7.7 The Provider shall document that all direct and indirect staff, including consultants and home providers, have no prior criminal record of conviction for child abuse or molestation, sexual abuse, or rape.

- C.7.8 The Provider shall provide orientation and training for all staff members; with respect to administrative procedures, patient rights, confidentiality of treatment records and other relevant policies, procedures and protocols of the DYRS.
- C.7.9 The Provider shall maintain a current organizational chart displaying organizational relationships and responsibility lines of administrative oversight and supervision.
- C.7.10 All personnel materials, including the individual personnel file, for each employee providing services under this Human Care Agreement shall be made available to the Contract Administrator for review upon request.
- C.7.11 The Provider(s) shall ensure that direct services staff persons maintain certifications in Cardio-Pulmonary Resuscitation (CPR) and First Aid.
- C.7.12 The Provider(s) shall ensure that each staff member that provides services under this human care agreement participate in the DYRS sponsored training courses "Safe Crisis Management" and "Suicide Prevention."
- C.7.13 The Provider shall adhere to the following staff security requirements:
- C.7.14 In accordance with DC Official Code 44-551 et seq., the Provider shall conduct routine pre-employment criminal record background and traffic checks of the Provider's applicable staff and future staff that will provide services under this Human Care Agreement. The Provider shall not employ any staff in the fulfillment of the work under this Human Care Agreement unless said person has undergone a background and traffic check, to include a National Criminal Information Center (NCIC) Report and Child Protective Services Report (Abuse and Neglect). Staff shall not have any convictions relative to abuse or harming children, elders or animals, or any of the other offenses enumerated in the above statute.
- C.7.15 After award of a Human Care Agreement, the Provider shall furnish copies of the certified criminal history records of applicable Provider staff that perform services under this Human Care Agreement to the Contract Administrator upon request. Any conviction or arrest of the Provider's employees will be reported to the DYRS staff attorney, which will determine the employee's suitability for performance under this Human Care Agreement.
- C.7.16 The Provider shall conduct the criminal record background checks and traffic checks on an annual basis and for all newly acquired employees. The Provider shall disclose to DYRS, through the Contract Administrator, any arrests or convictions that may occur subsequent to employment. The Contract Administrator will report any convictions or arrests of the Provider's employees to the DYRS staff attorney, which will determine the employee's suitability for continued performance under this Human Care Agreement.

C.8 SERVICE PLAN

- C.8.1 The Provider's Therapeutic Foster Homes (Extended Family Home) services shall include, at a minimum, the following services in support of the habilitation of each youth:

- C.8.2 The Provider shall provide Therapeutic Foster Homes (Extended Family Home) living accommodations that allow youths to live in a home-like environment with supervised care that meets all licensing, registration and occupancy requirements, building safety, fire, health and sanitation codes and all other required certifications as prescribed by the governing jurisdiction and maintain current all required permits and licenses for each home utilized in the provision of services under the Human Care Agreement.
- C.8.3 The Provider's living quarters shall include adequate space, as well as furnishings that are well maintained. Therapeutic Foster Homes (Extended Family Home) shall not accept more than three youths in addition to host family. The Provider's homes used during the performance of this Human Care Agreement shall meet all applicable federal, state and local regulations for the intended use throughout the duration of the Human Care Agreement.
- C.8.4 Providers shall maintain accessibility to persons with mobility limitations, consistent with Public Law 101-336, Americans with Disabilities Act.
- C.8.5 The Provider shall ensure that an emergency home site is available for the provision of services under the Human Care Agreement should a primary home become unavailable.
- C.8.6 The Provider shall ensure that host families that provide Therapeutic Foster Homes (Extended Family Home) have sufficient resources, at no additional cost to the District, to provide supplies and services routinely needed for maintenance and operation of the home.
- C.8.7 The Provider shall provide, at no additional cost to the District, supplies and services routinely needed for maintenance and operation of the home, such as, but not limited to, security, janitorial services, trash pick-up, laundry or linens.

C.9 ADMINISTRATIVE OPERATIONS

- C.9.1 The Provider shall, at a minimum, provide or maintain the following administrative operations to support the delivery of Therapeutic Foster Homes (Extended Family Home) services for youths:
- C.9.2 Provide services 24 hours per day seven days per week. The Provider shall maintain an administrative office, which shall operate at a minimum from 9:00 a.m. to 5:00 p.m., Monday through Friday, except on federal holidays.
- C.9.3 Rules of conduct to provide for the general welfare and constitutional rights of youths while recognizing and maintaining required order and structure. The rules of conduct shall, at a minimum address the rights and responsibilities of youths and staff, including prohibited acts, and grievance procedures. The Provider's published rules of conduct shall be available for review upon the request of the Contract Administrator.
- C.9.4 Policies and procedures manual(s) that, at a minimum, provide details describing program management, admissions, living and environment, case management, behavior management, program security, program safety, and conditional release. The Provider's policies and procedures manual(s) shall be available for review upon the request of the Contract Administrator.

C.9.5 Maintain an emergency plan approved by local fire officials that clearly documents emergency preparedness, which includes information about the emergency site arrangements described in C.6.5.4. The Provider's emergency preparedness plan shall be available for review upon the request of the Contract Administrator and the designated program monitor. The emergency plan shall be reviewed annually, updated as necessary, and redistributed as changes occur.

C.9.6 Conspicuously post an emergency plan showing the location of exits, fire extinguishers and first aid equipment in each facility and home utilized for the provision of services under this Human Care Agreement.

C.9.7 Report all unusual or critical incidents, including Abscondance, involving youth referred by the District.

C.10 **JUVENILE SERVICES**

C.10.1 The Provider shall provide services in accordance with its Program Description(s), which is incorporated into this Human Care Agreement. At a minimum, the Provider shall provide the following juvenile services for youths:

C.10.2 Staff trained to incorporate the youth's natural and extended family members in the delivery of services.

C.10.3 Orientation to the Provider's procedures, rules, programs, and services.

C.10.4 Comprehensive case files for each youth including historical, background, and other relevant information received from DYRS case managers. Case files shall be maintained in a manner that is both organized and representative of the youths' progress based on the youth's prescribed ISP and updates to the ISP. Case files shall include daily progress notes for individual youth.

C.10.5 Provide the DYRS case manager with a work plan that details the intensity and frequency of services described in the ISP, within fifteen (15) days of receiving the ISP. The work plan shall address, but not be limited to, the following:

C.10.6 Supervision and Control by providing activities designed to provide external constraints for the youth's behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.

C.10.7 Job Training and Employment by providing assistance to assist youths in obtaining and maintaining employment, including job searches, interviews and communication skills.

C.10.8 Special education support services utilizing comprehensive educational testing as identified in the ISP. Provider should maintain a copy of the Individualized Education Plan (IEP) for all youth receiving special education services.

C.10.9 Provide regularly scheduled Recreation/Leisure/Cultural Activities designed to engage, stimulate and expose youths to vocational, artistic and consciousness raising pursuits.

C.10.10 Coordinate with the DYRS case manager for clinical services necessary to meet and support the treatment objectives and strategies described in the ISP, including, but not limited to:

C.10.11 Individual and group counseling that focus on day-to-day adjustment issues. This may also include formal psychotherapeutic or behavior modification techniques.

- C.10.12 Family interventions by utilizing trained family advocates to work with youth and their families this may include formal and informal techniques that focus on the family, both natural and extended family and will include family therapy, parent training or support groups.
- C.10.13 Enhance educational skills for youths consisting of individualized approaches and the use of non-traditional materials and methods, including providing access to computers and computer technology, mentoring, and tutoring.
- C.10.14 Clinical services outlined in the ISP shall be provided either internally or through appropriate referrals to local providers as coordinated with the DYRS case managers.
- C.10.15 Peer Group Interactions utilizing programmatic strategies that include but not limited to counseling that focuses on peer pressure, values clarification and goal identification.

C.11 STAFF SECURITY REQUIREMENTS

- C.11.1 The Provider shall conduct routine, pre-employment child protection and criminal record background checks and traffic checks of the Provider's staff and prospective staff to include consultants and sub-contracts with access to children. All staff, employees, consultants and sub-contractors must be cleared through the Child Protection Register and the Police Department of the jurisdiction(s) in which the staff member resided during the five years prior to employment under this HCA, as well as cleared through the District of Columbia Metropolitan Police Department, and the jurisdiction in which they will be providing services. The Provider must ensure that employees, consultants and subcontractors obtain FBI, local police clearances results, and a Child Protection Registry clearance results on an annual basis.
- C.11.2 The Provider shall not employ any staff in the fulfillment of work under this human care agreement unless said person has undergone both background checks evidencing there are not any convictions of the following:
 - a) Child abuse;
 - b) Child neglect;
 - c) Spousal abuse;
 - d) Crime against children, including child pornography;
 - e) Crime involving violence, including but not limited to, rape, sexual assault, homicide and assault;
- C.11.3 Or, if there is any information that the staff has been identified as a possible abuser or neglecter in a pending child abuse or neglect case.
- C.11.4 The Provider shall screen new employees for drug and alcohol abuse, and then conduct subsequent, continuous testing on a random basis.
- C.11.5 The Provider shall terminate any staff for which an allegation of any of the following has been substantiated:
 - a) Neglect of children;
 - b) Physical abuse of children, families or staff members;
 - c) Sexual abuse or harassment of children, families or staff members;
 - d) Verbal or emotional abuse of children, families or staff members;

e) Drug or alcohol use on the premises or with children and families, or such that the staff is under the influence while on duty;

C.11.6 Failure to report any allegation of child abuse and/or neglect to CFSA and to the appropriate law enforcement or social service agency in the jurisdiction in which the allegation occurred.

C.11.7 The Provider shall place a staff on suspension or administrative leave and bar access to children or youth following an allegation, and during the time of investigation into those criteria listed in above in Section C.11.2 of this agreement.

C.11.8 DYRS will consider as sufficient cause for placement restriction, and possible result in HCA termination, the Provider's failure to dismiss employees for the conditions listed in Section C.11.2 of this agreement.

C.11.9 DYRS retains the right to make additional recommendations on staffing security issues that may come to its attention during staff record reviews.

C.12 **STAFF TRAINING AND DEVELOPMENT**

C.12.1 The Provider shall ensure staff can effectively perform the roles and responsibilities associated with their positions. The Provider shall ensure that Social Workers, Social Worker Aides/Assistants and Supervisory Social Workers are trained in accordance with the LaShawn A.v Gray Implementation and Exit Plan (IEP).

C.12.2 New Social Workers and social worker aids/assistants shall receive the required 80 hours of pre-service training through a combination of classroom and on-the-job training in assigned units prior to accepting case responsibility.

C.12.3 New Supervisors shall receive a minimum of 40 hours or pre-service training on supervision of child welfare workers within three months of assuming supervisory responsibility.

C.12.4 Supervisors, Program Managers and Directors shall receive annually a minimum of 24 hours of structured in-service training.

C.12.5 The Provider shall maintain training records, including name and credentials of trainers, staff attendance and copies of the curriculum.

C.12.6 Caseload Parameters

C.12.7 The Provider of Traditional and Teen Parent Family Based Foster Care shall assign caseloads to each Case Managing Social Worker in adherence to the Amend Implementation Plan guidelines of fifteen (15) cases per Case Managing Social Worker. The Provider may maintain caseloads with fewer cases, but the AIP Parameters shall serve as the maximum numbers allowable. The Provider shall take dependent children of Teen Parents into consideration when assigning caseloads. The dependent child of a Teen occupies 50% of a contracted slot, with per diem paid to the Provider in accordance with this partial slot arrangement.

C.12.8 The Provider shall ensure Supervisory Social Workers do not manage more than five (5) Case Managing Social Workers and one (1) Social Work Assistant for a total of six (6) staff.

C.12.9 There should never be more than 10 therapeutic children on a caseload. If the cases are mixed (therapeutic and traditional or therapeutic and community), the therapeutic cases will count as two

each, and the remaining case can be either traditional and/or community, but shall not exceed 15 total cases (i.e. a social worker with w therapeutic causes can only have 11 additional cases to here caseload).

C.13 REPORTS

- C.13.1 The Provider shall provide the Contract Administrator with quarterly report data that supports DYRS' quality assurance plan used to assess the effectiveness of the Provider's services. The Quarterly report shall, at a minimum, include the following information:
- C.13.2 Dates vendor's staff participated in Family Team Meetings to revise ISP.
 - a) Names and number of youth admitted to the program.
 - b) Names and number of youth receiving services.
 - c) Names and number of youth who completed programs.
 - d) Names and number of youth who failed to appear in court.
 - e) Names and number of youth who were re-arrested.
 - f) Names and number of youth who were revoked.
- C.13.3 Number and content of training for live-in couples (includes list of participants and participant evaluations).
- C.13.4 Response time to crisis calls to scattered site facilities.
- C.13.5 Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members, and extended family members).
- C.13.6 Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members and extended family members).
- C.13.7 The Provider shall prepare and submit individual monthly progress reports. The monthly progress report shall contain, at a minimum, the following data:
- C.13.8 Number and types and frequency of services identified in plan
- C.13.9 Number of days from receipt of ISP to receipt of first service. (This item shall be updated each month as until the youth begins receiving each service identified in the ISP).
- C.13.10 Number and description of youth and provider staff contacts with natural and extended family members, list of participants, and participant evaluations (dependent on ISP).
- C.13.11 Documents the youth's progress in each identified area of service as follows:
 - a) Life skills;
 - b) Recreation and leisure activities;
 - c) Academic performance;
 - d) Group therapy
 - e) Addiction supports;
 - f) Vocational support;
 - g) Family therapy;
 - h) Health/medical updates;

- i) Unusual incidents;
- j) Abscondance reports; and
- k) Updated service strategies.

C.13.12 The Provider shall report all unusual or critical incidents, including abscondance, involving youth referred by the District, in accordance with The Department of Human Services (Absconder Report procedures and guidelines) and, DYRS Procedures for Reporting Unusual Incidents, Section C.6.10.3.3 Deliverables 4 and 5 which are incorporated into the Human Care Agreement.

C.13.13 Abscondance Reporting

C.13.14 The Provider shall notify the Metropolitan Police Department (MPD) and the contracting entity, within one (1) hour after learning that a resident is missing or absconding. For residents placed in the facility by DYRS, including residents under the supervision of the Court Social Services, within one (1) hour of notice to the MPD and the contracting entity, the facility shall file by fax a request for custody order of the absconding resident with the District of Columbia Superior Court Juvenile or Neglect clerk. Within one (1) hour of faxing the request to the District of Columbia Superior Court Juvenile or Neglect clerk, the facility shall fax a copy of the request for custody order to the contracting entity and the Office of the Corporation Counsel.

C.13.15 The facility shall immediately inform the MPD, the contracting entity, the Office of the Corporation Counsel and the District of Columbia Superior Court Juvenile or Neglect clerk, upon the missing or absconding resident's return to the facility.
Reporting Unusual Incidents:

C.13.16 The Provider shall report all unusual incidents to the contracting entity, the licensing agency, the resident's parent and, if applicable, the resident's guardian or custodian, as soon as possible. An Unusual Incident Report form must be completed prior to ending of the tour of duty and immediately faxed with the Notification Sheet to the DYRS Contract Administrator.

Unusual incidents include:

- a) The death of a resident;
- b) The death of a staff member while on duty or at the facility;
- c) An attempted suicide;
- d) A resident's suspension or expulsion from school;
- e) Any situation in which a resident is missing or in abscondance;
- f) A resident's alleged delinquent or criminal behavior, including but not limited to the possession or use of controlled substances;
- g) Any situation in which a resident is the victim of alleged delinquent or criminal behavior;
- h) A staff member's actual or alleged possession of controlled substances, actual or alleged use of controlled substance, or appearance of being under the influence of controlled substances while on duty or at the facility;
- i) A staff member's misconduct or fraud;
- j) An injury, trauma, or illness of a resident requiring treatment at a hospital;
- k) A violation of a resident's rights;
- l) Any use of restraint;
- m) Sexual contact between a resident and another person, consensual or otherwise;
- n) Abuse or misuse of a resident's funds;
- o) An outbreak of a communicable disease;
- p) An incident at the facility requiring the services of the fire or police departments;

- q) An automobile accident involving residents or staff on duty;
- r) Destruction of government property;
- s) A visit, whether announced or unannounced, by the media or high-level government officials;
- t) A loss of any utilities, including but not limited to power, water, or sewage;
- u) Any condition which results in the facility's closure; and
- v) Any other occurrence or event which substantially interferes with the resident's health, welfare, living arrangement, or well-being, or in any way places the resident at risk.

C.13.17 Individualized Success Plan

The Provider shall develop a written ISP which describes how the tasks will be accomplished. The initial and comprehensive ISP shall at a minimum include the strengths and needs assessment;

- a) State the goals to be achieved and evaluate the resident's skill level for each goal;
- b) State the timeframes projected for meeting the goals;
- c) Describe the activities and services, including but not limited to daily, educational, counseling, recreational, vocational, mental health, and medical activities or services, including the prescription of psychotropic or other medications, that will be provided and who will provide them;
- d) Describe proposed involvement, visitation and communication with family and others;
- e) Set forth a discharge or transfer plan, where applicable;
- f) Describe the objectives and methods to be used to evaluate the resident's progress;
- g) Identify the person(s) responsible for coordinating and implementing the ISP;
- h) Be consistent with any court orders;
- i) Be consistent with the contracting entity and, where applicable, the CSSD's plans for the resident;
- j) State the treatment goals and interim objectives, services, and treatment to be provided for each goal, the projected times for achieving each goal, and the responsible service providers; and
- k) Identify criteria by which to assess the resident's progress and to determine when each treatment goal has been achieved.

C.13.18 Deliverables

The Provider shall provide the deliverables to the CA in accordance with the deliverable schedules that follow.

Deliverable Number	Deliverable Name	Method of Delivery	Due Date
1	Work Plan as described in C.10.5	Report submitted via the DYRS FamCare data base.	The work plan shall be completed and submitted via DYRS FamCare. Within 15 days of receiving a youth's ISP /Success Plan.
2	Monthly Program Report described in C.10.5	Report submitted via the DYRS FamCare data base.	Monthly Program Reports are due the 10th day of each of the month.

3 Eligibility	Monthly Youth Progress Report as described in C.10.5	Report submitted via the DYRS FamCare data base.	Youth Monthly Progress Reports are due the 10th day of each month.
Eligibility	DYRS Absconder Report as described in C.13.13	1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Absconder Reports shall be submitted to the DYRS case Manager and CA via e-mail and a copy shall be forwarded to the D.C. Superior Court via fax by the end of the shift in which the incident occurred.
5 for s	DYRS Unusual Incident Report as described in C.13.12	Deliver via E-mail 1 electronic copy and 1 hard copy clearly labeled with the following: <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted 	All Unusual Incident Reports shall be submitted immediately via e-mail by the end of the shift the incident occurred. to the CA and DYRS case manager.
6 r v i c e	Criminal Background Check Reports, as described in C.11	Submitted via E-mail to DYRS Licensing Unit.	DYRS Licensing Unit will review and determine employee's suitability to work with DYRS youth prior to the staff working with DYRS youth.
7 u n d e	Traffic Record Check Reports, as described in C.7.14	Submitted via E-mail to DYRS Licensing Unit	DYRS licensing unit will review and provide approval prior to the proposed employee working with DYRS youth
8 t h i	Individualized Service Plan, as described in C.6.3 (ISP/Success Plan)	Report submitted via the DYRS FamCare data base and in the youth file.	within 3 days of youth admission.

This Human Care Agreement shall be determined and re-determined by the District, as applicable, in accordance with prescribed procedures. The Provider shall be subject to a written determination that it is qualified to provide the services and shall continue the same level of qualifications, subject to a review by the District, according to the criteria delineated in 27 DCMR, Chapter 19, Section 1905.6, as amended which is incorporated into this Agreement as Attachment 6.

C.13.20 Compliance with Laws

As a condition of the Provider's obligation to perform for the District's under this Agreement, the Provider shall comply with all applicable District, federal and other state and local governmental laws, regulations, standards, or ordinances and, where applicable, any other applicable licensing and permit laws, regulations, standards, or ordinances as necessary for the lawful provision of the services required of the Provider under the terms of this Human Care Agreement

C.14 Performance Measures and Outcomes

Objectives	Proposed Outcomes	Performance Indicators/Activity Codes	
<p>Youth served will benefit from a comprehensive treatment approach that supports increased stable functioning in the community.</p>	<p>1. 75% of youth served will be maintained and successfully complete the group home program. 85% first option year 100% all remaining option years.</p>	<ul style="list-style-type: none"> • "Reason for Discharge" entry in "Famcare" as measured in current scorecards. 	
<p>Youth served will benefit from a comprehensive approach that will foster youth development and increased adaptive functioning</p>	<p>2. 75% of youth will engage in pro-social behavior and interactions as evidenced by results on progress documented into their case files. 85% first option year 100% all remaining option years.</p> <p>3. 75% of youth served will engage in social integration in the community (i.e.: employment, volunteer activities, involvement in recreational activities) as measured by completion of related treatment plan goals. 85% first option year 100% all remaining option years.</p> <p>4. 75% of youth served will demonstrate improved academic performance during their stay at the group home. 85% first option year 100% all remaining option years.</p>	<ul style="list-style-type: none"> • Arts • Community Service • Mentoring • Recreation/Physical Activity • Counseling • Crisis Intervention • Fewer Incident Reports • Job Development • Life Skills • Educational/Academic Support • Community Service • # Increase in school attendance • # With educational gain • # Who graduated/GED/completed grade • # Who enrolled in college • # of Family Engagement Attempts ("Unclick" attended box if family did not attend) • Parent/Family Support Session attendance • Family Support-Family Only Session attendance • Youth Parenting Classes attended • # of Scheduled Treatment Planning Meetings • #TDMs 	

	<p>5. 75% of the families <u>involved</u> in the youth's treatment will demonstrate improvement in their relationship with their child. 85% first option year 100% all remaining option years.</p> <p>6. 75% of youth served will be connected to a permanent/long term family or natural support as measured by treatment planning and TDM meetings. 85% first option year 100% all remaining option years.</p>		
<p>Youth will be successfully discharged into an equal or less restrictive environment</p>	<p>7. 75% of youth served will be transitioned home, step down program, or to a transitional living program. 85% first option year 100% all remaining option years. 75% of youth served will receive an exit survey, administered by the facility, which includes questions designed to determine the youth's satisfaction with the program. 85% first option year 100% all remaining option years.</p>	<ul style="list-style-type: none"> • "Reason for Discharge" entry in Famcare, as measured in current scorecards. • # Youth receiving an exit survey administered by the CBRF provider. 	

Objectives	Proposed Outcomes	Performance Indicators/Activity Codes	
<p>Youth will have an Individual Success Plan (ISP) that reflects their current needs and goals</p>	<p>1. 100% of youth served will have an Initial ISP completed within 3 days of admission</p> <p>2. 100% of youth served will have an ISP meeting within 15 days of admission that is developed with input from the youth, parent/guardian, case worker, and educational staff and CBRF staff.</p>	<ul style="list-style-type: none"> • ISP (located in Plans Tab in Famcare) • ISP (located in Plans Tab in Famcare) 	
<p>Youth will have enhanced opportunity to realize their full potential</p>	<p>1. 100% of youth served will be connected to a sustainable, positive hobby, interest and normative community-based activity.</p> <p>2. 100% of youth served will receive life skills, individual, group and family counseling.</p> <p>3. 100% of youth served will participate in recreational and cultural activities.</p>	<ul style="list-style-type: none"> • Arts • Recreation (Physical Activity) • Trips/Outings • Community Service • Life Skills Instruction • Counseling • Parent/Family Counseling • Group Counseling • Arts • Recreation (Physical Activity) • Trips/Outings • Community Service 	

END OF SECTION C

SECTION D – HUMAN CARE SERVICE DELIVERY AND PERFORMANCE

D.1 Term of Agreement

- D.1.1 The term of this Human Care Agreement shall be for a period of one (1) base year and four (4) additional option years as set forth in Section D.3.
- D.1.2 If the Provider fails to perform its obligations under this Human Care Agreement (HCA) in accordance with the Agreement and in a timely manner, or otherwise violates any provision of this HCA, the District may terminate this HCA for default or convenience of the District upon serving written notice of termination to the Provider in accordance with sections 7, 9 or 20 of the Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as “Standard Contract Provisions”, which is incorporated into this Agreement.
- D.1.3 The District reserves the right to cancel a task order issued pursuant to this HCA upon thirty (30) days written notice to the Provider.

D.2 Agreement Not A Commitment of Funds or Commitment To Purchase

This Agreement is not a commitment by the District to purchase any quantity of a particular good or service covered under this HCA from the Provider. The District shall be obligated only to the extent that authorized purchases are actually made by purchase order or task order pursuant to this Human Care Agreement.

D.3 Option to Extend Term of the Agreement

- D.3.1 The District Government may extend the term of this Human Care Agreement for a period of four (4) one (1) year option periods, or fractions thereof, by written notice to the Provider prior to the expiration of the Agreement; provided that the District gives the Provider written notice of its intent to extend at least thirty (30) days before the Human Care Agreement expires. The preliminary notice does not commit the District to an extension. The exercise of an option is subject to the availability of funds at the time of the exercise of the option. The Provider may waive the thirty (30) day notice requirements by providing a written notice to the Contracting Officer.
- D.3.2 The service rates for the option periods shall be as specified in Part I, Section B, Human Care Services and Service Rates.
- D.3.3 If the District exercises an option, the extended Human Care Agreement shall be considered to include this option provision.
- D.3.4 The total duration of this HCA including the exercise of any options under this clause shall not exceed five (5) years.

*****END OF SECTION D*****

SECTION E – HUMAN CARE SERVICE ADMINISTRATION

E.1 Contracting Officer

The Contracting Officer (CO) is the only District official authorized to bind the District contractually through signing a Human Care Agreement (HCA) or contract, and all other documents relating to the HCA or contract. All correspondence to the Contracting Officer shall be forwarded to:

Hakima Muhammad, MBA
Contracting Officer
Office of Contract and Procurement
441 4th Street, N.W. Suite 310 South
Office: (202) 724-4237
Mail: hakima.muhammad@dc.gov

E.2 Authorized Changes by the Contracting Officer

- E.2.1 The CO is the only person authorized to approve changes in any of the requirements of this contract.
- E.2.2 The Contractor shall not comply with any order, directive or request that changes or modifies the requirements of this contract, unless issued in writing and signed by the CO.
- E.2.3 In the event the Contractor effects any change at the instruction or request of any person other than the CO, the change will be considered to have been made without authority and no adjustment will be made in the contract price to cover any cost increase incurred as a result thereof.

E.3 Contract Administrator (CA)

- E.3.1 The Contract Administrator (CA) is responsible for general administration of the contract and advising the Contracting Officer (CO) as to the Contractor's compliance or noncompliance with the contract. The CA has the responsibility of ensuring the work conforms to the requirements of the contract and such other responsibilities and authorities as may be specified in the contract. These include:
- E.3.2 Keeping the CO fully informed of any technical or contractual difficulties encountered during the performance period and advising the CO of any potential problem areas under the contract;
- E.3.3 Coordinating site entry for Contractor personnel, if applicable;
- E.3.4 Reviewing invoices for completed work and recommending approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure;
- E.3.5 Reviewing and approving invoices for deliverables to ensure receipt of goods and services. This includes the timely processing of invoices and vouchers in accordance

with the District's payment provisions; and

- E.3.6 Maintaining a file that includes all contract correspondence, modifications, records of inspections (site, data, equipment) and invoice or vouchers.

Zachery Smith
Contract Administrator
Department of Youth and Rehabilitation Services (DYRS)
Youth Services Center – 3rd floor
1000 Mount Olivet Road N.E.
Washington, D.C. 20002
Zachery.smith@dc.gov

E.4 Contact Person

For information concerning this Human Care Agreement, contact:

Denise J. Wells
Contract Specialist
Office of Contracting and Procurement
441 4th Street, N.W. Suite 310 South
Telephone: (202) 724-2353
Email: denisej.wells@dc.gov

E.5 Invoice Payment

E.5.1 The District will make payments to the Contractor, upon the submission of proper invoices, at the prices stipulated in this contract, for supplies delivered and accepted or services performed and accepted, less any discounts, allowances or adjustments provided for in this contract.

E.5.2 The District will pay the Contractor on or before the 30th day after receiving a proper invoice from the Contractor.

E.5.3 Invoice Submittal

E.5.4 The Contractor shall create and submit payment requests in an electronic format through the D.C. Vendor Portal, <https://vendorportal.dc.gov>.

E.5.5 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in Section C.

E.5.6 To constitute a proper invoice, the Contractor shall enter all required information into the Portal after selecting the applicable Purchase Order Number which is listed on the Contractor's profile.

E.5.7 The Contractor shall submit proper invoices on a monthly basis or as otherwise specified in this contract. Invoices shall be prepared in duplicate and submitted to the agency Office of Chief Financial Officer with a concurrent copy to the Contracts Administrator (CA) specified in Section E.2 below. The address of the CFO is:

CFO: Chief Financial Officer
D.C. Department of Youth Rehabilitation Services
Attn: Accounts Payable
64 New York Ave NE
Washington, D.C. 20002

E.5.8 To constitute a proper invoice, the Contractor shall submit the following information:

- i. Contractor's name and invoice date (Contractors are encouraged to date invoices as close to the date of mailing or transmittal as possible.);
- ii. Task Order Agreement Number and Purchase Order Number. Assignment of an invoice number by the contractor is also recommended;
- iii. Description, price, quantity, and dates of work actually performed;
- iv. Other supporting documentation or information, as required by the Contracting Officer;
- v. Name, title, telephone number and complete mailing address of the responsible official to whom payment is to be sent;
- vi. Name, title, phone number of person preparing the invoice;
- vii. Authorized signature.

*****END OF SECTION E*****

SECTION F – AGREEMENT CLAUSES

F.1 Standard Contract Provisions Incorporated By Reference

The Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as the “Standard Contract Provisions” are incorporated into this Human Care Agreement (HCA), and shall govern the relationship of the parties as contained in this HCA. By signing this HCA, the Provider agrees, and acknowledges its obligation to be bound by the Standard Contract Provisions, and its requirements.

F.2 Special Indemnity

The following provision supplements Section 10 of the Standard Contract Provisions:

The Provider shall indemnify and hold harmless the District and all its officers, agents and servants acting within the scope of their official duties against any and all assessments, fines or monetary penalties that may be imposed on the District by order or judgment of any court of competent jurisdiction, or required pursuant to the terms of a consent order, the Jerry M. Consent Decree or a consent agreement, as a consequence or result of any act, omission or default of the Provider, its employees, agents or subcontractors in the performance of, or in connection with, any work required or performed under this Human Care Agreement.

F.3 District of Columbia Interstate Compact

Youth accepted for placement in facilities outside of the District, who are under the age of 18, will be referred and approved for placement through the District of Columbia Interstate Compact for Placement of Children in those states that require it.

F.4 The Prison Rape Elimination Act of 2003 (PREA)

DYRS providers must comply with The Prison Rape Elimination Act of 2003 (“PREA”), Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 et. seq. (2003) (C.1.1, Applicable Document 9) and with all applicable PREA standards, DYRS policies related to PREA, and DYRS standards related to PREA for preventing, detecting, responding to, and monitoring any form of sexual abuse within DYRS-affiliated facilities. DYRS providers acknowledge that, in addition to self-monitoring requirements, which DYRS will conduct announced or unannounced, compliance monitoring visits, including on-site monitoring. If DYRS determines that the DYRS provider has failed to comply with PREA, any PREA standard, or any DYRS policy or standard related to PREA, that violation may result in the immediate termination of the HCA.

F.5 Confidentiality

All services or treatment provided by the Provider through referrals by the District to the Provider shall be provided in a confidential manner and the Provider shall not release any information relating to a recipient of the services or otherwise as to the provision of those services or treatment to any individual other than an official of the District connected with the provision of services under this HCA, except upon the written consent of the individual referral, or in the case of a minor, the custodial parent or legal guardian of the individual referral.

F.6 Access to Records

- F.6.1 The Provider shall retain all case records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the HCA for a period of five (5) years after termination of the HCA, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the HCA.
- F.6.2 The Provider shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.
- F.6.3 Persons duly authorized by the Contracting Officer shall have full access to and the right to examine any of the Provider's HCA and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F.7 Amendments

This Human Care Agreement, applicable documents and attachments incorporated by reference constitutes the entire Agreement between the parties and all other communications prior to its execution, whether written or oral, with reference to the subject matter of this Agreement are superseded by this Human Care Agreement. The Contracting Officer may, at any time, by written order and without notice to a surety, if any, make amendments or changes in the Agreement within the general scope, services, or service rates of the Agreement. No amendment to this Agreement shall be valid unless approved in writing by the Contracting Officer, subject to any other approvals required in accordance with the District regulations at 27 DCMR. Except that the Contracting Officer may make purely clerical or administrative revisions to the Agreement with written notice to the Provider.

F.8 Tax Compliance Certification

In signing and submitting this Human Care Agreement, the Provider certifies, attests, agrees, and acknowledges that the Provider is in compliance with all applicable tax requirements of the District of Columbia and shall maintain that compliance for the duration of the Agreement.

F.9 Subcontracts

The Provider shall not subcontract any of the work or services provided in accordance with this Agreement to any subcontractor without the prior written consent of the Contracting Officer. Any work or service that may be subcontracted shall be performed pursuant to a written subcontract agreement, which the District shall have the right to review and approve prior to its execution. Any such subcontract shall specify that the Provider and the subcontractor shall be subject to every provision of this Human Care Agreement. Notwithstanding any subcontract approved by the District, the Provider shall remain solely liable to the District for all services required under this Human Care Agreement.

F.10 Provider Responsibility

F.10.1 The Provider bears responsibility for ensuring that the Provider fulfills all its Human Care Agreement requirements under any task order that is issued to the Provider pursuant to this Human Care Agreement.

F.10.2 The Provider shall notify the District immediately whenever the Provider does not have adequate staff, financial resources, or facilities to comply with the provision of services under this HCA.

F.11 INSURANCE:

A. **GENERAL REQUIREMENTS.** The Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the Contracting Officer giving evidence of the required coverage prior to commencing performance under this human care agreement. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the Contracting Officer. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Contractor shall require all of its subcontractors to carry the same insurance required herein. The Contractor shall ensure that all policies provide that the Contracting Officer shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide the Contracting Officer with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Contractor shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this human care agreement.
2. Automobile Liability Insurance. The Contractor shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this human care agreement. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
3. Workers' Compensation Insurance. The Contractor shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the human care agreement is performed.
4. Employer's Liability Insurance. The Contractor shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

5. Umbrella or Excess Liability Insurance. The Contractor shall provide umbrella or excess liability (which is excess over employer's liability, general liability, and automobile liability) insurance as follows: \$1,000,000 per occurrence, including the District of Columbia as additional insured.
 6. Professional Liability Insurance (Errors & Omissions). The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Human care agreement. The policy shall provide limits of \$1,000,000 per occurrence for each wrongful act and \$3,000,000 annual aggregate.
 7. The Contractor shall maintain this insurance for five (5) years following the District's final acceptance of the work performed under this human care agreement.
 8. Crime Insurance (3rd Party Indemnity). The Contractor shall provide a 3rd Party Crime policy to cover the dishonest acts of Contractor's employees which result in a loss to the District. The policy shall provide a limit of \$50,000 per occurrence. This coverage shall be endorsed to name the District of Columbia as joint-loss payee, as their interests may appear.
 9. Sexual/Physical Abuse & Molestation. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate. The policy coverage shall include the District of Columbia as an additional insured. This insurance requirement will be considered met if the general liability insurance includes sexual abuse and molestation coverage for the required amounts.
- B. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this contract.
- C. LIABILITY. These are the required minimum insurance requirements established by the District of Columbia. **HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE CONTRACTOR'S LIABILITY UNDER THIS CONTRACT.**
- D. CONTRACTOR'S PROPERTY. Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.
- F.11.1 CERTIFICATES OF INSURANCE. The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in Section F.10 prior to commencing work. Evidence of insurance shall be submitted to:

Denise Wells
Contract Specialist
Office of Contracting and Procurement
441 4th Street, N.W. Suite 310 South
Washington, D. C. 20001
Telephone Number: (202) 724-2353
E-Mail: denisej.wells@dc.gov

E. **MEASURE OF PAYMENT.** The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.

F. **NOTIFICATION.** The Contractor shall immediately provide the Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the Contracting Officer.

F.12 CONTINUITY OF SERVICES

F.12.1 The Contractor recognizes that the services provided under this contract are vital to the District and must be continued without interruption and that, upon contract expiration or termination, a successor, either the District or another contractor, at the District's option, may continue to provide these services. To that end, the Contractor agrees to:

F.12.2 Furnish phase-out, phase-in (transition) training; and

F.12.3 Exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor.

F.12.4 The Contractor shall, upon the CO's written notice:

F.12.5 Furnish phase-in, phase-out services for up to 90 days after this contract expires and

F.12.6 Negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan, and shall be subject to the CO's approval.

F.12.7 The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this contract are maintained at the required level of proficiency.

F.12.8 The Contractor shall allow as many personnel as practicable to remain on the job to help the successor maintain the continuity and consistency of the services required by this contract. The Contractor also shall disclose necessary personnel records and allow the successor to conduct on-site interviews with these employees. If selected employees are agreeable to the change, the Contractor shall release them at a mutually agreeable date and negotiate transfer of their earned fringe benefits to the successor.

F.13 Department Of Labor Wage Determinations

The Provider is bound by the U.S. Department of Labor Wage Determination No. 2015-4281 Revision 13, dated April 25, 2019 issued by the U.S. Department of Labor in accordance with the Service Agreement Act of 1965, as amended (41 U.S.C. 351), incorporated into this Agreement as Attachment. The applicable U.S. Department of Labor Wage Determinations for the regions in which the Agreement services are provided shall bind Providers located in regions not bound by the above stated Wage Determination.

F.14 Documents Incorporated by Reference and Order of Precedence

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the human care agreement by reference and made a part of the human care agreement in the following order of precedence.

F.14.1 Human Care Agreement

F.14.2 Government of the District of Columbia Standard Agreement Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 10, 2010 located at www.ocp.dc.gov

F.14.3 U.S. Department of Labor Wage Determination No. 2015-4281, Revision 13, dated April 25, 2019.

F.14.4 The Contractor Qualifications Record completed by the Provider.

F.14.5 Task Order

F.14.6 Department of Employment Services First Source Employment Agreement available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

F.14.7 Way to Work Amendment Act of 2006 - Living Wage Notice available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

F.14.8 Way to Work Amendment Act of 2006 - Living Wage Fact Sheet available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

F.15 HIPAA BUSINESS ASSOCIATE COMPLIANCE

For the purpose of this agreement the Department of Youth Rehabilitation Services (DYRS), a covered component within the District of Columbia’s Hybrid Entity will be referred to as a “Covered Entity” as that term is defined by the Health Insurance Portability and Accountability Act of 1996, as amended (“HIPAA”) and associated regulations promulgated at 45 CFR Parts 160, 162 and 164 as amended (“HIPAA Regulations”) and [INSERT VENDOR NAME], as a recipient of Protected Health Information or electronic Protected Health Information from Department of Youth Rehabilitation Services (DYRS), is a “Business Associate” as that term is defined by HIPAA.

Terms used, but not otherwise defined, in this Agreement shall have the same meaning as those terms in the HIPAA Regulations.

1. Definitions

- a. ***Business Associate*** means a person or entity, who, on behalf of the District government or of an organized health care arrangement (as defined in this section) in which the covered entity participates, but other than in the capacity of a member of the workforce of the District or arrangement, creates, receives, maintains, or transmits protected health information for a function or activity for the District, including claims processing or administration, data analysis, processing or administration, utilization review, quality assurance, patient safety

activities listed at 42 CFR 3.20, billing, benefit management, practice management, and repricing; or provides, other than in the capacity of a member of the workforce of such covered entity, legal, actuarial, accounting, consulting, data aggregation (as defined in 45 CFR § 164.501), management, administrative, accreditation, or financial services to or for the District, or to or for an organized health care arrangement in which the District participates, where the provision of the service involves the disclosure of protected health information from the District or arrangement, or from another business associate of the District or arrangement, to the person. A covered entity may be a business associate of another covered entity.

A Business Associate includes, (i) a Health Information Organization, E-prescribing Gateway, or other person that provides data transmission services with respect to protected health information to a covered entity and that requires access on a routine basis to such protected health information; (ii) a person that offers a personal health record to one or more individuals on behalf of the District; (iii) a subcontractor that creates, receives, maintains, or transmits protected health information on behalf of the business associate.

A *Business Associate* does not include: (i) a health care provider, with respect to disclosures by a covered entity to the health care provider concerning the treatment of the individual; (ii) a plan sponsor, with respect to disclosures by a group health plan (or by a health insurance issuer or HMO with respect to a group health plan) to the plan sponsor, to the extent that the requirements of 45 CFR § 164.504(f) apply and are met; (iii) a government agency, with respect to determining eligibility for, or enrollment in, a government health plan that provides public benefits and is administered by another government agency, or collecting protected health information for such purposes, to the extent such activities are authorized by law; (iv) a covered entity participating in an organized health care arrangement that performs a function, activity or service included in the definition of a Business Associate above for or on behalf of such organized health care arrangement.

- b. **Covered Entity** means a health plan, a health care clearinghouse, or a health care provider who transmits any health information in electronic form in connection with a transaction covered by 45 C.F.R. Parts 160 and 164 of HIPAA. With respect to this HIPAA Compliance Clause, *Covered Entity* shall also include the designated health care components of the District government's hybrid entity or a District agency following HIPAA best practices.
- c. **Data Aggregation** means, with respect to Protected Health Information created or received by a business associate in its capacity as the business associate of a covered entity, the combining of such Protected Health Information by the business associate with the Protected Health Information received by the business associate in its capacity as a business associate of another covered entity, to permit data analyses that relate to the health care operations of the respective covered entities.
- d. **Designated Record Set** means a group of records maintained by or for the Covered Entity that are:
 - i. The medical records and billing records about individuals maintained by or for a covered health care provider;
 - ii. The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
 - iii. Records used, in whole or in part, by or for the Covered Entity to make decisions about individuals.

- e. **Health Care** means care services, or services, or supplies related to the health of an individual. Health care includes, but is not limited to, the following:
 - i. Preventive, diagnostic, therapeutic, rehabilitative, maintenance, or palliative care, and counseling, service, assessment, or procedure with respect to the physical or mental condition, or functional status, of an individual or that affects the structure or function of the body; and
 - ii. Sale or dispensing of a drug, device, equipment, or other item in accordance with the prescription.
- f. **Health Care Components** means a component or a combination of components of a hybrid entity designated by a hybrid entity. **Health Care Components** must include non-covered functions that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such functions of the hybrid entity without business associate agreements or individual authorizations.
- g. **Health Care Operations** shall have the same meaning as the term “health care operations” in 45 C.F.R. § 164.501.
- h. **Hybrid Entity** means a single legal entity that is a covered entity and whose business activities include both covered and non-covered functions, and that designates health care components in accordance with 45 C.F.R. § 164.105(a)(2)(iii)(C). A **Hybrid Entity** is required to designate as a health care component, any other components of the entity that provide services to the covered functions for the purpose of facilitating the sharing of Protected Health Information with such functions of the hybrid entity without business associate agreements or individual authorizations. The District of Columbia is a Hybrid Covered Entity. Hybrid Entities are required to designate and include functions, services and activities within its own organization, which would meet the definition of Business Associate and irrespective of whether performed by employees of the Hybrid Entity, as part of its health care components for compliance with the Security Rule and privacy requirements under this Clause.
- i. **Record** shall mean any item, collection, or grouping of information that includes Protected Health Information and is maintained, collected, used, or disseminated by or for the Covered Entity.
- j. **Individual** shall have the same meaning as the term "individual" in 45 C.F.R. § 164.501 and shall include a person who qualifies as a personal representative in accordance with 45 C.F.R. § 164.502(g).
- k. **Individually Identifiable Health Information** is information that is health information, including demographic information collected from an individual, and;
 - i. Is created or received by a health care provider, health plan, employer, or health care clearinghouse;
 - ii. Relates to the past, present, or future physical or mental health or condition of an individual; or the past, present, or future payment for the provision of health care to an individual; and
 - iii. That identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
- l. **National Provider Identifier (NPI) Rule.** "National Provider Identifier" shall mean the Standard Unique Health Identifier for Healthcare Providers; Final Rule at 45 C.F.R. Part 162.

- m. **Privacy and Security Official.** The person or persons designated by the District of Columbia, a *Hybrid Entity*, who is/are responsible for developing, maintaining, implementing and enforcing the District-wide Privacy Policies and Procedures, and for overseeing full compliance with the Privacy and Security Rules, and other applicable federal and state privacy law.
- n. **Privacy Officer.** "Privacy Officer" shall mean the person designated by the District's Privacy and Security Official or one of the District's covered components within its Hybrid Entity, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the HIPAA Privacy Regulations, HIPAA Security Regulations and other applicable federal and state privacy law(s). Also referred to as the agency Privacy Officer, the individual shall follow the guidance of the District's Privacy and Security Official, and shall be responsive to and report to the District's Privacy and Security Official on matters pertaining to HIPAA compliance.
- o. **Privacy Rule.** "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. part 160 and part 164, subparts A and E.
- p. **Protected Health Information.** "Protected Health Information" (PHI) or "Electronic Protected Health Information" (ePHI) means individually identifiable health information that is created or received by the Business Associate from or on behalf of the Covered Entity, or agency following HIPAA best practices, which is:
 - i. Transmitted by, created or maintained in electronic media; or
 - ii. Transmitted or maintained in any other form or medium.PHI does not include information in the records listed in subsection (2) of the definition in 45 C.F.R. §160.103. Required By Law. "Required By Law" shall have the same meaning as the term "required by law" in 45 C.F.R. § 164.103.
- q. **Secretary.** "Secretary" shall mean the Secretary of the United States Department of Health and Human Services or his or her designee.
- r. **Security Officer.** The person designated by the Security Official or one of the District of Columbia's designated health care components, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the Security Rules, and other applicable federal and state privacy law(s). The Covered Agency's security officer shall follow the guidance of the District's Security Official, as well as the Associate Security Official within the Office of the Chief Technology Officer, and shall be responsive to the same on matters pertaining to HIPAA compliance.
- s. **Security Rule.** "Security Rule" shall mean the Standards for Security of Individually Identifiable Health Information at 45 C.F.R. part 164.
- t. **Workforce.** "Workforce" shall mean employees, volunteers, trainees, and other persons whose conduct, in the performance of work for a covered entity or business associate, is under the direct control of such entity, whether or not they are paid by the covered entity or business associate.

2. Obligations and Activities of Business Associate

- a. The Business Associate agrees not to use or disclose PHI or ePHI (hereinafter "PHI" or Protected Health Information") other than as permitted or required by this HIPAA Compliance

Clause or as required by law.

- b. The Business Associate agrees to use appropriate safeguards and comply with administrative, physical, and technical safeguards requirements in 45 C.F.R. §§ 164.308, 164.310, 164.312 and 164.316 as required by § 13401 of the Health Information Technology Economic and Clinical HealthACT (February 18, 2010) (“HITECH”), to maintain the security of the PHI and to prevent use or disclosure of such PHI other than as provided for by this Clause. Business Associate acknowledges that, pursuant to HITECH, it must comply with the Security Rule and privacy provisions detailed in this Clause. As such, Business Associate is under the jurisdiction of the United States Department of Health and Human Services and is directly liable for its own compliance. A summary of HIPAA Security Rule standards, found at Appendix A to Subpart C of 45 C.F.R. § 164 is as follows:

Administrative Safeguards

Security Management Process	164.308(a)(1)	Risk Analysis (R) Risk Management (R) Sanction Policy (R) Information System Activity Review (R)
Assigned Security Responsibility	164.308(a)(2)	(R)
Workforce Security	164.308(a)(3)	Authorization and/or Supervision (A) Workforce Clearance Procedure Termination Procedures (A)
Information Access Management	164.308(a)(4)	Isolating Health care Clearinghouse Function (R) Access Authorization (A) Access Establishment and Modification (A)
Security Awareness and Training	164.308(a)(5)	Security Reminders (A) Protection from Malicious Software (A) Log-in Monitoring (A) Password Management (A)
Security Incident Procedures	164.308(a)(6)	Response and Reporting (R)
Contingency Plan	164.308(a)(7)	Data Backup Plan (R) Disaster Recovery Plan (R) Emergency Mode Operation Plan (R) Testing and Revision Procedure (A) Applications and Data Criticality Analysis (A)
Evaluation	164.308(a)(8)	(R)
Business Associate Contracts and Other Arrangement	164.308(b)(1)	Written Contract or Other Arrangement (R)

Physical Safeguards

Facility Access Controls	164.310(a)(1)	Contingency Operations (A) Facility Security Plan (A) Access Control and Validation Procedures (A) Maintenance Records (A)
Workstation Use	164.310(b)	(R)
Workstation Security	164.310(c)	(R)
Device and Media Controls	164.310(d)(1)	Disposal (R) Media Re-use (R) Accountability (A) Data Backup and Storage (A)

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Technical Safeguards (see § 164.312)

Access Control	164.312(a)(1)	Unique User Identification (R) Emergency Access Procedure (R) Automatic Logoff (A) Encryption and Decryption (A)
Audit Controls	164.312(b)	(R)
Integrity	164.312(c)(1)	Mechanism to Authenticate Electronic Protected Health Information (A)
Person or Entity Authentication	164.312(d)	(R)
Transmission Security	164.312(e)(1)	Integrity Controls (A) Encryption (A)

- c. The Business Associate agrees to name a Privacy and/or Security Officer who is accountable for developing, maintaining, implementing, overseeing the compliance of and enforcing compliance with this Clause, the Security Rule and other applicable federal and state privacy law within the Business Associate's business. The Business associate reports violations and conditions to the District-wide Privacy and Security Official and/or the Agency Privacy Officer of the covered component within the District's Hybrid Entity.
- d. The Business Associate agrees to establish procedures for mitigating, and to mitigate to the extent practicable, any deleterious effects that are known to the Business Associate of a use or disclosure of PHI by the Business Associate in violation of the requirements of this Clause.
- e. The Business Associate agrees to report to Covered Entity, in writing, any use or disclosure of the PHI not permitted or required by this HIPAA Compliance Clause or other incident or condition arising out the Security Rule, including breaches of unsecured PHI as required at 45 CFR §164.410, to the District-wide Privacy and Security Official or agency Privacy Officer within ten (10) days from the time the Business Associate becomes aware of such unauthorized use or disclosure. However, if the Business Associate is an agent of the District (i.e., performing delegated essential governmental functions), the Business Associate must report the incident or condition immediately. Upon the determination of an actual data breach, and in consultation with the District's Privacy and Security Official, the Business Associate will handle breach notifications to individuals, the HHS Office for Civil Rights (OCR), and potentially the media, on behalf of the District.
- f. The Business Associate agrees to ensure that any workforce member or any agent, including a subcontractor, agrees to the same restrictions and conditions that apply through this Clause with respect to PHI received from the Business Associate, PHI created by the Business Associate, or PHI received by the Business Associate on behalf of the Covered Entity.
- g. In accordance with 45 CFR 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit PHI on behalf of the Business Associate agree to the same restrictions, conditions, and requirements that apply to the Business Associate with respect to such information
- h. Initially, within ten (10) days following the commencement of this Contract, or within ten (10) days of a new or updated agreement with a subcontractor, the Business Associate agrees to provide the District a list of all subcontractors who meet the definition of a Business Associate. Additionally, Business Associate agrees to ensure its subcontractors understanding of liability

and monitor, where applicable, compliance with the Security Rule and applicable privacy provisions in this Clause.

- i. The Business Associate agrees to provide access within five business days, at the request of the Covered Entity or an Individual, at a mutually agreed upon location, during normal business hours, and in a format as directed by the District Privacy Official or agency Privacy Officer, or as otherwise mandated by the Privacy Rule or applicable District of Columbia laws, rules and regulations, to PHI in a Designated Record Set, to the Covered Entity or an Individual, to facilitate the District's compliance with the requirements under 45 C.F.R. § 164.524.
- j. The Business Associate agrees to make any amendment(s) within five business days to the PHI in a Designated Record Set that the Covered Entity directs or agrees to pursuant to 45 CFR 164.526 in a format as directed by the District Privacy Official or agency Privacy Officer in order to facilitate the District's compliance with the requirements under 45 C.F.R. § 164.526.
- k. The Business Associate agrees to use the standard practices of the Covered Entity to verify the identification and authority of an Individual who requests the PHI in a Designated Record Set of a recipient of services from or through the Covered Entity. The Business Associate agrees to comply with the applicable portions of the Identity And Procedure Verification Policy, attached hereto as Exhibit A and incorporated by reference.
- l. The Business Associate agrees to record authorizations and log such disclosures of PHI and information related to such disclosures as would be required for the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and applicable District of Columbia laws, rules and regulations.
- m. The Business Associate agrees to provide to the Covered Entity or an Individual, within five (5) business days of a request **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District's Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, information collected in accordance with Paragraph (i) of this Section above, to permit the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528, and applicable District of Columbia laws, rules and regulations.
- n. The Business Associate agrees to make internal practices, books, and records, including policies and procedures, and PHI, relating to the use and disclosure of PHI received from the Business Associate, or created, or received by the Business Associate on behalf of the Covered Entity, available to the Covered Entity, or to the Secretary, within five (5) business days of their request and **at a mutually agreed upon location, during normal business hours, and in a format designated** by the District Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate workforce member, or in a time and manner designated by the Secretary, for purposes of the Secretary in determining compliance of the Covered Entity with the Privacy Rule.
- o. To the extent the Business Associate is to carry out one or more of Covered Entity's obligation(s) under Subpart E of 45 CFR Part 164, the Business Associate agrees to comply with the requirements of Subpart E that apply to the Covered Entity in the performance of such obligation(s).
- p. As deemed necessary by the District, the Business Associate agrees to the monitoring and auditing of items listed in paragraph 2 of this Clause, as well as data systems storing or transmitting PHI, to verify compliance.

- q. The Business Associate may aggregate PHI in its possession with the PHI of other Covered Entities that Business Associate has in its possession through its capacity as a Business Associate to other Covered Entities provided that the purpose of the aggregation is to provide the Covered Entity with data analyses to the Health Care Operations of the Covered Entity. Under no circumstances may the Business Associate disclose PHI of one Covered Entity to another Covered Entity absent the explicit written authorization and consent of the Privacy Officer or a duly authorized workforce member of the Covered Entity.
- r. Business Associate may de-identify any and all PHI provided that the de-identification conforms to the requirements of 45 C.F.R. § 164.514(b) and any associated HHS guidance. Pursuant to 45 C.F.R. § 164.502(d)(2), de-identified information does not constitute PHI and is not subject to the terms of this HIPAA Compliance Clause.
- s. Permitted Uses and Disclosures by the Business Associate
- t. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, the Covered Entity as specified in the Contract, provided that such use or disclosure would not violate Subpart E of 45 CFR § 164 if the same activity were performed by the Covered Entity or would not violate the minimum necessary policies and procedures of the Covered Entity.
- u. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.
- v. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that the disclosures are required by law, or the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used, or further disclosed, only as required by law, or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it has knowledge that the confidentiality of the information has been breached.
- w. Except as otherwise limited in this HIPAA Compliance Clause, the Business Associate may use PHI to provide Data Aggregation services to the Covered Entity as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).
- x. Business Associate may use PHI to report violations of the Law to the appropriate federal and District of Columbia authorities, consistent with 45 C.F.R. § 164.502(j)(1).

3. Additional Obligations of the Business Associate

- a. Business Associate shall submit a written report to the Covered Entity that identifies the files and reports that constitute the Designated Record Set of the Covered Entity. Business Associate shall submit said written report to the Privacy Officer no later than thirty (30) days after the commencement of the HIPAA Compliance Clause. In the event that Business Associate utilizes new files or reports which constitute the Designated Record Set, Business Associate shall notify the Covered Entity of said event within thirty (30) days of the commencement of the file's or report's usage. The Designated Record Set file shall include, but not be limited to the identity of the following:
 - i. Name of the Business Associate of the Covered Entity;

- ii. Title of the Report/File;
 - iii. Confirmation that the Report/File contains Protected Health Information (Yes or No);
 - iv. Description of the basic content of the Report/File;
 - v. Format of the Report/File (Electronic or Paper);
 - vi. Physical location of Report/File;
 - vii. Name and telephone number of current member(s) of the workforce of the Covered Entity or other District of Columbia government agency responsible for receiving and processing requests for Protected Health Information; and
 - viii. Supporting documents if the recipient/personal representative has access to the Report/File.
- b. Business Associate must provide assurances to the Covered Entity that it will continue to employ sufficient administrative, technical and physical safeguards, as described under the Security Rule, to protect and secure the Covered Entity's ePHI entrusted to it. These safeguards include:
- i. The Business Associate agrees to administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that the Business Associate creates, receives, maintains or transmits on behalf of the covered entity.
 - ii. The Business Associate agrees to report to the Covered Entity any security incident of which it becomes aware, including any attempts to access ePHI, whether those attempts were successful or not.
 - iii. This Business Associate Agreement may be terminated if the Covered Entity determines that the Business Associate has materially breached the agreement.
 - iv. The Business Associate agrees to make all policies and procedures, and documents relating to security, available to the Secretary of HHS for the purposes of determining the covered entity's compliance with HIPAA.
 - v. This agreement continues in force for as long as the Business Associate retains any access to the Covered Entity's ePHI.
 - vi. With respect to the subset of PHI known as ePHI as defined by HIPAA Security Standards at 45 C.F.R. Parts 160 and 164, subparts A and C (the "Security Rule"), if in performing the Services, Business Associate, its employees, agents, subcontractors and any other individual permitted by Business Associate will have access to any computer system, network, file, data or software owned by or licensed to Provider that contains ePHI, or if Business Associate otherwise creates, maintains, or transmits ePHI on Provider's behalf, Business Associate shall take reasonable security measures necessary to protect the security of all such computer systems, networks, files, data and software. With respect to the security of ePHI, Business Associate shall: (A) Implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that it creates, receives, maintains, or transmits on behalf of the Provider; (B) Ensure that any agent, including a subcontractor, to whom it provides such information agrees to implement reasonable and appropriate safeguards to protect it; and (C) Report to the Provider any

security incident of which it becomes aware.

- vii. Business Associate agrees not to electronically transmit or permit access to PHI unless such transmission or access is authorized by this Addendum and the Agreement and further agrees that it shall only transmit or permit such access if such information is secured in a manner that is consistent with applicable law, including the Security Rule. For purposes of this Addendum, "encrypted" shall mean the reversible conversion of readable information into unreadable, protected form so that only a recipient who has the appropriate "key" can convert the information back into original readable form. If the Covered Entity stores, uses or maintains PHI in encrypted form, or in any other secured form acceptable under the security regulations, Covered Entity shall promptly, at request, provide with the key or keys to decrypt such information and will otherwise assure that such PHI is accessible by upon reasonable request.
 - viii. In the event Business Associate performs functions or activities involving the use or disclosure of PHI on behalf of Covered Entity that involve the installation or maintenance of any software (as it functions alone or in combination with any hardware or other software), Business Associate shall ensure that all such software complies with all applicable standards and specifications required by the HIPAA Regulations and shall inform of any software standards or specifications not compliant with the HIPAA Regulations.
- c. At the request of the Covered Entity, the Business Associate agrees to amend this agreement to comply with all HIPAA mandates.

5. Sanctions

Business Associate agrees that its workforce members, agents and subcontractors who violate the provisions of HIPAA or other applicable federal or state privacy law will be subject to discipline in accordance with Business Associate's Personnel Policy and applicable collective bargaining agreements. Business Associate agrees to impose sanctions consistent with Business Associate's personnel policies and procedures and applicable collective bargaining agreements with respect to persons employed by it. Members of the Business Associate Workforce who are not employed by Business Associate are subject to the policies and applicable sanctions for violation of this Compliance Clause as set forth in business associate agreements. In the event Business Associate imposes sanctions against any member of its workforce, agents and subcontractors for violation of the provisions of HIPAA or other applicable federal or state privacy laws, the Business Associate shall inform the District Privacy Official or the agency Privacy Officer of the imposition of sanctions.

6. Obligations of the Covered Entity

- a. The Covered Entity shall notify the Business Associate of any limitation(s) in its Notice of Privacy Practices of the Covered Entity in accordance with 45 C.F.R. § 164.520, to the extent that such limitation may affect the use or disclosure of PHI by the Business Associate.
- b. The Covered Entity shall notify the Business Associate of any changes in, or revocation of, permission by the Individual to the use or disclosure of PHI, to the extent that such changes may affect the use or disclosure of PHI by the Business Associate.
- c. The Covered Entity shall notify the Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect the use or disclosure of PHI by the Business Associate.

7. Permissible Requests by Covered Entity

Covered Entity shall not request the Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule and Subpart E of 45 CFR § 164 if done by the Covered Entity.

8. Representations and Warranties.

The Business Associate represents and warrants to the Covered Entity:

- a. That it is duly organized, validly existing, and in good standing under the laws of the jurisdiction in which it is organized or licensed, it has the full power to enter into this HIPAA Compliance Clause and it, its employees, agents, subcontractors, representatives and members of its workforce are licensed and in good standing with the applicable agency, board, or governing body to perform its obligations hereunder, and that the performance by it of its obligations under this HIPAA Compliance Clause has been duly authorized by all necessary corporate or other actions and will not violate any provision of any license, corporate charter or bylaws;
- b. That it, its employees, agents, subcontractors, representatives and members of its workforce are in good standing with the District of Columbia, that it, its employees, agents, subcontractors, representatives and members of its workforce will submit a letter of good standing from the District of Columbia, and that it, its employees, agents, subcontractors, representatives and members of its workforce have not been de-barred from being employed as a contractor by the federal government or District of Columbia;
- c. That neither the execution of this HIPAA Compliance Clause, nor its performance hereunder, will directly or indirectly violate or interfere with the terms of another agreement to which it is a party, or give any governmental entity the right to suspend, terminate, or modify any of its governmental authorizations or assets required for its performance hereunder. The Business Associate represents and warrants to the Covered Entity that it will not enter into any agreement the execution or performance of which would violate or interfere with this HIPAA Compliance Clause;
- d. That it is not currently the subject of a voluntary or involuntary petition in bankruptcy, does not currently contemplate filing any such voluntary petition, and is not aware of any claim for the filing of an involuntary petition;
- e. That all of its employees, agents, subcontractors, representatives and members of its workforce, whose services may be used to fulfill obligations under this HIPAA Compliance Clause are or shall be appropriately informed of the terms of this HIPAA Compliance Clause and are under legal obligation to the Business Associate, by contract or otherwise, sufficient to enable the Business Associate to fully comply with all provisions of this HIPAA Compliance Clause. Modifications or limitations that the Covered Entity has agreed to adhere to with regards to the use and disclosure of PHI of any individual that materially affects or limits the uses and disclosures that are otherwise permitted under the Privacy Rule will be communicated to the Business Associate, in writing, and in a timely fashion;
- f. That it will reasonably cooperate with the Covered Entity in the performance of the mutual obligations under this Contract;
- g. That neither the Business Associate, nor its shareholders, members, directors, officers, agents, subcontractors, employees or members of its workforce have been excluded or served a notice

of exclusion or have been served with a notice of proposed exclusion, or have committed any acts which are cause for exclusion, from participation in, or had any sanctions, or civil or criminal penalties imposed under, any federal or District healthcare program, including but not limited to Medicare or Medicaid, or have been convicted, under federal or District law (including without limitation following a plea of *nolo contendere* or participation in a first offender deferred adjudication or other arrangement whereby a judgment of conviction has been withheld), of a criminal offense related to (a) the neglect or abuse of a patient, (b) the delivery of an item or service, including the performance of management or administrative services related to the delivery of an item or service, under a federal or District healthcare program, (c) fraud, theft, embezzlement, breach of fiduciary responsibility, or other financial misconduct in connection with the delivery of a healthcare item or service or with respect to any act or omission in any program operated by or financed in whole or in part by any federal, District or local government agency, (d) the unlawful, manufacture, distribution, prescription or dispensing of a controlled substance, or (e) interference with or obstruction of any investigation into any criminal offense described in (a) through (d) above. The Business Associate further agrees to notify the Covered Entity immediately after the Business Associate becomes aware that any of the foregoing representations and warranties may be inaccurate or may become incorrect

9. Term and Termination

- a. **Term.** The requirements of this HIPAA Compliance Clause shall be effective as of the date of the contract award, and shall terminate when all of the PHI provided by the Covered Entity to the Business Associate, or created or received by the Business Associate on behalf of the Covered Entity, is confidentially destroyed or returned to the Covered Entity within five (5) business days of its request. The PHI shall be returned in a format mutually agreed upon by and between the Privacy Official and/or Privacy Officer or his or her designee and the appropriate and duly authorized workforce member of the Business Associate.; If it is infeasible to return or confidentially destroy the PHI, protections shall be extended to such information, in accordance with the termination provisions in this Section and communicated to the Privacy Official or Privacy Officer or his or her designee. The requirement to return PHI to the District at the end of the contract term or if the contract is terminated applies irrespective of whether the Business Associate is also a covered entity under HIPAA. Where a business associate is also a covered entity, PHI provided by the District, or created or received by the Business Associate on behalf of the District, a duplicate of the record may be acceptable if mutually agreed.
- b. **Termination for Cause.** Upon the Covered Entity's knowledge of a material breach of this HIPAA Compliance Clause by the Business Associate, the Covered Entity shall either:
- i. Provide an opportunity for the Business Associate to cure the breach or end the violation and terminate the Contract if the Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity; or
 - ii. Immediately terminate the Contract if the Business Associate breaches a material term of this HIPAA Compliance Clause and a cure is not possible.

If neither termination nor cure is feasible, the Covered Entity shall report the violation to the Secretary.

c. **Effect of Termination.**

- i. Except as provided in paragraph (ii) of this section, upon termination of the Contract,

for any reason, the Business Associate shall return in a **mutually agreed upon format or confidentially destroy** all PHI received from the Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity within five (5) business days of termination. This provision shall apply to PHI that is in the possession of all subcontractors, agents or workforce members of the Business Associate. The Business Associate shall retain no copies of PHI in any form.

ii. In the event that the Business Associate determines that returning or destroying the PHI is infeasible, the Business Associate shall provide written notification to the Covered Entity of the conditions that make the return or confidential destruction infeasible. Upon determination by the agency Privacy Officer that the return or confidential destruction of the PHI is infeasible, the Business Associate shall extend the protections of this HIPAA Compliance Clause to such PHI and limit further uses and disclosures of such PHI for so long as the Business Associate maintains such PHI. Additionally, the Business Associate shall:

- (1) Retain only that PHI which is necessary for Business Associate to continue its proper management and administration or to carry out its legal responsibilities;
- (2) Return to covered entity, or, if agreed to by covered entity, destroy the remaining PHI that the business associate still maintains in any form;
- (3) Continue to use appropriate safeguards and comply with Subpart C of 45 CFR Part 164 with respect to ePHI to prevent use or disclosure of the PHI, other than as provided for in this Section, for as long as Business Associate retains the PHI;
- (4) Not use or disclose the PHI retained by Business Associate other than for the purposes for which such PHI was retained and subject to the same conditions set out at [*Insert section number related to paragraphs (e) and (f) above under "Permitted Uses and Disclosures By Business Associate"*] which applied prior to termination; and
- (5) Return to covered entity or, if agreed to by covered entity, destroy the PHI retained by Business Associate when it is no longer needed by Business Associate for its proper management and administration or to carry out its legal responsibilities.

The obligations outlined in Section 2. Obligations and Activities of Business Associate shall survive the termination of this Contract.

10. Miscellaneous

- a. **Regulatory References.** A reference in this HIPAA Compliance Clause to a section in the Privacy Rule means the section as in effect or as amended.
- b. **Amendment.** The Parties agree to take such action as is necessary to amend this HIPAA Compliance Clause from time to time as is necessary for the Covered Entity to comply with the requirements of the Privacy Rule and HIPAA. Except for provisions required by law as defined herein, no provision hereof shall be deemed waived unless in writing and signed by duly authorized representatives of the Parties. A waiver with respect to one event shall not be construed as continuing, or as a bar to or waiver of any other right or remedy under this

HIPAA Compliance Clause.

- c. ***Survival.*** The respective rights and obligations of the Business Associate under Section 9. Term and Termination of this HIPAA Compliance Clause and the sections of the Standard Contract Provisions for use with the District of Columbia Government Supply and Services Contracts covering Default and Termination for the Convenience of the District shall survive termination of the Contract.
- d. ***Interpretation.*** Any ambiguity in this HIPAA Compliance Clause shall be resolved to permit compliance with applicable federal and District of Columbia laws, rules and regulations, and the HIPAA Rules, and any requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary; provided that applicable federal and District of Columbia laws, rules and regulations shall supersede the Privacy Rule if, and to the extent that they impose additional requirements, have requirements that are more stringent than or provide greater protection of patient privacy or the security or safeguarding of PHI than those of the HIPAA Rules.

The terms of this HIPAA Compliance Clause amend and supplement the terms of the Contract, and whenever possible, all terms and conditions in this HIPAA Compliance Clause are to be harmonized. In the event of a conflict between the terms of the HIPAA Compliance Clause and the terms of the Contract, the terms of this HIPAA Compliance Clause shall control; provided, however, that this HIPAA Compliance Clause shall not supersede any other federal or District of Columbia law or regulation governing the legal relationship of the Parties, or the confidentiality of records or information, except to the extent that the Privacy Rule preempts those laws or regulations. In the event of any conflict between the provisions of the Contract (as amended by this HIPAA Compliance Clause) and the Privacy Rule, the Privacy Rule shall control.

- e. ***No Third-Party Beneficiaries.*** The Covered Entity and the Business Associate are the only parties to this HIPAA Compliance Clause and are the only parties entitled to enforce its terms. Except for the rights of individuals, as defined herein, to have access to and amend their PHI, and to an accounting of the uses and disclosures thereof, in accordance with Paragraphs (2) (f), (g) and (j), nothing in the HIPAA Compliance Clause gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons.
- f. ***Compliance with Applicable Law.*** The Business Associate shall comply with all federal and District of Columbia laws, regulations, executive orders and ordinances, as they may be amended from time to time during the term of this HIPAA Compliance Clause and the Contract; to the extent they are applicable to this HIPAA Compliance Clause and the Contract.
- g. ***Governing Law and Forum Selection.*** This Contract shall be construed broadly to implement and comply with the requirements relating to the Privacy Rule, and other applicable laws and regulations. All other aspects of this Contract shall be governed under the laws of the District of Columbia. The Covered Entity and the Business Associate agree that all disputes which cannot be amicably resolved by the Covered Entity and the Business Associate regarding this HIPAA Compliance Clause shall be litigated before the District of Columbia Contract Appeals Board, the District of Columbia Court of Appeals, or the United States District Court for the District of Columbia having jurisdiction, as the case may be. The Covered Entity and the Business Associate expressly waive any and all rights to initiate litigation, arbitration, mediation, negotiations and/or similar proceedings outside the physical boundaries of the District of Columbia and expressly consent to the jurisdiction of the above tribunals.

- h. **Indemnification.** The Business Associate shall indemnify, hold harmless and defend the Covered Entity from and against any and all claims, losses, liabilities, costs, and other expenses incurred as a result or arising directly or indirectly out of or in connection with (a) any misrepresentation, breach of warranty or non-fulfillment of any undertaking of the Business Associate under this HIPAA Compliance Clause; and (b) any claims, demands, awards, judgments, actions and proceedings made by any person or organization, arising out of or in any way connected with the performance of the Business Associate under this HIPAA Compliance Clause.
- i. **Injunctive Relief.** Notwithstanding any rights or remedies under this HIPAA Compliance Clause or provided by law, the Covered Entity retains all rights to seek injunctive relief to prevent or stop the unauthorized use or disclosure of PHI by the Business Associate, its workforce, any of its subcontractors, agents, or any third party who has received PHI from the Business Associate.
- j. **Assistance in litigation or administrative proceedings.** The Business Associate shall make itself and any agents, affiliates, subsidiaries, subcontractors or its workforce assisting the Business Associate in the fulfillment of its obligations under this HIPAA Compliance Clause and the Contract, available to the Covered Entity, to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Covered Entity, its directors, officers or employees based upon claimed violation of HIPAA, the Privacy Rule or other laws relating to security and privacy, except where the Business Associate or its agents, affiliates, subsidiaries, subcontractors or its workforce are a named adverse party.
- k. **Notices.** Any notices between the Parties or notices to be given under this HIPAA Compliance Clause shall be given in writing and delivered by personal courier delivery or overnight courier delivery, or by certified mail with return receipt requested, to the Business Associate or to the Covered Entity, to the addresses given for each Party below or to the address either Party hereafter gives to the other Party. Any notice, being addressed and mailed in the foregoing manner, shall be deemed given five (5) business days after mailing. Any notice delivered by personal courier delivery or overnight courier delivery shall be deemed given upon notice upon receipt.

If to the Business Associate, to

If to the Covered Entity, to

Attention:

Attention:

Fax: _____

Fax: _____

- l. **Headings.** Headings are for convenience only and form no part of this HIPAA Compliance Clause and shall not affect its interpretation.
- m. **Counterparts; Facsimiles.** This HIPAA Compliance Clause may be executed in any number of counterparts, each of which shall be deemed an original. Facsimile copies hereof shall be deemed to be originals.
- n. **Successors and Assigns.** The provisions of this HIPAA Compliance Clause shall be binding

upon and shall inure to the benefit of the Parties hereto and their respective successors and permitted assigns, if any.

- o. **Severance.** In the event that any provision of this HIPAA Compliance Clause is held by a court of competent jurisdiction to be invalid or unenforceable, the remainder of the provisions of this HIPAA Compliance Clause will remain in full force and effect. In addition, in the event a Party believes in good faith that any provision of this HIPAA Compliance Clause fails to comply with the then-current requirements of the Privacy Rule, such party shall notify the other Party in writing, in the manner set forth in Section 10. Miscellaneous, Paragraph k. Notices. Within ten (10) business days from receipt of notice, the Parties shall address in good faith such concern and amend the terms of this HIPAA Compliance Clause, if necessary to bring it into compliance. If, after thirty (30) days, the HIPAA Compliance Clause fails to comply with the Privacy Rule, then either Party has the right to terminate this HIPAA Compliance Clause upon written notice to the other Party.
- p. **Independent Contractor.** The Business Associate will function as an independent contractor and shall not be considered an employee of the Covered Entity for any purpose. Nothing in this HIPAA Compliance Clause shall be interpreted as authorizing the Business Associate workforce, its subcontractor(s) or its agent(s) or employee(s) to act as an agent or representative for or on behalf of the Covered Entity.
- q. **Entire Agreement.** This HIPAA Compliance Clause, as may be amended from time to time pursuant to Section 10. Miscellaneous, Paragraph b. Amendment, which incorporates by reference the Contract, and specific procedures from the District of Columbia Department of Health Privacy Policy Operations Manual, constitutes the entire agreement and understanding between the Parties and supersedes all prior oral and written agreements and understandings between them with respect to applicable District of Columbia and federal laws, rules and regulations, HIPAA and the Privacy Rule, and any rules, regulations, requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary.

F.16 WAY TO WORK AMENDMENT ACT OF 2006

- F.16.1 Except as described in F.13.8 below, the Provider shall comply with Title I of the Way to Work Amendment Act of 2006, effective June 8, 2006 (D.C. Law 16-118, D.C. Official Code §2-220.01 *et seq.*) (“Living Wage Act of 2006”), for contracts for services in the amount of \$100,000 or more in a 12-month period.
- F.16.2 The Provider shall pay its employees and subcontractors who perform services under the contract no less than the current living wage published on the OCP website at www.ocp.dc.gov.
- F.16.3 The Provider shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to pay its employees who perform services under the contract no less than the current living wage rate.
- F.16.4 The Department of Employment Services may adjust the living wage annually and the OCP will publish the current living wage rate on its website at www.ocp.dc.gov.
- F.16.5 The Provider shall provide a copy of the Fact Sheet to each employee and subcontractor who performs services under the contract. The Provider shall also post the Notice in a conspicuous place in its place of business. The Provider shall include in any subcontract for \$15,000 or

more a provision requiring the subcontractor to post the Notice in a conspicuous place in its place of business.

F.16.6 The Provider shall maintain its payroll records under the contract in the regular course of business for a period of at least three (3) years from the payroll date, and shall include this requirement in its subcontracts for \$15,000 or more under the contract.

F.16.7 The payment of wages required under the Living Wage Act of 2006 shall be consistent with and subject to the provisions of D.C. Official Code §32-1301 *et seq.*

F.16.8 The requirements of the Living Wage Act of 2006 do not apply to:

- (1) Contracts or other agreements that are subject to higher wage level determinations required by federal law;
- (2) Existing and future collective bargaining agreements, provided, that the future collective bargaining agreement results in the employee being paid no less than the established living wage;
- (3) Contracts for electricity, telephone, water, sewer or other services provided by a regulated utility;
- (4) Contracts for services needed immediately to prevent or respond to a disaster or eminent threat to public health or safety declared by the Mayor;
- (5) Contracts or other agreements that provide trainees with additional services including, but not limited to, case management and job readiness services; provided that the trainees do not replace employees subject to the Living Wage Act of 2006;
- (6) An employee under 22 years of age employed during a school vacation period, or enrolled as a full-time student, as defined by the respective institution, who is in high school or at an accredited institution of higher education and who works less than 25 hours per week; provided that he or she does not replace employees subject to the Living Wage Act of 2006;
- (7) Tenants or retail establishments that occupy property constructed or improved by receipt of government assistance from the District of Columbia; provided, that the tenant or retail establishment did not receive direct government assistance from the District;
- (8) Employees of nonprofit organizations that employ not more than 50 individuals and qualify for taxation exemption pursuant to section 501(c)(3) of the Internal Revenue Code of 1954, approved August 16, 1954 (68A Stat. 163; 26 U.S.C. § 501(c)(3));
- (9) Medicaid provider agreements for direct care services to Medicaid recipients, provided, that the direct care service is not provided through a home care agency, a community residence facility, or a group home for mentally retarded persons as those terms are defined in section 2 of the Health-Care and Community Residence Facility, Hospice, and Home Care Licensure Act of 1983, effective February 24, 1984 (D.C. Law 5-48; D.C. Official Code § 44-501); and
- (10) Contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

F.16.9 The Mayor may exempt a Provider from the requirements of the Living Wage Act of 2006, subject to the approval of Council, in accordance with the provisions of Section 109 of the Living Wage Act of 2006.

F.17 Documents Incorporated by Reference and Order of Precedence

A conflict in language shall be resolved by giving precedence to the document in the highest order of priority that contains language addressing the issue in question. The following documents are incorporated into the human care agreement by reference and made a part of the human care agreement in the following order of precedence.

F.17.1 Human Care Agreement

F.17.2 Government of the District of Columbia Standard Agreement Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 10, 2010 located at www.ocp.dc.gov.

F.17.3 U.S. Department of Labor Wage Determination No. 2015-4281, Revision 13, dated April 25, 2019.

F.17.4 The Contractor Qualifications Record completed by the Provider.

F.17.5 Task Order

F.17.6 Department of Employment Services First Source Employment Agreement available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

F.17.7 Way to Work Amendment Act of 2006 - Living Wage Notice available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

F.17.8 Way to Work Amendment Act of 2006 - Living Wage Fact Sheet available at <http://ocp.dc.gov>, under Quick Links click on “Required Solicitation Documents”

*****END OF SECTION F*****

Government of the District of Columbia

HUMAN CARE AGREEMENT													PAGE OF PAGES 1 76		
1. CONTRACT NUMBER CW51661						2. REQUISITION/PURCHASE REQUEST NO.						3. EFFECTIVE DATE May 13 , 2017			
4. ISSUED BY Office of Contracting and Procurement 441 4 th Street, NW, Suite 700S Washington, D.C. 20001						5. ADMINISTERED BY (If other than Item 5): Department of Youth Rehabilitation Services 8300 Riverton Court Laurel, MD 20707									
6. NAMES AND ADDRESS OF PROVIDER/PROVIDER (No. Street, county, state and ZIP Code) PCC Stride, Inc. 3005 Bladensburg Road Washington, D.C. 20018 Telephone: 202-635-1518 Fax: E-Mail: anayoorezabo@pccstride.org															
7. PROVIDER/PROVIDER SHALL SUBMIT ALL INVOICES TO: Department of Youth Rehabilitation Services Office of the Chief Financial Officer 64 New York Avenue, NE 6 th Floor Washington, DC 20002						8. DISTRICT SHALL SEND ALL PAYMENTS TO: PCC Stride, Inc. 3005 Bladensburg Road Washington, D.C. 20018									
9. DESCRIPTION OF HUMAN CARE SERVICE AND RATE COST															
ITEM/LINE NO.	NI/CP CODE	BRIEF DESCRIPTION OF HUMAN CARE SERVICE								QUANTITY OF SERVICE REQUIRED	TOTAL SERVICE UNITS	SERVICE RATE	TOTAL AMOUNT		
0001-0004	952-47-00	Extended Family Home Services per Schedule C										See Attached Schedule B			
											Total	\$			
											Total From Any Continuation Pages	\$			
											NOT-TO-EXCEED TOTAL	\$2,449,839.85			
10. APPROPRIATION DATA AND FINANCIAL CERTIFICATION															
LINW	AGY	YEAR	INDEX	PCA	OBJ	AOBJ	GRANT/PH	PROJ/PH	AG1	AG2	AG3	PERCENT	FUND SOURCE	AMOUNT	
A. SOAR SYSTEM OBLIGATION CODE:			B. Name of Financial Officer (Typed):					C. Signature:				D. Date:			
			Title:												
11. PERIOD OF HUMAN CARE AGREEMENT															
Starting Date: May 13, 2017							Ending Date: May 12, 2018								
HUMAN CARE AGREEMENT SIGNATURES															
Pursuant to the authority provided in D.C. Law 13-155, this HUMAN CARE AGREEMENT is being entered into between the Provider/Provider specified in Item No. 7 and Item No. 12 of page 1 of this document. The Provider/Provider is required to sign this document and return 3 original and signed copies to the Contracting Officer of the Issuing Office stated in Item No. 4 of page 1 of this document. The Provider further agrees to furnish and deliver all items or perform all the services set forth or otherwise identified within this Human Care Agreement and on any continuation sheets or appendices for the consideration stated above. The rights and obligations of the parties to this Human Care Agreement shall be subject to and governed by the following documents: (a) this Human Care Agreement, (b) the STANDARD CONTRACT PROVISIONS FOR USE WITH DISTRICT OF COLUMBIA GOVERNMENT SUPPLY AND SERVICES CONTRACTS, dated October 1, 1999; (c) Any other provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. This Human Care Agreement between the signatories to this document consummates the final agreement of the parties.															
12. FOR THE PROVIDER/ CONTRACTOR							13. FOR THE DISTRICT OF COLUMBIA								
A. Name and Title of Signer (Type or print) Name: ANAYU OREZABO Title: Executive Director							A. Name of Contracting Officer (Type or print) LaTalya M. Palmer Contracting Officer								
B. Signature of the PROVIDER/CONTRACTOR: <i>A. Veronica Orezabo</i>				C. DATE 8/31/17			B. Signature of CONTRACTING OFFICER: <i>LaTalya M. Palmer</i>				C. DATE 10/1/17				

SECTION B – HUMAN CARE SERVICES AND SERVICE RATES

The Government of the District of Columbia, Department of Youth Rehabilitation Services (DYRS), hereafter referred to as the “**District**,” is contracting through this Human Care Agreement with PCC Stride, Inc., hereafter referred to as the “**Provider**,” for the purchase of human care services pursuant to the Human Care Agreement Amendment Act of 2000, effective (D.C. Law 13-155, D.C. Code, §§ 2-301.07, 2-303.02, 2-303.04, and 2-303.06). This Agreement will be effective on the date entered in Item 13c on page 1 of this document.

- B.1 The District is not committed to purchase under this Human Care Agreement any quantity of a particular service covered under this Agreement. The District is obligated only to the extent that authorized purchases are made pursuant to the human care agreement.
 - B.1.1 Delivery or performance shall be made only as authorized by Task Orders issued in accordance with the Ordering Clause. The Provider shall furnish to the District Government, when and if Ordered, the services specified in B.2 Schedule.
 - B.1.2 There is no limit on the number of Task Orders that may be issued but shall not exceed the Not-to-Exceed amount for each contract period. The District Government may issue Task Orders requiring delivery to multiple destinations or performance at multiple locations, as specified in such Task Orders as may be issued.
 - B.1.3 This Human Care Agreement is based on fixed-unit rates. The Provider shall deliver services in accordance with Section C.

B.2

BASE YEAR

Agreement Line Item Number	Services Description	Service Unit	Service Rate
0001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Per Client/ Per Day	\$ 303.09
0002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for Pregnant Youth	Per Client/ Per Day	\$ 323.09
0003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for youth plus 1 child	Per Client/ Per Day	\$353.84
0004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement youth plus two children	Per Client/ Per Day	\$ 395.84

OPTION YEAR 1

Agreement Line Item Number	Services Description	Service Unit	Service Rate
1001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Per Client/ Per Day	\$ 321.63
1002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for Pregnant Youth	Per Client/ Per Day	\$ 331.82
1003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for youth plus 1 child	Per Client/ Per Day	\$ 362.57
1004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement youth plus two children	Per Client/ Per Day	\$ 404.57

OPTION YEAR 2

Agreement Line Item Number	Services Description	Service Unit	Service Rate
2001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Per Client/ Per Day	\$ 321.36
2002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for Pregnant Youth	Per Client/ Per Day	\$ 340.55
2003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for youth plus 1 child	Per Client/ Per Day	\$ 371.30
2004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement youth plus two children	Per Client/ Per Day	\$ 413.30

OPTION YEAR 3

Agreement Line Item Number	Services Description	Service Unit	Service Rate
3001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Per Client/ Per Day	\$ 330.09
3002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for Pregnant Youth	Per Client/ Per Day	\$ 349.28
3003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for youth plus 1 child	Per Client/ Per Day	\$ 380.03
3004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement youth plus two children	Per Client/ Per Day	\$ 422.03

OPTION YEAR 4

Agreement Line Item Number	Services Description	Service Unit	Service Rate
4001	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement	Per Client/ Per Day	\$ 338.82
4002	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for Pregnant Youth	Per Client/ Per Day	\$ 358.01
4003	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement for youth plus 1 child	Per Client/ Per Day	\$ 388.76
4004	Therapeutic Foster Homes (Extended Family Home) in accordance with the requirements of this Human Care Agreement youth plus two children	Per Client/ Per Day	\$ 430.76

SECTION C – HUMAN CARE SERVICE DESCRIPTION AND SCOPE OF SERVICE

C.1 Background

- C.1.1** DYRS serves male and female youth between the ages of 12 and 21 who have been remanded to its temporary custody by the D.C. Superior Court. DYRS' mission 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 homelike environment consistent with public safety. In partnership with the community, this balanced approach to juvenile justice promotes the rehabilitation of delinquent youths toward reforming their behavior in the context of increased accountability, expanded personal competencies, and enhanced community restoration. The use of Therapeutic Foster Homes (Extended Family Homes) will allow young people to live in a home-like environment with structured and supervised care.
- C.1.2** DYRS currently operates under an eighteen year old Consent Decree known as Jerry M. Jerry M. is comprehensive and consists of an original court decree and more than forty (40) subsequent court orders. The decree and court orders focus on reform initiatives associated with the facilities, services and delivery of services to the youth placed in the custody and care of DYRS. The presence of Jerry M. Consent Decree places DYRS and all related activities under continual scrutiny to provide a best practice model for the delivery of services in the juvenile justice system while providing services in the least restrictive setting consistent with the protection of the public.
- C.1.3** DYRS provides enriched services, including recreational, rehabilitative, educational, mental health, medical, recreational, aftercare supervision, residential placements, independent living and mentoring/monitoring support with cultural context in a nurturing and structured environment to the youth who have been ordered to participate in its programs by the courts. Enriched services are available but not mandated for pre-adjudicated youths.

C.2 Scope of Human Care Services

- C.2.1** Subject to the continuing availability of funds, the District may purchase and the provider shall provide the human care services in the manner specified below:
- C.2.2** The Department of Youth Rehabilitation Services (DYRS) is contracting with multiple Providers to provide Therapeutic Foster Homes (Extended Family Home) located in the District of Columbia or within a 50-mile radius of the District of Columbia, to male and female youth who are pre-adjudicated or adjudicated in the District of Columbia's juvenile justice system. This population will also include pregnant and parenting teens that are in need of therapeutic care, and are not developmentally appropriate for congregate care independent living programs. Each youth's length of stay will vary based upon the youth's progress. Providers must possess firsthand knowledge and experience gained providing intensive services to youth involved in juvenile justice.

C.2.3 The system of care expected to result from these human care agreements seeks to address the specific needs of youth served by DYRS. Programming must be gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development. The Therapeutic Foster Homes (Extended Family Home) will provide youths in the juvenile justice system with community-based support services in lieu of confinement at the New Beginning Youth Center. Support services shall include, life skill training, education, employment, counseling, family planning, parenting skills and additional specific services identified in each youth's service plan. These support services are also expected to result in helping to meet DYRS' goal for its community based services where youths will meet 90% of scheduled court appearances; 75% of participants will not be re-arrested; and the abscondence rate will be below 5%.

C.2.4 Youth referred to the Therapeutic Foster Homes (Extended Family Home) are youth between the ages of 14 and 21, including pregnant youth or youth parent of one (1) child or two (2) children; or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from out of District Residential Treatment Centers. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate and to provide services in the least restrictive setting consistent with public safety.

C.2.5 Families who operate Therapeutic Foster Homes (Extended Family Home) in their personal residences must meet the minimum licensing standards in accordance with Chapter 60 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Applicable Document #1). DYRS' Licensing Division will assist with obtaining provisional and permanent licensure for those families that desire to offer their personal residences as Therapeutic Foster Homes (Extended Family Home) and not yet licensed under the Child Family Services Administration. The Providers shall also adhere to requirements in accordance with all existing federal and District of Columbia laws, rules and regulations including the *American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities* (Section C.3 Document # 2).

C.3 Target Population

C.3.1 Youth referred to the Therapeutic Foster Homes (Extended Family Home) are youth between the ages of 14 and 21, including pregnant youth or youth parent of one (1) child or two (2) children; or who are committed to DYRS' custody and who are eligible for alternatives to secure facilities; youth stepping down from committed custody after an extended stay in locked custody; youth in jeopardy of aftercare revocation in lieu of locked confinement; and youth returning from out of District Residential Treatment Centers. This program will support DYRS' efforts in meeting the Jerry M. Court Decree mandate and to provide services in the least restrictive setting consistent with public safety.

C.4 Licensing Requirements

- C.4.1** Group Homes within the District of Columbia, shall have a license in good standing issued by the Department of Youth Rehabilitation Services' standards in accordance with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.
- C.4.2** All youth in DYRS custody and care shall be placed in a licensed Group Home facility, regardless of the jurisdiction in which it is located. Out of Jurisdiction Group Homes must maintain a license in good standing and comply with Chapter 62 of Title 29 of the District of Columbia Municipal Regulations, entitled "*Licensing of Youth Shelters, Runaway Shelters, Emergency Care Facilities, and Youth Group Home*, pursuant to D.C. Official Code, § 16-2301 et seq (Section C.5 Document 2) and other applicable District and municipal laws.
- C.4.3** All Group Homes will establish a plan demonstrating that the facility shall develop and follow a written plan on abscondence prevention and review of behavior of youth who have absconded from their program. The policy will include information regarding assessment of the youth, precipitators to the abscondence, actions taken by the staff, a debriefing meeting to review the placement violation incident and reporting of interventions that may prevent the placement violation.
- C.4.4** All Group Homes will establish a plan demonstrating that the facility shall develop and follow a written plan governing the use and administration of prescription medication and the self-administration of metered dose inhalers that have been approved by a licensed health professional and authorized by their parent or guardian. Facilities outside of the District of Columbia will follow their state jurisdiction regulation and submit a copy of their implementation of their state regulation.
- C.4.5** All Group Homes will establish a plan demonstrating that the facility shall develop and follow a written plan governing a Global Positioning System (GPS) charging policy in order to ensure that every youth that is admitted to their facility with a monitoring bracelet has a documented way to charge the monitoring bracelet.

C.5 Applicable Documents

The following documents are incorporated in this Request for Qualification and resulting Human Care Agreement by this reference:

Item No.	Document Type	Title	Date
1	American Correctional Association Industry Standards	Standards for Juvenile Community Residential Facilities (3rd ed.) Available at: ACA, 206 N. Washington Street Alexandria, VA 22314 Phone: (703) 224-0000 www.aca.org .	May 1990
2	DC Municipal Regulations	29 DCMR, Chapter62 29 DCMR Available at: D.C. Municipal Regulations	7/27/2001
3	D.C Law 17-9	D.C. Official Code, Section 44-552 Criminal Background Checks Available at: D.C. Official Code	2007
4	DYRS Documents	DYRS Community-Based Residential Services Home Visit Policy Resident Visitation Form Invoice Template Menu of Services Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8 th fl Washington, DC 20001	Most Recent

5	District of Columbia Interagency Memorandum of Agreement (Policies and Procedures)	<p>Agreement Between the Superior Court, Metropolitan Police Department, the Corporation Counsel, the Child and Family Services Agency and the Department of Youth Rehabilitation Services (Formerly the Department of Youth Rehabilitation Services, Youth Services Administration)</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	Undated
6	DYRS Document (Policy & Procedures)	<p>Unusual Incident & After Hours Emergencies-Protocol Unusual Incident Report Absconder Report Instructional Sheet for Placement Violation 311</p> <p>Available at: Department of Youth Rehabilitation Services Licensing Unit 450 H Street, NW, 8th fl Washington, DC 20001</p>	12/18/06
7	Public Laws 91-230 (1970) and 105-17 (1997)	<p>Federal Individuals with Disabilities Education Act 20 USCA § 1400 <i>et seq.</i>, Subchapters I and II</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1970 1997
8	Public Law 101-336, July 26, 1990	<p>Americans with Disabilities Act 42 USCA § 12101-102; 12131-134.</p> <p>Available at: http://fedlaw.gsa.gov or http://www.law.cornell.edu/uscode/</p>	1990
9	Pub. L. No. 108-79, 117 Stat. 972 (codified as 42 U.S.C. § 15601 <i>et. seq.</i> (2003))	<p>The Prison Rape Elimination Act of 2003 (“PREA”)</p> <p>Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ79/pdf/PLAW-108publ79.pdf.</p>	2003
10	The District of Columbia’s	Office of the State Superintendent of Education Mission and Vision Statement	

	State Education Agency (SEA)	Available at: http://osse.dc.gov/service/what-does-osse-do	
11	The District of Columbia Assessment and Accountability Manual	District of Columbia Assessment and Accountability Manual Available at: http://osse.dc.gov/publication/district-columbia-assessment-and-accountability-manual	Issued March 2010
12	PUBLIC LAW 108-446 The Individuals with Disabilities Education Act (IDEA).	Individuals with Disabilities Act (IDEA), as amended Available at: http://www.gpo.gov/fdsys/pkg/PLAW-108publ446/pdf/PLAW-108publ446.pdf For more information and resources related to IDEA, visit http://idea.ed.gov/explore/home .	
13	The Vocational Rehabilitation Act	Section 504 of the Rehabilitation Act of 1973, Pub. L. 93-112, 87 Stat. 394 (Sept 26, 1973), as codified at 29 U.S.C. § 794 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2011-title29/pdf/USCODE-2011-title29-chap16-subchapV.pdf Title II of the Americans with Disabilities Act, Pub. L. 101-336, 104 Stat. 327 (July 26, 1990) as codified at 43 U.S.C. §12101 et. seq., available at http://www.gpo.gov/fdsys/pkg/USCODE-2010-title42/pdf/USCODE-2010-title42-chap126.pdf	
14	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapters 25 District of Columbia Municipal Regulations	Title 5, DCMR, Chapters 25, Discipline, and 30, Special Education: Title 5, DCMR Chapter 25 was repealed in 2009 and replaced with Chapter B25, which is Available at: http://dcps.dc.gov/DCPS/Files/downloads/SCHOOL_S/Youth%20Engagement/DCMR-Chapter-25-Title-5-Final-Rulemaking-2009.pdf . Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%20	

	(DCMR)	30%2C%20Section%203000%20-%203033.pdf	
15	Title 5 of the District of Columbia Municipal Regulation (DCMR), Chapter 30	Title 5, DCMR Chapter 30 is Available at: http://osse.dc.gov/sites/default/files/dc/sites/osse/publication/attachments/Special%20Education%20Policy%20DCMR%20Title%205%2C%20Chapter%2030%2C%20Section%203000%20-%203033.pdf	
16	The Family Education Rights and Privacy Act (FERPA)	The Family Education Rights and Privacy Act (FERPA) Available at: www.ed.gov/offices/OII/fpco/ferpa	
17	The District of Columbia School Reform Act of 1995	Title 38 (Educational Institutions) of the D. C. Official Code http://dccouncil.us/legislation follow link to official D. C. Code. Text of the specific Act can be found at: http://www.dcpsb.org/sites/default/files/report/School%20Reform%20Act.pdf	
18		Non-discrimination, in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 <i>et seq</i> ; Available at: http://ohr.dc.gov/sites/default/files/dc/sites/ohr/publication/attachments/LawsAndRegs-HumanRightsAct-1977-English.pdf	1977
19		Sexual harassment, in accordance with D.C. Mayor's Order 2004-171; Available at: www.ohr.washingtondc.gov/ohr/lib/ohr/pdf/Mayor	
20		District of Columbia's Mandatory Employee Drug and Alcohol Testing (MEDAT) regulations Available at: http://dchr.dc.gov/page/chapter-39-testing-presence-controlled-substances-and-alcohol-issuances-electronic-district	
		Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 et	2004

21		seq.) Available at: http://app.cfo.dc.gov/services/fiscal_impact/pdf/spring04/B15-607_CYHS_Omnibus_Act_of_2004.pdf	
22		D.C Official Code §22-2405. Available at: http://www.lexisnexis.com/hottopics/dccode/	
23		Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq. Available at: http://dchr.dc.gov/sites/default/files/dc/sites/dchr/publication/attachments/DCHR_trans_200-202_chpt_3_part_ii_COVER2.pdf	

C.6 Definitions

- C.6.1.1 Abscondence:** The child or youth is absent from an approved placement due to escape, runaway or truancy status.
- C.6.1.2 Behavior Management Plan:** A written document that targets the specific problematic behaviors of a child/youth, and the identified interventions in the placement setting that will encourage and support the child/youth in decreasing or eliminating the inappropriate behaviors that are interfering with success.
- C.6.1.3 Case Management:** The process by which a case plan is continuously assessed, developed, implemented, and revised accordingly toward the achievement of the goals and objectives outlined in the case plan for the child or youth and his/her family.
- C.6.1.4 Case Managing Social Worker (CMSW):** The DYRS Social Worker, or Provider Agency's Social Worker, assigned to a child or youth placed in foster care. The CMSW is responsible for the child and family assessment, development and implementation of a case plan to meet the child or youth's permanency goal. The CMSW acts as lead, and works in collaboration with identified service providers (health, mental health, education, etc.)
- C.6.1.5 Confidentiality:** The safeguarding of information regarding children, youth and families in accordance with the Health Information Portability and Accountability Act (HIPAA) laws, and all federal and District laws governing confidentiality.
- C.6.1.6 Culturally Sensitive:** Appropriate services that are inclusive of all groups, in teens of their ethnicity, age, gender, cultural practices, sexual orientation, socioeconomic status, educational background, and language.
- C.6.1.7 Education support/advocacy:** Services designed to increase the educational skills of youth. These may include individualized approaches as well as use of non-traditional methods and materials, for example, computers, mentors, or tutors.
- C.6.1.8 Extended Family:** The relatives of a youth, both by blood and by marriage, other than the youth's natural family, such as aunts, uncles, grandparents and cousins.
- C.6.1.9 Family Interventions:** Formal and informal techniques that focus on the family, both parents and extended families and will include family therapy, parent training and support groups, and utilization of trained family advocates to work with youth and their families
- C.6.1.10 Family Team Meeting:** An informal meeting between the youth, family members, professionals, community providers, and family friends to discuss the youths' strengths, needs, and strategies to develop the individual plan to meet the service needs of the youth.
- C.6.1.11 Individual Education Plan (IEP):** An IEP is an official document designed to meet the unique educational needs of one child, who may have a disability that interferes with his/her learning as defined by federal regulations.
- C.6.1.12 Individualized Success Plan (ISP):** A document that specifically identifies the goals, objectives, strategies, responsible parties and resources to address the assessed strengths and needs of a committed youth and the family. The DYRS Therapeutic Foster Homes (Extended Family Home) case manager designs the plan to ensure that habilitative and rehabilitative services are correlated to the Balanced and Restorative Justice Model (BARJ) principles which are competency development, accountability and community safety. The plan is developed and periodically updated in conjunction with the DYRS

case manager, youths', youth's family and designated service providers. Updates are to occur at a minimum of every 90 days, to indicate progression in the achievement of desired outcomes.

- C.6.1.13 Least Restrictive Environment:** That living or habilitation arrangement which least inhibits an individual's independence. It includes, but is not limited to, arrangements to move an individual from more to less structured living and from larger to smaller living units.
- C.6.1.14 Life Skills:** A combination of services designed to assist youths in the acquisition of knowledge and skills that will enable them to realize their personal, social, educational, and vocational functioning to the fullest extent possible. The services are designed to provide an intermediate level of treatment but needing some educational component. Prevocational activities prior to moving to work activities or sheltered workshop settings.
- C.6.1.15 Natural Family:** A family consisting of one or more parents and their children, but not including aunts, uncles or grandparents.
- C.6.1.16 Peer group interactions:** Strategies that include counseling that focuses on peer pressure, values clarification and goal identification.
- C.6.1.17 Permanent or "Lifelong" Connection:** An enduring connection established between the youth and at least one adult committed to a safe, stable and supportive relationship in order to provide lasting support and guidance to the youth as he/she transition from foster care to self-sufficiency. This is a permanent connection that should last beyond the youth's involvement with DYRS. The adult may or may not be a family member
- C.6.1.18 Provider:** A consultant, vendor or contractor of goods or services, who can be an individual, a partnership, non-profit entity, or a corporation that enters into a contractual agreement with the District of Columbia.
- C.6.1.19 Qualified Personnel:** Persons holding official credentials, accreditation, registration, certification, or licenses issued by their jurisdiction and, for the purposes of providing services under these HCAs, the District of Columbia. The term shall include administrators, foster parents (Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home)) providers), dentists, dietitians, occupational therapists, professional nurses, physicians, podiatrists, speech pathologists or audiologists, pharmacists, patient activity specialists, psychologists and professional counselors, and social workers.
- C.6.1.20 Respite Services:** Services that provide families or caregivers with temporary relief from tasks associated with care-giving. These services may include in-home assistance, short home stays or day care.
- C.6.1.21 Supervision and Control:** Activities designed to provide external constraints for youths' behavior, monitor the behavior, and strengthen the adherence and acceptance of rules.
- C.6.1.22 Teaming:** A group of professionals, family members, children, youth and informal supports representing various aspects of the child or youth's well-being interests from a health, mental health, educational, life and social skills, and permanence perspective that collaborate toward meeting the needs of the child or youth and their family through assessment and service planning and delivery. DYRS's teaming process is a shared decision-making approach that is coordinated and primarily led by the CMSW. In most instances, it is the CMSW who leads the engagement process and the formulation of the team. There may be occasions in which another facilitator leads the team's planning efforts. In cases such as that of an older youth, or a family nearing permanency, another

member of the team may naturally or voluntarily assume the role of team leader. In each of these scenarios, the CMSW retains primary responsibility for the direction and management of the case, including ensuring decisions made by the team are carried out by the responsible party.

C.6.1.23 Teen Parent Family Based Foster Care: Foster family home care for pregnant and parenting teens and their dependent children.

C.6.1.24 Therapeutic Family Based Foster Care: Foster family home care for children and youth that present conditions requiring more intensive supervision and therapeutic care.

C.6.1.25 Therapeutic Foster (Extended Family Home) : Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home)) is a placement option for up to three youths who will live with an assigned family, which has received specialized training to enable them to provide a wide variety of individualized services, including support for the natural family and respite care. A Therapeutic Foster Homes (Therapeutic Foster Homes (Extended Family Home) refers to private residences where assigned families that are not related to the youth are integrated with the youth's natural and extended family members while the youth actually resides in the assigned Therapeutic Foster Homes (Extended Family Home) .

C.7 Specific Requirements

C.7.1 The Provider shall provide Group Homes in accordance with the following:

C.7.2 Provide Group Homes that are located within or outside the District of Columbia.in order to afford youth and families the opportunity to access and receive needed programs and services.

C.7.3 Hire and train staff to provide the required services to youth residing in Group Homes in accordance with Sections C.11.

C.7.4 Adhere to service requirements in accordance with all existing federal and District of Columbia laws, rules and regulations including, where applicable, the American Correctional Association (ACA) Standards for Juvenile Community Residential Facilities (Section C.5 Document 1).

C.7.5 Provide services linked at the neighborhood level with formal and informal supports that are expected to continue to make a difference in the lives of youth as they exit the juvenile justice system.

C.7.6 Ensure that services provided are gender specific, culturally sensitive, language appropriate, and tailored to fit the needs of referred youth. Services shall address the balanced and restorative justice principles of public safety, accountability and competency development.

C.7.7 Commit to a philosophy of unconditional care, by agreeing not to eject youths

that have been accepted into the Group Home program, but rather renegotiate an individual contract with the agency on a particularly difficult referral.

- C.7.8** Provide therapeutic living accommodations that allow youths to live in a home-like environment with supervised care, that meets all licensing, registration and occupancy requirements, building safety, fire, health and sanitation codes and all other required certifications as prescribed by the governing jurisdiction and maintain current all required permits and licenses for each home utilized in the provision of services under the Human Care Agreement.
- C.7.9** Provide living quarters with adequate space, as well as furnishings that are well maintained. The Group Homes shall not accept more than four (4) to six (6) youth contingent upon licensing capacity. The Provider's homes used during the performance of this Human Care Agreement shall meet all applicable federal, state and local regulations for the intended use throughout the duration of the Human Care Agreement.
- C.7.10** Maintain accessibility for persons with mobility limitations, consistent with Public Law 101-336, Americans with Disabilities Act (Section C.5 Document 8).
- C.7.11** Ensure that an emergency site is available, with specific address provided, for the provision of services under the Human Care Agreement should a primary home become unavailable.
- C.7.12** Provide monitoring of school attendance and compliance with established curfews.
- C.7.13** Provide and actively initiate emergency crisis interventions, family interventions, and home visits with crisis intervention.
- C.7.14** Provide or arrange for transportation resources to address the transportation needs and requirements of the entire youth population residing at their facility. The Provider shall ensure that all vehicles used to transport youth and staff are properly and adequately maintained for safety.
- C. 7.15** Provide accommodations for meals and snacks that consists of a well-balanced diet containing an adequate amount of food and calories. The Provider shall develop and follow a written plan for nutritional services, including planning and budgeting for the youth's dietary needs, and purchasing, storing, preparing and serving the food. All provider menus must be reviewed/approved by a licensed dietician/nutritionist.
- C.7.16** Establish systems to allow youth to file grievances about matters of concern to them, and a system to respond to those grievances, as well as a system for youth to report misconduct by staff or youth.
- C.7.17** Establish systems for parents and other approved family members and mentors to visit youth, and for youth to have access to telephone and letter writing opportunities.
- C.7.18** Ensure and promote proper personal hygiene awareness.

C.7.19 Establish a positive behavior management incentive system.

C.8 **Administrative Operations**

C.8.1 The Provider shall, at a minimum, provide or maintain the following administrative operations to support the delivery of therapeutic services for the youth:

C.8.1.1 Provide services 24 hours per day seven days per week with a minimum of two (2) staff providing direct supervision. The Provider shall maintain an administrative office, which shall operate at a minimum, from 9:00 a.m. to 5:00 p.m., Monday through Friday, except on federal holidays.

C.8.1.2 Conduct orientation sessions with newly admitted youth relating to the Provider's procedures, rules, programs, and services.

C.8.1.3 Maintain rules of conduct to provide for the general welfare and constitutional rights of youths while recognizing and maintaining required order and structure. The rules of conduct shall, at a minimum address the rights and responsibilities of youths and staff, including prohibited acts, and grievance procedures. The Provider's published rules of conduct shall be available for review upon the request of the CA.

C.8.1.4 Maintain a policies and procedures manual(s) that, at a minimum, provide details describing program management, admissions, living and environment, case management, behavior management, program security, program safety, and conditional release. The Provider's policies and procedures manual(s) shall be available for review upon the request of the CA.

C.8.1.5 Maintain an emergency plan approved by local fire officials that clearly documents the Provider's emergency preparedness, which includes information about the emergency site arrangements described in C.7.1.10. The Provider's emergency preparedness plan shall be available for review upon the request of the CA. The emergency plan shall be reviewed annually, updated as necessary, and redistributed as changes occur.

C.8.1.6 Provider shall conspicuously post an emergency plan showing the location of exits, fire extinguishers and first aid equipment in each facility and home utilized for the provision of services.

C.8.1.7 Provider shall follow DYRS requirements to submit written reports for all unusual or critical incidents, including abscondance, involving youth referred by the District to the CA within 24 hours.

C.9 Juvenile Services/Model of Care

C.9.1 Provider shall provide an intensive, structured daily program, seven days a week, which will at a minimum provide the following juvenile services for the District's youths:

C.9.1.1 Develop comprehensive case files for each youth including historical, background, and other relevant information received from DYRS case managers. Case files shall be maintained in a manner that is both organized and representative of the youths' progress based on the youth's prescribed ISP/IDP and updates. Case files shall include daily progress notes for individual youth.

C.9.1.2 Provide the DYRS case manager with a work plan that details the intensity and frequency of services described in the ISP/IDP, within 15 days of receiving the ISP. The work plan shall address, but not be limited to, the following:

C.9.1.2.1 Supervision and Control: Provide intensive structured daily programming seven (7) days a week. Activities shall be designed to provide external constraints for the youth's behavior, monitor the behavior, and strengthen the adherence and acceptance of rules. Therapeutic supports and approaches shall be centered in Positive Youth Development (PYD) to enhance normalized activity.

C.9.1.2.2 Job Training, Employment and Assistance with Daily Living Skills: Provide assistance to youths in obtaining and maintaining employment, and learning to manage their daily living needs, This includes but is not limited to assisting with job searches, interviews, communication skills, budgeting money, maintaining a bank account, shopping and effective time management.

C.9.1.2.3 Special Education Support Services: Maintain a copy of the Individualized Education Plan (IEP) for all youth receiving special education services. Provide support services as identified in the IEP and ISP/IDP.

C.9.1.2.4 Recreation/Leisure/Cultural Activities: provide regularly scheduled activities designed to engage, stimulate and expose youths to vocational, artistic and consciousness raising pursuits.

C.9.2 Coordination of Services

C.9.2.1 Coordinate with the DYRS case manager for clinical services necessary to meet and support the treatment objectives comprehensive transition planning and strategies described in the ISP/IDP, including, but not limited to:

C.9.2.2 Individual and group counseling that focus on day-to-day adjustment issues. This may also include formal psychotherapeutic or behavior modification techniques.

C.9.2.3 Family interventions by utilizing trained family advocates to work with youth and their families. This may include formal and informal techniques that focus on the family, both

natural and extended family and will include family therapy, and parent training or support groups.

- C.9.2.4** Enhance educational skills for youths consisting of individualized approaches and the use of non-traditional materials and methods, including providing access to computers and computer technology and providing mentoring, and tutoring as needed.
- C.9.2.5** Clinical services shall include client specific interventions, as outlined in the ISP/IDP. Services shall be provided either internally or through approved referrals to local providers as coordinated with the DYRS case managers. Services shall include, but are not be limited to; mental health and substance abuse counseling, and trauma informed treatment.
- C.9.2.6** Peer Group Interactions utilizing programmatic strategies that includes, counseling that focuses on peer pressure, values clarification, goal identification and behavioral management..
- C.9.2.7** The Provider shall cooperate with DYRS to ensure that youth have access to medical care that meets youth's preventative, routine and emergency health needs. This includes, but is not limited to, an initial medical screening, comprehensive medical and dental examinations, routine medical and dental examinations, maintenance of required immunizations, vision and hearing examinations, and maintenance storage, supervision and administration of prescription medications. Medical and health services shall at a minimum be delivered in compliance with the following:
 - C.9.2.8** Obtain emergency medical care through a local hospital;
 - C.9.2.9** Provide the hospital with the youth's D.C. Medicaid Identification Number. Emergency medical services are billable to D.C. Medicaid;
 - C.9.2.10** Obtain pre-authorization from the youth's DYRS case manager before obtaining non-emergency medical and dental treatment;
 - C.9.2.11** Obtain medical care through DC certified Medicaid Providers for routine medical care, if the Medicaid providers are within 50 miles of the youth's placement facility.
 - C.9.2.12** Submit pre-authorized non-emergency medical or dental visit treatment Providers' invoices to DYRS for payment.

C.10 Provider Staff Requirement

- C.10.1** The Provider shall provide sufficient qualified staff to support the treatment and habilitative needs of each youth referred by DYRS. The Provider shall provide staff trained to incorporate the youth's natural and extended family members in the delivery of services. Staff shall have the requisite qualifications to provide services to the population(s) designated by the Provider in the Human Care Agreement Contractor Qualification Record (CQR), which is incorporated into the Agreement as Attachment 1.
- C.10.2** The Provider shall ensure that its staff includes, a master's level coordinator/manager; a family preservation specialist with a bachelor's degree and five years of relevant work experience; case managers that have a bachelor's degree and five years of relevant work experience; and administrative staff.
- C.10.3** The Provider's staffing pattern for Group Homes shall provide for 24-hours per day coverage to provide on-site supervision and life skills training. Staff composition should represent family-like models.
- C.10.4** The Provider's staffing pattern shall provide sufficient respite care staff to provide all staff time off in accordance with local labor laws and industry best practices.
- C.10.5** The Provider shall ensure that staff is competent and sensitive in providing treatment to persons of diverse cultural backgrounds, as well as responsive to the needs of minority individuals.
- C.10.6** The Provider shall ensure that staff are properly licensed and/ or certified subject to licensure and/or certification pursuant to the laws and regulations of the jurisdiction in which they are employed.
- C.10.7** The Provider shall provide documentation that all staff persons possess adequate training to perform the duties for which they are assigned and meet all applicable requirements for certification and/or licensing.
- C.10.8** The Provider shall maintain an individual personnel file for each staff person containing the employment application, personal and professional references, applicable licenses, credentials and/or certificates, records of required medical examinations, personnel actions including time records, documentation of all training received, notation of any allegations of professional or other misconduct and actions with respect to the allegations and date and reason if terminated from employment, which shall be accessible to the CA upon request.
- C.10.9** The Provider shall ensure through documentation that all prospective employees undergo a pre-employment examination and follow-up Annual examination.
- C.10.10** The Provider shall provide orientation and training for all staff members with respect to administrative procedures, patient rights, confidentiality of treatment records and other relevant policies, procedures and protocols of the DYRS.

- C.10.11** The Provider shall maintain a current organizational chart displaying organizational relationships and responsibility lines of administrative oversight and supervision.
- C.10.12** All personnel materials, including the individual personnel file, for each employee providing services under this Human Care Agreement shall be made available to the CA for review upon request.
- C.10.13** The Provider(s) shall ensure that direct services staff persons maintain Annual certifications in Cardio-Pulmonary Resuscitation (CPR) and First Aid.
- C.10.14** The provider shall ensure that staff attends monthly meetings and trainings as requested by DYRS.

The Provider shall adhere to the following staff security requirements:

- C.10.15** The Provider shall conduct routine pre-employment criminal record background checks of the Provider's applicable staff, consultants, interns and volunteers and future staff, consultants, interns and volunteers that will provide services under this Human Care Agreement. The Provider shall not employ any staff in the fulfillment of the work under this Human Care Agreement unless said persons are found suitable to work with DYRS youth by the Contract Administrator. Staff shall not have any convictions relative to abuse or harming children, elders or animals, or any other offenses.
- C.10.16** The Provider shall document that all direct and indirect staff, including consultants and volunteers, have no prior criminal record of conviction for child abuse or molestation sexual abuse, or rape.
- C.10.17** The Provider shall ensure that all employees, consultants, volunteers and interns undergo a pre-employment test for drugs and alcohol prior to hiring. The Provider shall provide random drug testing for employees, consultants, volunteers and interns. The provider shall ensure that test results are maintained in each contract employee's personnel records.
- C.10.18** After award of a Human Care Agreement, the Provider shall furnish copies of the criminal history and other applicable documents of applicable Provider staff that perform services under this Human Care Agreement to the CA upon request. Any conviction or arrest of the Provider's employees will be reported to the CA who will determine the employee's suitability for performance under this Human Care Agreement.
- C.10.19** The Provider shall conduct the criminal record background checks on an annual basis and for all employees, contractors, volunteers and interns. The Provider shall disclose to DYRS, through the CA, any arrests or convictions that may occur subsequent to

employment. The CA will determine the employee's suitability for continued performance under this Human Care Agreement.

C.11 Staff Development and Training

C.11.1 The Provider shall develop and provide staff development, and training to the Provider's staff with the ability and opportunities to demonstrate an on-going commitment to refining skills through instructional and educational training as well as training resulting from clinical supervision.

C.11.2 Providers are required to have written policy/procedure that establishes the training and staff development programs, including training requirements for all categories of personnel.

C.11.3 The Provider(s) shall ensure that each staff member that provides services under this human care agreement participate in the DYRS sponsored training courses "Safe Crisis Management" and "*Suicide Prevention*" within the first 90 days of employment for new hires and within the first 90 days of the award of the human care agreement for currently employed direct care staff.

C.11.4 At a minimum, the Provider shall provide 20 hours of pre-service training for new staff and volunteers during their first year and 40 hours of annual training for staff each subsequent year. The training should cover the following subjects, although not all-inclusive:

C.11.4.1 Signs of child abuse

C.11.4.2 Security procedures

C.11.4.3 Supervision of youth

C.11.4.4 Positive youth development

C.11.4.5 Adolescent behavior and development

C.11.4.6 Working with youth with mental health disorders and developmental disabilities

C.11.4.7 Cultural competence

C.11.4.8 Signs of suicide risks/suicide precautions

C.11.4.9 Procedures for referring youth for needed services

C.11.4.10 Crisis Intervention and Restraint techniques, if applicable

C.11.4.11 Documentation/report writing

C.11.4.12 Rights and responsibilities of youth

C.11.4.13 Fire, emergency and safety procedures

C.11.4.14 Interpersonal relations

C.11.4.15 Social/cultural lifestyles of the youth population

C.11.4.16 Communication skills/counseling techniques

C.11.4.17 First aid/cardiopulmonary resuscitation (CPR)

C.11.4.19 Sexual harassment and prohibition of sexual misconduct

C.11.4.20 How to report staff misconduct and the requirement that staff report such conduct

C.11.4.21 Provider agency code of conduct

- C.11.4.22 Safe Serve Food Handling
- C.11.4.23 Reporting Unusual Incidents & Abscondance

C.12 QUALITY ASSURANCE PLAN

- C.12.1 **The Provider(s) shall develop and implement a quality assurance plan to provide for the constant and consistent review of the appropriateness and effectiveness of the Provider(s)' systems, processes, and procedures to provide Group Home services.**
- C.12.2 **The Provider(s)' quality assurance plan shall at a minimum address the following:**
 - C.12.2.1 **Range and comprehensiveness of services relative to the unique and changing needs of youth and families;**
 - C.12.2.2 **Appropriateness of the delinquency reducing methodology utilized by the Provider(s) to meet established goals;**
 - C.12.2.3 **Effectiveness of family involvement services;**
 - C.12.2.4 **Participation in coordination of wraparound services with Department of Mental Health and other community-based services providers;**
 - C.12.2.5 **The Provider(s)' staff relationship and communication with youth and family, court, Case Manager, Social Worker, other community-based providers, and the community;**
 - C.12.2.6 **Appropriateness of youth to staff ratio, staffing schedules, and organization of staff;**
 - C.12.2.7 **Staff satisfaction and performance;**
 - C.12.2.8 **Contribution of staff in-service training to improved service delivery including integration of clinical supervision in staff training;**
 - C.12.2.9 **Maintenance and status of facility and licensing requirements;**
 - C.12.2.10 **Operating procedures;**
 - C.12.2.11 **Timeliness, accuracy, and utilization of data for reporting requirements;**
 - C.12.2.12 **Organization of staff and identification of clear reporting lines regarding service delivery, in-service training and staff development and facility operations;**
 - C.12.2.13 **Reinforcement and support expectations and expected contribution of staff with regards to service delivery;**
 - C.12.2.14 **Insurance for consistent operations of the Provider(s)' facility;**

C.12.2.15 Assurance of the accuracy and timeliness of the Provider(s) reporting requirements, and

C.12.2.16 Clear and objective standards for successful performance and consequences for failures to perform.

C.13 MANAGEMENT INFORMATION SYSTEM

C.13.1 The Provider(s) shall provide and maintain a management information system (MIS) with the capacity and capability to gather and receive data in an accurate and timely manner to support the delivery of Group Home services as described in Section C.

C.13.2 The Provider(s)' MIS system shall at a minimum provide the capacity and capability to perform the following:

C.13.2.1 Maintain case record data on youth served;

C.13.2.2 Maintain data related to staff performance and delivery of program services.

C.14 MEETINGS, REPORTING, RECORD KEEPING AND DOCUMENTATION REQUIREMENTS

Meeting Requirements

C.14.1 The Provider(s) shall attend DYRS sponsored and other required meetings.

C.14.2 The Provider(s) shall participate in all in meetings regarding the treatment and service delivery for youth and families, including Youth Family team meetings, meetings with mental health service providers, discharge meetings, and those meetings as necessary with DYRS Case Managers to update or discuss youth's ISP.

Reporting Requirements

C.14.3 The Provider(s) shall provide reports to document the delivery of services and provide for the review and analysis of services.

C.14.4 The Provider(s)' reporting requirements shall include the following:

C.14.4.1 Daily Population Reports in accordance with required reporting format to provide DYRS with a daily status of the Provider(s)' population.

C.14.4.2 Youth's Monthly Progress Report for each youth placed to include documentation of services and activity for each youth during the prior month in support of the youth's ISP including the following:

- (a) Client Referral Sheet**
- (b) Case Record Checklist**
- (c) Court Orders**
- (d) Intake Summary Face/Sheet**
- (e) Date of Initial Request for Service**
- (f) Individual Service Plan and Updates**
- (g) Result of Strength and Needs Assessment**
- (h) Weekly Progress Summaries**
- (i) Closing and Discharge Summaries**
- (j) Medical/Dental Info/Parent Consent for Medical/Health Care**
- (k) Daily Progress Notes**
- (l) Unusual Incident Reports**
- (m) Goal Attainment Sheets**
- (n) Family's Responses**
- (o) On-Going Reports Detailing:**
 - (1) Specific Interventions Used and Outcomes**
 - (2) Notation of Every Contact**
 - (3) Placement Status Determination**
 - (4) Logs of Curfew and School Attendance**
 - (5) Monitoring**
 - (6) Pertinent Material Deemed Necessary or Important**
 - (7) Mental Health Services**
 - (8) Educational Support Services**

- (9) Recreational Activities**
 - (10) Independent Skills Services**
 - (11) Life Skills Training**
 - (12) Substance Abuse Education and Prevention Services**
 - (13) Discharge Planning Services**
 - (14) Other documentation relating to Grievance Reports, Child Abuse and Neglect Reports, Unusual Incident Reports and Absconder Reports.**
- Monthly Program Report**

C.14.4.2 The Monthly Program Report that includes the following:

- (a) The number and types of youth placed in the program;**
- (b) The number of youth successfully discharged and/or reunited with their families.**
- (c) The number of youth unsuccessfully discharged.**
- (d) The rate of youth re-arrests;**
- (e) The number of failures to appear at court;**
- (f) The number of technical violations of community release plan;**
- (g) Number of staff in-service training conducted during previous month;**
- (h) Information that demonstrates the Provider(s)' efforts to identify and use individuals and agencies with expertise operating within the community to provide staff in-service as part of the Provider(s)' training curriculum;**
- (i) Previous month's schedule of program activities including group sessions, facility events, and other activities including date(s) and time(s); and**
- (j) Client surveys on the effectiveness of the program (client includes youth, and if applicable, natural family members and extended family members.**

Record Keeping and Documentation

- C.14.6** The Provider(s) shall maintain youth case records to document the delivery of services in support of the youth and family's habilitation.
- C.14.7** The Provider(s)' staff shall make timely, legible entries that have been dated and signed by the staff member making the entry.
- C.14.8** The Providers(s) shall insure that case records include, but not be limited to the following documentation:
- (a) Client Referral Sheet;**
 - (b) Case Record Checklist;**
 - (c) Court Orders;**
 - (d) Intake Summary Face/Sheet;**
 - (e) Date of Initial Request of Service;**
 - (f) Service Plan**
 - (g) Result of Strength and Needs Assessment;**
 - (h) Weekly Progress Summaries;**
 - (i) Closing and Discharge Summaries;**
 - (j) Psychiatric/Psychological Evaluations;**
 - (k) Medical/Dental Information/Parental Consent for Medical/Health Care;**
 - (l) Daily Progress Notes;**
 - (m) Unusual Incident Reports;**
 - (n) Goal Attainment Sheets;**
 - (o) Family's Responses;**
 - (p) On-Going Progress Reports Detailing:**
 - (q) Specific Interventions Used and Outcomes;**
 - (r) Notation of Every Contact;**
 - (s) Placement Status Determination;**

- (t) **Pertinent Material Deemed Necessary or Important; and**
- (u) **Logs of Curfew and School Attendance Monitoring; and, any other records required by DYRS.**

C.14.9 The Provider(s) shall ensure that each youth's case record receives maximum confidentiality and security, providing access only to authorized individuals.

C.15 Abscondance Reporting

C.15.1 The Provider shall notify via telephone, the Metropolitan Police Department (MPD) or if outside the District of Columbia, the police department in their jurisdiction and DYRS within one (1) hour after learning that a resident is missing or absconded. Also, the Provider shall submit by fax, a request for custody order of the absconding resident with the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General within one (1) hour after learning that a resident is missing or absconded. The provider will submit a copy of all documents to the youth case manager.

All facilities within the District of Columbia shall register with the Office of Unified Command (OUC) using an internet capable computer, with a facility e-mail address and report all placement violations to OUC within one (1) hour of knowledge of a placement violation.

Immediately upon the youths returning to the Provider's facility, the Provider shall immediately inform DYRS, MPD or if outside the District of Columbia, the police department in the jurisdiction in which they reside and the Attorney General of the District of Columbia. The Provider shall immediately submit to the District of Columbia Superior Court Juvenile Neglect Branch and the Office of the Attorney General, a request to withdraw the custody order of the resident who absconded. The provider will submit a copy of all documents to the youth case manager.

C.15.2 Reporting Unusual Incidents

The Provider shall report all unusual incidents to the contracting entity, the licensing agency, the resident's parent and, if applicable, the resident's guardian or custodian, immediately. An Unusual Incident Report form must be completed prior to end of the tour of duty and immediately faxed with the Notification Sheet to DYRS with a copy the youth case manager.

Unusual incidents include but are not limited to:

- (a) The death of a resident;
- (b) The death of a staff member while on duty or at the facility;
- (c) An attempted suicide;
- (d) A resident's suspension or expulsion from school;
- (e) Any situation in which a resident is missing or in abscondance;

- (f) A resident's alleged delinquent or criminal behavior, including but not limited to the possession or use of controlled substances;
- (g) Any situation in which a resident is the victim of alleged delinquent or criminal behavior;
- (h) A staff member's actual or alleged possession of controlled substances, actual or alleged use of controlled substance, or appearance of being under the influence of controlled substances while on duty or at the facility;
- (i) A staff member's misconduct or fraud;
- (j) An injury, trauma, or illness of a resident requiring treatment at a hospital;
- (k) A violation of a resident's rights;
- (l) Any use of restraint;
- (m) Sexual contact between a resident and another person, consensual or otherwise;
- (n) Abuse or misuse of a resident's funds;
- (o) An outbreak of a communicable disease;
- (p) An incident at the facility requiring the services of the fire or police departments;
- (q) An automobile accident involving residents or staff on duty;
- (r) Destruction of government property;
- (s) A visit, whether announced or unannounced, by the media or high-level government officials;
- (t) A loss of any utilities, including but not limited to power, water, or sewage;
- (u) Any condition which results in the facility's closure; and
- (v) Any other occurrence or event which substantially interferes with the resident's health, welfare, living arrangement, or well-being, or in any way places the resident at risk.

C.16 Service Plan(ISP/IDP) Requirements

The Provider and DYRS case manager shall develop a written service plan ISP/IDP requirements which describes how the tasks will be accomplished.

C.16.1 The initial and comprehensive ISP/IDP shall at a minimum:

- (a) Include the strengths and needs assessment;
- (b) State the goals to be achieved and evaluate the resident's skill level for each goal;
- (c) State the timeframes projected for meeting the goals;
- (d) Describe the activities and services, including but not limited to daily, educational, counseling, recreational, vocational, mental health, and medical activities or services, including the prescription of psychotropic or other medications, that will be provided and who will provide them;

- (e) Describe proposed involvement, visitation and communication with family and others;
- (f) Set forth a discharge or transfer plan, where applicable;
- (g) Describe the objectives and methods to be used to evaluate the resident's progress;
- (h) Identify the person(s) responsible for coordinating and implementing the ISP;
- (i) Be consistent with any court orders;
- (j) Be consistent with DYRS' plans for the resident;
- (k) State the treatment goals and interim objectives, services, and treatment to be provided for each goal, the projected times for achieving each goal, and the responsible service providers; and
- (l) Identify criteria by which to assess the resident's progress and to determine when each treatment goal has been achieved.

C.17 Performance Measures and Outcomes

Objectives

Proposed Outcomes

<p>Youth served will benefit from a comprehensive treatment approach that supports increased stable functioning in the community.</p>	<ol style="list-style-type: none"> 1. 75% of youth served will be maintained and successfully complete the group home program. 85% first option year 100% all remaining option years.
<p>Youth served will benefit from a comprehensive approach that will foster youth development and increased adaptive functioning</p>	<ol style="list-style-type: none"> 1. 75% of youth served will present with increased pro-social behavior and interactions as evidenced by results on progress documented into their case files. 85% first option year 100% all remaining option years. 2. 75% of youth served will increase social integration in the community (i.e.: employment, volunteer activities, involvement in recreational activities) as measured by completion of related treatment plan goals. 85% first option year 100% all remaining option years. 3. 75% of youth served will demonstrate improved academic performance during their stay at the group home. 85% first option year 100% all remaining option years. 4. 75% of the families involved in the youth's treatment will demonstrate improvement in their relationship with their child. 85% first option year 100% all remaining option years. 5. 75% of youth served will be connected to a permanent/long term family or natural support as measured by treatment planning attendance sheets, YFTM meetings, completion of treatment goals and discharge plan content. 85% first option year 100% all remaining option years.

<p>Youth will be successfully discharged into an equal or less restrictive environment</p>	<ol style="list-style-type: none"> 1. 75% of youth served will be transitioned home, step down program, or to a transitional living program. 85% first option year 100% all remaining option years. 2. 75% of youth served will demonstrate placement stability following discharge as evidence by a 6 month follow up interview with youth and satisfaction survey results. 85% first option year 100% all remaining option years.
<p>Youth will have an Individual Service Plan (ISP) that reflects their current needs and goals</p>	<ol style="list-style-type: none"> 1. 100% of youth served will have an Initial ISP completed within 3 days of admission 2. 100% of youth served will have an ISP meeting within 15 days of admission that is developed with input from the youth, parent/guardian, case worker, educational staff and CBRF staff.
<p>Youth will have enhanced opportunity to realize their full potential</p>	<ol style="list-style-type: none"> 1. 100% of youth served will be connected to a sustainable, positive hobby, interest and normative community-based activity as evidence by completion of treatment plan goals and content of discharge plan 2. 100% of youth served will receive life skills, individual, group and family counseling. 3. 100% of youth served will have access to mental health care and substance abuse treatment if needed. 4. 100% of youth served will participate in recreational and cultural activities. 5. 75% of youths served will accomplish their treatment plan goals while in the group home.

C.18 District Responsibilities

- C.18.1** The Department of Youth Rehabilitation Services will provide the following under this Human Care Agreement:
- C.18.1.2** Refer youths to the appropriate Provider for placement in a Group Home.
- C.18.1.3** Complete and submit required documents for residential placement and coordinate placement of youth with designated Provider while ensuring basic needs of the youth are met during the intake process.
- C.18.1.4** Submit to the Provider available social and court history information, available reports on psychological evaluations, available medical history, Medicaid certification or insurance information, available family and school information, ISP and other pertinent data for each youth referred to the Provider.
- C.18.1.5** Conduct periodic scheduled and unscheduled site visits for purposes of directly observing the provision of services and discussing performance relative to the terms and conditions of a task order.
- C.18.1.6** Serve as the licensing authority to provide provisional and permanent licensing to Group Home providers within the District of Columbia and out of jurisdiction programs complies with DCMR 29, Chapter 62 for out of jurisdiction programs.
- C.18.1.7** Coordinate with Provider to access additional service requirements in accordance with C.9.2.4.
- C.18.1.8** Conduct training courses in “*Safe Crisis Management*” and “*Suicide Prevention*” for all Provider direct care staff.
- C.18.1.9** Develop and implement quality assurance tools to evaluate the provider’s program effectiveness based on information submitted by the Provider in accordance with C.13.1.

C.19 Compliance With Service Rates

- C.19.1** The District will only pay, in accordance with the service rates shown in Part 1, Section B, Human Care Services and Service Rates for services provided under this Human Care Agreement. However, no payment shall be made without the required documentation of services as determined by DYRS. If any overpayment occurs, the provider shall repay the District the full amount of the overpayment.
- C.19.2** If the Provider’s in-State rate is regulated by its State jurisdiction, the Provider shall submit documentation of the in-State rates to the Contracting Officer.
- C.19.3** If the Provider’s in-State rate is not regulated by its State jurisdiction, the Provider

shall submit to the Contracting Officer a detailed budget with documentation to justify its rates. The Provider's unregulated costs may be subject to negotiation.

C.20 Method of Delivery of Services

C.20.1 No human care service shall be provided by the Providers unless and until a task order is issued to the Provider by the District.

The Provider shall develop a written service plan which describes how the tasks specified in Section C. will be accomplished.

C.21 Eligibility

Eligibility for services under this Human Care Agreement shall be determined and re-examined by the District, as applicable, in accordance with prescribed procedures. The Provider shall be subject to a written determination that it is qualified to provide the services and shall continue the same level of qualifications, subject to a review by the District, according to the criteria delineated in 27 DCMR, Chapter 19, Section 1905.6, as amended which is incorporated into this Agreement as Attachment 5.

C.22 Compliance With Laws

As a condition of the Provider's obligation to perform services for the District's under this Agreement, the Provider shall comply with all applicable District, federal and other state and local governmental laws, regulations, standards, or ordinances and, where applicable, any other applicable licensing and permit laws, regulations, standards, or ordinances as necessary for the lawful provision of the services required of the Provider under the terms of this Human Care Agreement.

SECTION D – HUMAN CARE SERVICE DELIVERY AND PERFORMANCE

D.1 Term of Agreement

- D.1.1** The term of this Human Care Agreement shall be for a period of one (1) base year and four (4) additional option years agreement of the parties, from the date in Item 11 on page 1 of this Human Care Agreement subject to the continuing availability of funds for any period beyond the end of the fiscal year in which this Agreement is awarded.
- D.1.2** If the Provider fails to perform its obligations under this Human Care Agreement in accordance with the Agreement and in a timely manner, or otherwise violates any provision of this Human Care Agreement, the District may terminate this Human Care Agreement for default or convenience of the District upon serving written notice of termination to the Provider in accordance with sections 7, 9 or 20 of the Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010, hereafter referred to as “Standard Contract Provisions”, which is incorporated into this Agreement as Incorporated Attachment 1.
- D.1.3** The District reserves the right to cancel a task order issued pursuant to this Human Care Agreement upon thirty (30) days written notice to the Provider.

D.2 Agreement Not A Commitment of Funds or Commitment To Purchase

This Agreement is not a commitment by the District to purchase any quantity of a particular good or service covered under this Human Care Agreement from the Provider. The District shall be obligated only to the extent that authorized purchases are actually made by purchase order or task order pursuant to this Human Care Agreement.

D.3 Option to Extend Term of the Agreement

- D.3.1** The District Government may extend the term of this Human Care Agreement for a period of four (4) one (1) year option periods, or fractions thereof, by written notice to the Provider prior to the expiration of the Agreement; provided that the District gives the Provider written notice of its intent to extend at least thirty (30) days before the Human Care Agreement expires. The preliminary notice does not commit the District to an extension. The exercise of an option is subject to the availability of funds at the time of the exercise of the option. The Provider may waive the thirty (30) day notice requirements by providing a written notice to the Contracting Officer.
- D.3.2** The service rates for the option periods shall be as specified in Part I, Section B, Human Care Services and Service Rates.
- D.3.3** If the District exercises an option, the extended Human Care Agreement shall be considered to include this option provision.

D.3.4 The total duration of this Human Care Agreement including the exercise of any options under this clause shall not exceed five (5) years.

D.4 Deliverables

The Provider shall provide the deliverables to the CA in accordance with the deliverable schedules that follow.

Deliverable Number	Deliverable Name	Method of Delivery	Due Date
0001	Work Plan as described in C.9.1.2	<ul style="list-style-type: none"> - 1 electronic copy and/or 1 soft copy clearly labeled with the following: - Electronically - Deliverable Name (Placement) - Youth's Name - Provider's Name - Date Completed - Date submitted 	The work plan shall be completed and submitted via e-mail to the DYRS Case Manager within 15 days of receiving a youth's ISP /IDP.
0002	Monthly Program Report described in C.14.5	1 electronic copy and/or 1 soft copy clearly labeled with the following: Electronically <ul style="list-style-type: none"> - Deliverable Name - Facility Name - Date Completed - Date Submitted 	Monthly Program Reports are due the 10 th day of each of the month. The report is submitted to: dyrs.providerreport@dc.gov
0003	Monthly Youth Progress Report as described in C.14.4.2	1 electronic copy and/or 1 soft copy clearly labeled with the following: Electronically <ul style="list-style-type: none"> - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted - Projected Release Date 	Youth Monthly Progress Reports are due the 10 th day of each month. The report is submitted via e-mail to the DYRS case manager.

0004	DYRS Absconder Report as described in C.15.1 and Attachment 2	1 electronic copy and 1 hard copy clearly labeled with the following: - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted	All Absconder Reports shall be submitted to the DYRS case Manager and CA via e-mail and a copy shall be forwarded to the D.C. Superior Court via fax by the end of the shift in which the incident occurred.
0005	DYRS Unusual Incident Report as described in C.15.2 and Attachment 3	1 electronic copy and 1 hard copy clearly labeled with the following: - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted	All Unusual Incident Reports shall be submitted via e-mail, fax by the end of the shift in which the incident occurred and followed up with a written report to the CA and DYRS case manager within 24 hours.
0006	Criminal Background Check Reports, as described in C.12.4 and F.14.1	E-mail	Within one business day of receipt from MPD
0007	Traffic Record Check Reports, as described in F.14.2	E-mail	Within one business day of receipt from DMV
0008	Individualized Service Plan, as described in (ISP/IDP)	1 electronic copy and/or 1 soft copy clearly labeled with the following: - Deliverable Name - Youth's Name - Facility Name - Date Completed - Date Submitted	within 3 days after acceptance of youth

SECTION E – HUMAN CARE SERVICE ADMINISTRATION

E.1 Contracting Officer/Human Care Agreement Administration

E.1.1 The Contracting Officer (CO) is the only District official authorized to bind contractually the District through signing a human care agreement or contract, and all documents relating to the human care agreement. All correspondence to the Contracting Officer shall be forwarded to:

LaTalya Palmer, Contracting Officer
Office of Contracting and Procurement Human Care Services Group
64 New York Ave, Suite 600
Washington, D.C. 20002
Telephone Number: (202) 671-4328
E-Mail: LaTalya.Palmer@dc.gov

E.2 Contracting Officer's Technical Representative

E.2.1 The Contracting Officer's Contract Administrator (CA) is the representative responsible for the general administration of this human care agreement and advising the Contracting Officer as to the compliance or noncompliance of the Provider with this Human Care Agreement. In addition, the Contracting Officer's Representative is responsible for the day-to-day monitoring and supervision of this Agreement. The Contracting Officer's Representative is not authorized or empowered to make amendments, changes, or revisions to this agreement. The Contracting Officer's Representative shall be:

Zachery Smith
Contract Compliance Specialist
Department of Youth and Rehabilitation Services, DYRS
450 H Street, N.W.
Washington, D.C. 20001

E.2.2 Contact Person

For information concerning this Human Care Agreement contact:

Ms. Ebony Chester, Contract Specialist
Office of Contracting and Procurement
64 New York Ave, Suite 600
Washington, D.C. 20002
Telephone Number: (202) 545-3170
E-Mail: ebony.chester@dc.gov

E.3 Ordering and Payment

E.3.1 The Provider **shall not** provide services under this Agreement unless the Provider is in actual receipt of a purchase order or task order for the period of the service that is signed by the Contracting Officer.

E.3.2 All purchase orders or task orders issued in accordance with this Agreement shall be subject to the terms and conditions of this Agreement. In the event of a conflict between a purchase order or a task order and this Agreement, the Agreement shall take precedence.

E.3.3 A purchase order or task order may be transmitted electronically.

E.3.4 The Provider shall submit electronically all monthly invoices with attached "Menu of Services for each referral for services to the agency, office, or program requesting the specified human care service, and as specified on page one (1) of the purchase order/task order, ***“Provider Shall Submit All Invoices To.”***

Department of Youth Rehabilitation Services
Office of the Chief Financial Officer
64 New York Ave., NE, 6th Floor
Washington., D.C. 20002

E.3.5 To ensure proper and prompt payment, each invoice for payment shall provide the following minimum information:

- (1) Provider name and address;
- (2) Invoice date, number and the total amount due;
- (3) Period or date of service;
- (4) Description of service;
- (5) Quantity of services provided or performed
- (6) Contract line item number (CLIN) , as applicable to each purchase order or task order;
- (7) Purchase order or task order number;
- (8) Agreement number;
- (9) Federal tax identification number (TIN);
- (10) Any other supporting documentation or information, as required; and
- (11) Name, title and telephone signature of the preparer.

E.3.6 Payment shall be made only after performance by the Provider under the Agreement as a result of a valid purchase order or task order of the agreement, or the purchase order/task order, in accordance with all provisions thereof.

PART II

SECTION F – AGREEMENT CLAUSES

F.1 Standard Contract Provisions Incorporated By Reference

The Government of the District of Columbia Standard Contract Provisions For Use With District of Columbia Government Supply and Services, dated July 2010 hereafter referred to as the “Standard Contract Provisions” are incorporated into this Human Care Agreement as Incorporated Attachment 1, and shall govern the relationship of the parties as contained in this Human Care Agreement. By signing this Human Care Agreement, the Provider agrees, and acknowledges its obligation to be bound by the Standard Contract Provisions, and its requirements.

F.2 District Of Columbia Interstate Compact

Youth accepted for placement in facilities outside of the District, who are under the age of 18, will be referred and approved for placement by District of Columbia Interstate Compact for Placement of Children.

F.3 Confidentiality

All services or treatment provided by the Provider through referrals by the District to the Provider shall be provided in a confidential manner and the Provider shall not release any information relating to a recipient of the services or otherwise as to the provision of those services or treatment to any individual other than an official of the District connected with the provision of services under this Human Care Agreement, except upon the written consent of the individual referral, or in the case of a minor, the custodial parent or legal guardian of the individual referral.

F.4 Modifications

This Human Care Agreement, applicable documents and attachments incorporated by reference constitutes the entire Agreement between the parties and all other communications prior to its execution, whether written or oral, with reference to the subject matter of this Agreement are superseded by this Human Care Agreement. The Contracting Officer may, at any time, by written order and without notice to a surety, if any, modify or change the agreement within the general scope, services, or service rates of the Agreement. No modification to this Agreement shall be valid unless approved in writing by the Contracting Officer, subject to any other approvals required in accordance with the District regulations at 27 DCMR. Except that the Contracting Officer may make purely clerical or administrative revisions to the Agreement with written notice to the Provider.

F.5 Tax Compliance Certification

In signing and submitting this Human Care Agreement, the Provider certifies, attests, agrees, and acknowledges that the Provider is in compliance with all applicable tax requirements of the District of Columbia and shall maintain that compliance for the duration of the Agreement.

F.6 Subcontracts

The Provider shall not subcontract any of the work or services provided in accordance with this Agreement to any subcontractor without the prior written consent of the Contracting Officer. Any work or service that may be subcontracted shall be performed pursuant to a written subcontract agreement, which the District shall have the right to review and approve prior to its execution. Any such subcontract shall specify that the Provider and the subcontractor shall be subject to every provision of this Human Care Agreement. Notwithstanding any subcontract approved by the District, the Provider shall remain solely liable to the District for all services required under this Human Care Agreement.

F.7 Provider Responsibility

F.7.1 The Provider bears primary responsibility for ensuring that the Provider fulfills all its Human Care Agreement requirements under any task order or purchase order that is issued to the Provider pursuant to this Human Care Agreement.

F.7.2 The Provider shall notify the District immediately whenever the Provider does not have adequate staff, financial resources, or facilities to comply with the provision of services under this Human Care Agreement.

F.8 INSURANCE:

A. GENERAL REQUIREMENTS. The Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall have its insurance broker or insurance company submit a Certificate of Insurance to the Contracting Officer giving evidence of the required coverage prior to commencing performance under this contract. In no event shall any work be performed until the required Certificates of Insurance signed by an authorized representative of the insurer(s) have been provided to, and accepted by, the Contracting Officer. All insurance shall be written with financially responsible companies authorized to do business in the District of Columbia or in the jurisdiction where the work is to be performed and have an A.M. Best Company rating of A-VIII or higher. The Contractor shall require all of its subcontractors to carry the same insurance required herein. The Contractor shall ensure that all policies provide that the Contracting Officer shall be given thirty (30) days prior written notice in the event the stated limit in the declarations page of the policy is reduced via endorsement or the policy is canceled prior to the expiration date shown on the certificate. The Contractor shall provide

the Contracting Officer with ten (10) days prior written notice in the event of non-payment of premium.

1. Commercial General Liability Insurance. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate; Bodily Injury and Property Damage including, but not limited to: premises-operations; broad form property damage; Products and Completed Operations; Personal and Advertising Injury; contractual liability and independent contractors. The policy coverage shall include the District of Columbia as an additional insured, shall be primary and non-contributory with any other insurance maintained by the District of Columbia, and shall contain a waiver of subrogation. The Contractor shall maintain Completed Operations coverage for five (5) years following final acceptance of the work performed under this contract.
2. Automobile Liability Insurance. The Contractor shall provide automobile liability insurance to cover all owned, hired or non-owned motor vehicles used in conjunction with the performance of this contract. The policy shall provide a \$1,000,000 per occurrence combined single limit for bodily injury and property damage.
3. Workers' Compensation Insurance. The Contractor shall provide Workers' Compensation insurance in accordance with the statutory mandates of the District of Columbia or the jurisdiction in which the contract is performed.

Employer's Liability Insurance. The Contractor shall provide employer's liability insurance as follows: \$500,000 per accident for injury; \$500,000 per employee for disease; and \$500,000 for policy disease limit.

4. Umbrella or Excess Liability Insurance. The Contractor shall provide umbrella or excess liability (which is excess over employer's liability, general liability, and automobile liability) insurance as follows: \$5,000,000 per occurrence, including the District of Columbia as additional insured.
5. Professional Liability Insurance (Errors & Omissions). The Contractor shall provide Professional Liability Insurance (Errors and Omissions) to cover liability resulting from any error or omission in the performance of professional services under this Contract. The policy shall provide limits of \$1,000,000 per occurrence for each wrongful act and \$3,000,000 annual aggregate.

The Contractor shall maintain this insurance for five (5) years following the District's final acceptance of the work performed under this contract.

6. Crime Insurance (3rd Party Indemnity). The Contractor shall provide a 3rd Party Crime policy to cover the dishonest acts of Contractor's employees which result in a loss to the District. The policy shall provide a limit of \$50,000 per occurrence. This coverage shall be endorsed to name the District of Columbia as joint-loss payee, as their interests may appear.

7. Sexual/Physical Abuse & Molestation. The Contractor shall provide evidence satisfactory to the Contracting Officer with respect to the services performed that it carries \$1,000,000 per occurrence limits; \$2,000,000 aggregate. The policy coverage shall include the District of Columbia as an additional insured. This insurance requirement will be considered met **if the general liability insurance includes sexual abuse and molestation coverage for the required amounts.**

B. DURATION. The Contractor shall carry all required insurance until all contract work is accepted by the District, and shall carry the required General Liability; any required Professional Liability; and any required Employment Practices Liability insurance for five (5) years following final acceptance of the work performed under this contract.

C. LIABILITY. These are the required minimum insurance requirements established by the District of Columbia. **HOWEVER, THE REQUIRED MINIMUM INSURANCE REQUIREMENTS PROVIDED ABOVE, WILL NOT IN ANY WAY LIMIT THE CONTRACTOR'S LIABILITY UNDER THIS CONTRACT.**

D. CONTRACTOR'S PROPERTY. Contractor and subcontractors are solely responsible for any loss or damage to their personal property, including but not limited to tools and equipment, scaffolding and temporary structures, rented machinery, or owned and leased equipment. A waiver of subrogation shall apply in favor of the District of Columbia.

F.8.1 CERTIFICATES OF INSURANCE. The Contractor shall submit certificates of insurance giving evidence of the required coverage as specified in Section F.10 prior to commencing work. Evidence of insurance shall be submitted to:

Ms. Ebony Chester, Contract Specialist,
Office of Contracting and Procurement
64 New York Ave, Suite 600
Washington, D.C. 20001
Telephone Number: (202) 545-3170
E-Mail: ebony.chester@dc.gov

E. MEASURE OF PAYMENT. The District shall not make any separate measure or payment for the cost of insurance and bonds. The Contractor shall include all of the costs of insurance and bonds in the contract price.

F. NOTIFICATION. The Contractor shall immediately provide the Contracting Officer with written notice in the event that its insurance coverage has or will be substantially changed, canceled or not renewed, and provide an updated certificate of insurance to the Contracting Officer.

F.9 Department Of Labor Wage Determinations

The Provider is bound by the U.S. Department of Labor Wage Determination No. 2005-2104, Revision 13, dated June 13, 2011 issued by the U.S. Department of Labor in accordance with the Service Agreement Act of 1965, as amended (41 U.S.C. 351-58), and incorporated into this Agreement as Attachment 4. The applicable U.S. Department of Labor Wage Determinations for the regions in which the Agreement services are provided shall bind Providers located in regions not bound by the above stated Wage Determination.

F.10 LIVING WAGE ACT OF 2006

F.10.1 Except as described in F.10.8 below, the Contractor shall comply with Title I of the Way to Work Amendment Act of 2006, effective June 8, 2006 (D.C. Law 16-118, D.C. Official Code §2-220.01 *et seq.*) (“Living Wage Act of 2006”), for contracts for services in the amount of \$100,000 or more in a 12-month period.

F.10.2 The Contractor shall pay its employees and subcontractors who perform services under the contract no less than the current living wage published on the OCP website at www.ocp.dc.gov.

F.10.3 The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to pay its employees who perform services under the contract no less than the current living wage rate.

F.10.4 The Department of Employment Services may adjust the living wage annually and the OCP will publish the current living wage rate on its website at www.ocp.dc.gov.

F.10.5 The Contractor shall provide a copy of the Fact Sheet attached as F.6 to each employee and subcontractor who performs services under the contract. The Contractor shall also post the Notice attached as F.7 in a conspicuous place in its place of business. The Contractor shall include in any subcontract for \$15,000 or more a provision requiring the subcontractor to post the Notice in a conspicuous place in its place of business.

F.10.6 The Contractor shall maintain its payroll records under the contract in the regular course of business for a period of at least three (3) years from the payroll date, and shall include this requirement in its subcontracts for \$15,000 or more under the contract.

F.10.7 The payment of wages required under the Living Wage Act of 2006 shall be consistent with and subject to the provisions of D.C. Official Code §32-1301 *et seq.*

F.10.8 The requirements of the Living Wage Act of 2006 do not apply to:

- (1) Contracts or other agreements that are subject to higher wage level determinations required by federal law;
- (2) Existing and future collective bargaining agreements, provided, that the future collective bargaining agreement results in the employee being paid no less than the established living wage;
- (3) Contracts for electricity, telephone, water, sewer or other services provided by a regulated utility;
- (4) Contracts for services needed immediately to prevent or respond to a disaster or eminent threat to public health or safety declared by the Mayor;
- (5) Contracts or other agreements that provide trainees with additional services including, but not limited to, case management and job readiness services; provided that the trainees do not replace employees subject to the Living Wage Act of 2006;
- (6) An employee under 22 years of age employed during a school vacation period, or enrolled as a full-time student, as defined by the respective institution, who is in high school or at an accredited institution of higher education and who works less than 25 hours per week; provided that he or she does not replace employees subject to the Living Wage Act of 2006;
- (7) Tenants or retail establishments that occupy property constructed or improved by receipt of government assistance from the District of Columbia; provided, that the tenant or retail establishment did not receive direct government assistance from the District;
- (8) Employees of nonprofit organizations that employ not more than 50 individuals and qualify for taxation exemption pursuant to section 501(c)(3) of the Internal Revenue Code of 1954, approved August 16, 1954 (68A Stat. 163; 26 U.S.C. § 501(c)(3));
- (9) Medicaid provider agreements for direct care services to Medicaid recipients, provided, that the direct care service is not provided through a home care agency, a community residence facility, or a group home for mentally retarded persons as those terms are defined in section 2 of the Health-Care and Community Residence Facility, Hospice, and Home Care Licensure Act of 1983, effective February 24, 1984 (D.C. Law 5-48; D.C. Official Code § 44-501); and
- (10) Contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

F.10.9 The Mayor may exempt a contractor from the requirements of the Living Wage Act of 2006, subject to the approval of Council, in accordance with the provisions of Section 109 of the Living Wage Act of 2006.

F.11 Special Indemnity

The following provision supplements Section 10 of the Standard Contract Provisions: The Provider shall indemnify and hold harmless the District and all its officers, agents and servants acting within the scope of their official duties against any and all assessments, fines or monetary penalties that may be imposed on the District by order or judgment of any court of competent jurisdiction, or required pursuant to the terms of a consent order, the Jerry M. Consent Decree or a consent agreement, as a consequence or result of any act, omission or default of the Provider, its employees, agents or subcontractors in the performance of, or in connection with, any work required or performed under this Human Care Agreement.

F.12 HIPAA BUSINESS ASSOCIATE COMPLIANCE AGREEMENT

For the purpose of this Business Associate Agreement (“BAA”), [DYRS], a covered component within the District of Columbia’s (“District”) Hybrid Entity will be referred to as a “Covered Entity” as that term is defined by the Health Insurance Portability and Accountability Act of 1996, as amended (“HIPAA”) and associated regulations promulgated at 45 C.F.R. §§ 160, 162 and 164 as amended (the “HIPAA Regulations”) and [PCC Stride, Inc.], as a recipient of Protected Health Information (“PHI”) or electronic PHI from [DYRS], is a “Business Associate” as that term is defined by HIPAA.

Terms used, but not otherwise defined, in this BAA shall have the same meaning as those terms in the HIPAA Regulations.

F.12.1 Definitions

- a. *Business Associate* means a person or entity, who, on behalf of the District or of an Organized Health Care Arrangement (as defined in this section) in which the Covered Entity participates, but other than in the capacity of a member of the Workforce of the District government or Organized Health Care Arrangement, creates, receives, maintains, or transmits PHI for a function or activity for the District, including claims processing or administration, data analysis, processing or administration, utilization review, quality assurance, patient safety activities listed at 42 C.F.R § 3.20, billing, benefit management, practice management, and repricing; or provides, other than in the capacity of a member of the Workforce of such Covered Entity, legal, actuarial, accounting, consulting, Data Aggregation (as defined in 45 C.F.R § 164.501), management, administrative, accreditation, or financial services to or for the District, or to or for an Organized Health Care Arrangement in which the District participates, where the provision of the service involves the disclosure of PHI from the District or arrangement, or from another Business Associate of the District or arrangement, to the person. A Covered Entity may be a Business Associate of another Covered Entity.

A Business Associate includes, (i) a Health Information Organization, e-prescribing gateway, or other person that provides data transmission services with respect to PHI to a Covered Entity and that requires access on a routine basis to such PHI; (ii) a person that offers a personal health record to one or more individuals on behalf of the District; (iii) a subcontractor that creates, receives, maintains, or transmits PHI on behalf of the Business Associate.

A *Business Associate* does not include: (i) a health care provider, with respect to disclosures by a Covered Entity to the health care provider concerning the treatment of the individual; (ii) a plan sponsor, with respect to disclosures by a group health plan (or by a health insurance issuer or health maintenance organization, HMO, with respect to a group health plan) to the plan sponsor, to the extent that the requirements of 45 C.F.R § 164.504(f) apply and are met; (iii) a government agency, with respect to determining eligibility for, or enrollment in, a government health plan that provides public benefits and is administered by another government agency, or collecting PHI for such purposes, to the extent such activities are authorized by law; (iv) a Covered Entity participating in an Organized Health Care Arrangement that performs a function, activity or service included in the definition of a Business Associate above for or on behalf of such Organized Health Care Arrangement.

- b. *Covered Entity* means a health plan, a health care clearinghouse, or a health care provider who transmits any health information in electronic form in connection with a transaction covered by 45 C.F.R. §§ 160 and 164. With respect to this BAA, *Covered Entity* shall also include the designated Health Care Components of the District government's Hybrid Entity or a District agency following HIPAA's implementing regulations and best practices.
- c. *Covered Functions* means those functions of a Covered Entity the performance of which makes the entity a health plan, health care provider, or health care clearinghouse.
- d. *Data Aggregation* means, with respect to PHI created or received by a Business Associate in its capacity as the Business Associate of a Covered Entity, the combining of such PHI by the Business Associate with the PHI received by the Business Associate in its capacity as a Business Associate of another Covered Entity, to permit data analyses that relate to the health care operations of the respective Covered Entities.
- e. *Designated Record Set* means a group of records maintained by or for a Covered Entity that are:
 - i. The medical records and billing records about individuals maintained by or for a covered health care provider;
 - ii. The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
 - iii. Records used, in whole or in part, by or for the Covered Entity to make decisions about individuals.
- f. *Health Care* means care, services, or supplies related to the health of an individual. Health care includes, but is not limited to, the following:
 - i. Preventive, diagnostic, therapeutic, rehabilitative, maintenance, or palliative care, and counseling, service, assessment, or procedure with respect to the physical or mental condition, or functional status, of an individual or that affects the structure or function of the body; and
 - ii. Sale or dispensing of a drug, device, equipment, or other item in accordance with the prescription.
- g. *Health Care Components* means a component or a combination of components of a Hybrid Entity designated by a Hybrid Entity in accordance with 45 CFR § 164.105(a)(2)(iii)(D). *Health Care Components* must include non-Covered Functions that provide services to the Covered Functions for the purpose of facilitating the sharing of PHI with such functions of the Hybrid Entity without Business Associate agreements or individual authorizations.

- h. *Health Care Operations* shall include (1) conducting quality assessment and improvement activities, including outcomes evaluation and development of clinical guidelines, provided that the obtaining of generalizable knowledge is not the primary purpose of any studies resulting from such activities; patient safety activities (as defined in 42 C.F.R § 3.20); population-based activities relating to improving health or reducing health care costs, protocol development, case management and care coordination, contacting of health care providers and patients with information about treatment alternatives; and related functions that do not include treatment; (2) reviewing the competence or qualifications of health care professionals, evaluating practitioner and provider performance, health plan performance, conducting training programs in which students, trainees, or practitioners in areas of health care learn under supervision to practice or improve their skills as health care providers, training of non-health care professionals, accreditation, certification, licensing, or credentialing activities; (3) except as prohibited under 45 C.F.R. § 164.502(a)(5)(i), underwriting, enrollment, premium rating, and other activities related to the creation, renewal, or replacement of a contract of health insurance or health benefits, and ceding, securing, or placing a contract for reinsurance of risk relating to claims for health care (including stop-loss insurance and excess of loss insurance), provided that the requirements of 45 C.F.R. § 164.514(g) are met, if applicable; (4) conducting or arranging for medical review, legal services, and auditing functions, including fraud and abuse detection and compliance programs; (5) business planning and development, such as conducting cost-management and planning-related analyses related to managing and operating the entity, including formulary development and administration, development or improvement of methods of payment or coverage policies; and (6) business management and general administrative activities of the entity, including, but not limited to: (i) management activities relating to implementation of and compliance with the requirements of this subchapter; (ii) customer service, including the provision of data analyses for policy holders, plan sponsors, or other customers, provided that PHI is not disclosed to such policy holder, plan sponsor, or customer.(iii) resolution of internal grievances;(iv) The sale, transfer, merger, or consolidation of all or part of the Covered Entity with another Covered Entity, or an entity that following such activity will become a Covered Entity and due diligence related to such activity; and(v) consistent with the applicable requirements of 45 C.F.R. § 164.514, creating de-identified health information or a limited data set, and fundraising for the benefit of the Covered Entity..
- i. *Hybrid Entity* means a single legal entity that is a Covered Entity and whose business activities include both covered and non-Covered Functions, and that designates Health Care Components, in accordance with 45 C.F.R. § 164.105(a)(2)(iii)(C). A *Hybrid Entity* is required to designate Health Care Components, any other components of the entity that provide services to the Covered Functions for the purpose of facilitating the sharing of PHI with such functions of the Hybrid Entity without Business Associate agreements or individual authorizations. The District is a Hybrid Covered Entity. Hybrid Entities are required to designate and include functions, services and activities within its own organization, which would meet the definition of Business Associate and irrespective of whether performed by employees of the Hybrid Entity, as part of its Health Care Components for compliance with the Security Rule and privacy requirements under this BAA.
- j. *Individual* shall mean the person who is the subject of PHI in accordance with 45 C.F.R. § 160.103. The term *individual* shall also include the individual's personal representative in accordance with 45 C.F.R. § 164.502(g).
- k. *Individually Identifiable Health Information* shall mean information that is a subset of health information, including demographic information collected from an individual, and;

- i. Is created or received by a health care provider, health plan, employer, or health care clearinghouse;
 - ii. Relates to the past, present, or future physical or mental health or condition of an individual; or the past, present, or future payment for the provision of health care to an individual; and
 - iii. That identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
- l. *National Provider Identifier (NPI)* shall mean the Standard Unique Health Identifier for Healthcare Providers as defined at 42 C.F.R. § 162.406.
- m. *Organized Health Care Arrangement* shall mean (1) a clinically integrated care setting in which individuals typically receive health care from more than one health care provider; (2) an organized system of health care in which more than one Covered Entity participates and in which the participating Covered Entities: (i) hold themselves out to the public as participating in a joint arrangement; and (ii) participate in joint activities that include at least one of the following: (a) utilization review, in which health care decisions by participating Covered Entities are reviewed by other participating Covered Entities or by a third party on their behalf; (b) quality assessment and improvement activities, in which treatment provided by participating Covered Entities is assessed by other participating Covered Entities or by a third party on their behalf; or (c) payment activities, if the financial risk for delivering health care is shared, in part or in whole, by participating Covered Entities through the joint arrangement and if PHI created or received by a Covered Entity is reviewed by other participating Covered Entities or by a third party on their behalf for the purpose of administering the sharing of financial risk in accordance with 42 C.F.R. § 160.103.
- n. *Personal Representative*: shall mean a person authorized, under District or other applicable law, to act on behalf of the subject of PHI in accordance with 42 C.F.R. § 164.502(g).
- o. *Privacy and Security Official*: shall mean the person or persons designated by the District, a Hybrid Entity, who is/are responsible for developing, maintaining, implementing and enforcing the District-wide Privacy Policies and Procedures, and for overseeing full compliance with HIPAA Regulations, and other applicable federal and state privacy laws.
- p. *Privacy Officer* shall mean the person designated by the District's Privacy and Security Official or one of the District's covered components within its Hybrid Entity, who is responsible for overseeing compliance with a Covered Agency's Privacy Policies and Procedures, the HIPAA Regulations and other applicable federal and state privacy laws. Also referred to as the agency Privacy Officer, the individual shall follow the guidance of the District's Privacy and Security Official, and shall be responsive to and report to the District's Privacy and Security Official on matters pertaining to HIPAA compliance.
- q. *Privacy Rule* shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 C.F.R. parts 160 and 164, subparts A and E.
- r. *Protected Health Information ("PHI")* means individually identifiable health information, including electronic information ("ePHI"), that is created or received by the Business Associate from or on behalf of the Covered Entity, or agency following HIPAA best practices, which is:
 - i. Transmitted by, created or maintained in electronic media; or

- ii. Transmitted or maintained in any other form or medium;
- iii. PHI or ePHI does not include individually identifiable health information: (i) In education records covered by the Family Educational Rights and Privacy Act, as amended, 20 U.S.C. § 1232g; (ii) In records described at 20 U.S.C. § 1232(g)(a)(4)(B)(iv); (iii) In employment records held by a Covered Entity in its role as employer; and (iv) Regarding a person who has been deceased for more than 50 years.
- s. *Record* shall mean any item, collection, or grouping of information that includes PHI and is maintained, collected, used, or disseminated by or for a Covered Entity.
- t. *Required By Law* means a mandate contained in law that compels an entity to make a use or disclosure of PHI and that is enforceable in a court of law. Required by law includes, but is not limited to, court orders and court-ordered warrants; subpoenas or summons issued by a court, grand jury, a governmental or tribal inspector general, or an administrative body authorized to require the production of information; a civil or an authorized investigative demand; Medicare conditions of participation with respect to health care providers participating in the program; and statutes or regulations that require the production of information, including statutes or regulations that require such information if payment is sought under a government program providing public benefits pursuant to 45 C.F.R. § 164.103.
- u. *Secretary* means the person serving as Secretary of the United States Department of Health and Human Services (HHS) or any other officer or employee of HHS to whom the authority involved has been delegated.
- v. *Security Officer* means the person designated by the Security Official or one of the District of Columbia's designated Health Care Components, who is responsible for overseeing compliance with the Covered Agency's Privacy Policies and Procedures, the Security Rules, and other applicable federal and state privacy law(s). The Covered Agency's security officer shall follow the guidance of the District's Security Official, as well as the Associate Security Official within the Office of the Chief Technology Officer, and shall be responsive to the same on matters pertaining to HIPAA compliance.
- w. *Security Rule* shall mean the Standards for Security of Individually Identifiable Health Information at 45 C.F.R. parts 160, 162 and 164, subpart C.
- x. Unsecured PHI shall mean PHI that is not rendered unusable, unreadable, or indecipherable to unauthorized persons through the use of a technology or methodology specified by the U.S. Department of Health and Human Services Secretary in the guidance issue under § 13402(h)(2) of the Health Information Technology Economic and Clinical Health Act (HITECH), enacted as part of the American Recovery and Reinvestment Act of 2009 (ARRA)(Pub.L 111-5, 123 Stat 115), approved February 17, 2009.
- y. *Workforce* shall mean employees, volunteers, trainees, and other persons whose conduct, in the performance of work for a Covered Entity or Business Associate, is under the direct control of such Covered Entity, whether or not they are paid by the Covered Entity or Business Associate.

2. Obligations and Activities of Business Associate

Business Associate agrees to comply with applicable federal and District confidentiality and security laws, including, but not limited to the Privacy Rule and Security Rule and the following:

- a. Business Associate agrees not to use or disclose PHI or ePHI (other than as permitted or required by this BAA or as Required by Law.
- b. Business Associate agrees to use appropriate safeguards and comply with administrative, physical, and technical safeguards requirements described at 45 C.F.R. §§ 164.308, 164.310, 164.312 and 164.316 as required by § 13401 of the Health Information Technology Economic and Clinical Health Act (“HITECH”), enacted as part of the American Recovery and Reinvestment Act of 2009 (“ARRA”)(Pub.L 111-5, 123 Stat 115) approved February 17, 2009, to maintain the security of the PHI and to prevent use or disclosure of such PHI other than as provided for by this BAA. Business Associate acknowledges that, pursuant § 13401, Business Associate must comply with the Security Rule and privacy provisions detailed in this BAA.

The additional requirements of § 13401 of HITECH that relate to security and apply to a Covered Entity shall also apply to Business Associate and shall be incorporated into an agreement between the Business Associate and the Covered Entity. Business Associate shall be directly liable for any violations of this BAA or HIPAA Regulations. A summary of HIPAA Security Standards for the Protection of ePHI, found at Appendix A to Subpart C or 45 C.F.R. Part 164 is as follows:

Administrative Safeguards

Security Management Process	164.308(a)(1)	Risk Analysis (R) Risk Management (R) Sanction Policy (R) Information System Activity Review (R)
Assigned Security Responsibility	164.308(a)(2)	(R)
Workforce Security	164.308(a)(3)	Authorization and/or Supervision (A) Workforce Clearance Procedure Termination Procedures (A)
Information Access Management	164.308(a)(4)	Isolating Health care Clearinghouse Function (R) Access Authorization (A) Access Establishment and Modification (A)
Security Awareness and Training	164.308(a)(5)	Security Reminders (A) Protection from Malicious Software (A) Log-in Monitoring (A) Password Management (A)
Security Incident Procedures	164.308(a)(6)	Response and Reporting (R)
Contingency Plan	164.308(a)(7)	Data Backup Plan (R) Disaster Recovery Plan (R) Emergency Mode Operation Plan (R) Testing and Revision Procedure (A) Applications and Data Criticality Analysis (A)
Evaluation	164.308(a)(8)	(R)
Business Associate Contracts and Other Arrangement	164.308(b)(1)	Written Contract or Other Arrangement (R)

Physical Safeguards

Facility Access Controls	164.310(a)(1)	Contingency Operations (A) Facility Security Plan (A) Access Control and Validation Procedures (A) Maintenance Records (A)
Workstation Use	164.310(b)	(R)
Workstation Security	164.310(c)	(R)
Device and Media Controls	164.310(d)(1)	Disposal (R) Media Re-use (R) Accountability (A) Data Backup and Storage (A)

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Technical Safeguards (see § 164.312)

Access Control	164.312(a)(1)	Unique User Identification (R) Emergency Access Procedure (R) Automatic Logoff (A) Encryption and Decryption (A)
Audit Controls	164.312(b)	(R)
Integrity	164.312(c)(1)	Mechanism to Authenticate Electronic Protected Health Information (A)
Person or Entity Authentication	164.312(d)	(R)
Transmission Security	164.312(e)(1)	Integrity Controls (A) Encryption (A)

- c. The Business Associate agrees to name a Privacy and/or Security Officer who is accountable for developing, maintaining, implementing, overseeing the compliance of and enforcing compliance with this BAA, the Security Rule and other applicable federal and state privacy law within the Business Associate’s business. The Business Associate reports violations and conditions to the District-wide Privacy and Security Official and/or the Agency Privacy Officer of the covered component within the District’s Hybrid Entity.
- d. The Business Associate agrees to establish procedures for mitigating, and to mitigate to the extent practicable, any deleterious effects that are known to the Business Associate of a use or disclosure of PHI by the Business Associate in violation of the requirements of this BAA.
- e. The Business Associate agrees to report to Covered Entity, in writing, any use or disclosure of the PHI not permitted or required by this BAA or other incident or condition arising out the Security Rule, including breaches of unsecured PHI as required at 45 C.F.R § 164.410, to the District-wide Privacy and Security Official or agency Privacy Officer within ten (10) business days from the time the Business Associate becomes aware of such unauthorized use or disclosure. However, if the Business Associate is an agent of the District (i.e., performing delegated essential governmental functions), the Business Associate must report the incident or condition immediately. Upon the determination of an actual data breach, and in consultation with the District’s Privacy and Security Official, the Business Associate will handle breach notifications to individuals, the U.S. Department of Health and Human Services, Office for Civil Rights (OCR), and potentially the media, on behalf of the District.
- f. The Business Associate agrees to ensure that any Workforce member or any agent, including a subcontractor, agrees to the same restrictions and conditions that apply through this BAA with respect to PHI received from the Business Associate, PHI created by the Business Associate, or PHI received by the Business Associate on behalf of the Covered Entity.
- g. In accordance with 45 C.F.R §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit PHI on behalf of the Business Associate agree to the same restrictions, conditions, and requirements that apply to the Business Associate with respect to such information
- h. Initially, within ten (10) business days following the commencement of this Contract, or within ten (10) business days of a new or updated agreement with a subcontractor, the Business Associate agrees to provide the District a list of all subcontractors who meet the definition of a

Business Associate. Additionally, Business Associate agrees to ensure its subcontractors understanding of liability and monitor, where applicable, compliance with the Security Rule and applicable privacy provisions in this BAA.

- i. The Business Associate agrees to provide access within five (5) business days, at the request of the Covered Entity or an Individual, **at a mutually agreed upon location, during normal business hours, and in a format** as directed by the District Privacy Official or agency Privacy Officer, or as otherwise mandated by the Privacy Rule or applicable District laws, rules and regulations, to PHI in a Designated Record Set, to the Covered Entity or an Individual, to facilitate the District's compliance with the requirements under 45 C.F.R. §164.524.
- j. The Business Associate agrees to make any amendment(s) within five (5) business days to the PHI in a Designated Record Set that the Covered Entity directs or agrees to pursuant to 45 C.F.R § 164.526 in a format *[agency should insert appropriate terms for amendment if applicable]* or as directed by the District Privacy Official or agency Privacy Officer in order to facilitate the District's compliance with the requirements under 45 C.F.R. §164.526.
- k. The Business Associate agrees to use the standard practices of the Covered Entity to verify the identification and authority of an Individual who requests the PHI in a Designated Record Set of a recipient of services from or through the Covered Entity. The Business Associate agrees to comply with the applicable portions of the *[Insert Applicable Agency Identity And Procedure Verification Policy]*, attached hereto as Exhibit A and incorporated by reference.
- l. The Business Associate agrees to record authorizations and log such disclosures of PHI and information related to such disclosures as would be required for the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528 and applicable District laws, rules and regulations.
- m. The Business Associate agrees to provide to the Covered Entity or an Individual, within five (5) business days of a request **at a mutually agreed upon location, during normal business hours, and in a format designated** *[delete bolded material and insert agency appropriate terms if applicable]* by the District's Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate Workforce member, information collected in accordance with Paragraph (i) of this Section above, to permit the Covered Entity to respond to a request by an Individual for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528, and applicable District laws, rules and regulations.
- n. The Business Associate agrees to make internal practices, books, and records, including policies and procedures, and PHI, relating to the use and disclosure of PHI received from the Business Associate, or created, or received by the Business Associate on behalf of the Covered Entity, available to the Covered Entity, or to the Secretary, within five (5) business days of their request and **at a mutually agreed upon location, during normal business hours, and in a format designated** *[delete bolded material and insert negotiated terms if applicable]* by the District Privacy and Security Official or agency Privacy Officer and the duly authorized Business Associate Workforce member, or in a time and manner designated by the Secretary, for purposes of the Secretary in determining compliance of the Covered Entity with the Privacy Rule.
- o. To the extent the Business Associate is to carry out one or more of Covered Entity's obligation(s) under Subpart E of 45 C.F.R Part 164, the Business Associate agrees to comply with the requirements of Subpart E that apply to the Covered Entity in the performance of such obligation(s).

- p. As deemed necessary by the District, the Business Associate agrees to the monitoring and auditing of items listed in paragraph 2 of this BAA, as well as data systems storing or transmitting PHI, to verify compliance.
- q. The Business Associate may aggregate PHI in its possession with the PHI of other Covered Entities that Business Associate has in its possession through its capacity as a Business Associate to other Covered Entities provided that the purpose of the Data Aggregation is to provide the Covered Entity with data analyses to the Health Care Operations of the Covered Entity. Under no circumstances may the Business Associate disclose PHI of one Covered Entity to another Covered Entity absent the explicit written authorization and consent of the Privacy Officer/Liaison or a duly authorized Workforce member of the Covered Entity.
- r. Business Associate may de-identify any and all PHI provided that the de-identification conforms to the requirements of 45 C.F.R. § 164.514(a)-(b) and any associated HHS guidance. Pursuant to 45 C.F.R. § 164.502(d)(2), de-identified information does not constitute PHI and is not subject to the terms of this BAA.
- s. If the Business Associate has not submitted the District's Business Associate Questionnaire prior to contract award, the Business Associate shall file the Questionnaire with the Agency Privacy Officer/Liaison or the Agency Contract Administrator within 30 days after contract award. Business Associate shall file and submit an updated Questionnaire to the Agency Privacy Officer/Liaison or the Agency Contract Administrator on or before October 1st of each contract year. At the discretion of the Agency Privacy Officer/Liaison, Business Associates with limited access to PHI may be granted a written waiver to file a letter attesting to their HIPAA compliance on or before October 1st of each contract year. A copy of the Business Associate Questionnaire can be located at [www.ocp.dc.gov/OCP Solicitations /Required Solicitation Documents](http://www.ocp.dc.gov/OCP_Solicitations/Required_Solicitation_Documents).

3. Permitted Uses and Disclosures by the Business Associate

- a. Except as otherwise limited in this BAA, the Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, the Covered Entity as specified in the Contract, provided that such use or disclosure would not violate Subpart E of 45 C.F.R Part 164 if the same activity were performed by the Covered Entity or would not violate the minimum necessary policies and procedures of the Covered Entity.
- b. Except as otherwise limited in this BAA, the Business Associate may use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.
- c. Except as otherwise limited in this BAA, the Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that the disclosures are Required By Law, or the Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used, or further disclosed, only as Required By Law, or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it has knowledge that the confidentiality of the information has been breached.
- d. Except as otherwise limited in this BAA, the Business Associate may use PHI to provide Data Aggregation services to the Covered Entity as permitted by 45 C.F.R. § 164.504(e)(2)(i)(B).

- e. Business Associate may use PHI to report violations of this BAA or the HIPAA Regulations to the appropriate federal and District of Columbia authorities, consistent with 45 C.F.R. § 164.502(j)(1)-(2).

4. Additional Obligations of the Business Associate

- a. Business Associate shall submit a written report to the Covered Entity that identifies the files and reports that constitute the Designated Record Set of the Covered Entity. Business Associate shall submit said written report to the Privacy Officer no later than thirty (30) business days after the commencement of this BAA. In the event that Business Associate utilizes new files or reports which constitute the Designated Record Set, Business Associate shall notify the Covered Entity of said event within thirty (30) days of the commencement of the file's or report's usage. The Designated Record Set file shall include, but not be limited to the identity of the following:
 - i. Name of the Business Associate of the Covered Entity;
 - ii. Title of the Report/File;
 - iii. Confirmation that the Report/File contains PHI(Yes or No);
 - iv. Description of the basic content of the Report/File;
 - v. Format of the Report/File (Electronic or Paper);
 - vi. Physical location of Report/File;
 - vii. Name and telephone number of current member(s) of the Workforce of the Covered Entity or other District Government agency responsible for receiving and processing requests for PHI; and
 - viii. Supporting documents if the recipient/personal representative has access to the Report/File.
- b. Business Associate must provide assurances to the Covered Entity that it will continue to employ sufficient administrative, technical and physical safeguards, as described under the Security Rule, to protect and secure (the Covered Entity's) ePHI entrusted to it. These safeguards include:
 - i. The Business Associate agrees to administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that the Business Associate creates, receives, maintains or transmits on behalf of the Covered Entity.
 - ii. The Business Associate agrees to report to the Covered Entity any security incident of which it becomes aware, including any attempts to access ePHI, whether those attempts were successful or not.
 - iii. This BAA may be terminated if the Covered Entity determines that the Business Associate has materially breached the agreement.
 - iv. The Business Associate agrees to make all policies and procedures, and documents relating to security, available to the Secretary of HHS for the purposes of determining the Covered Entity's compliance with HIPAA.
 - v. This BAA continues in force for as long as the Business Associate retains any access to the Covered Entity's ePHI.

- vi. With respect to the subset of PHI known as electronic PHI (ePHI) as defined by HIPAA Security Standards at 45 C.F.R. §§ 160 and 164, subparts A and C (the "Security Rule"), if in performing the Services, Business Associate, its employees, agents, subcontractors and any other individual permitted by Business Associate will have access to any computer system, network, file, data or software owned by or licensed to Provider that contains ePHI, or if Business Associate otherwise creates, maintains, or transmits ePHI on Provider's behalf, Business Associate shall take reasonable security measures necessary to protect the security of all such computer systems, networks, files, data and software. With respect to the security of ePHI, Business Associate shall: (a) Implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the ePHI that it creates, receives, maintains, or transmits on behalf of the Provider; (b) Ensure that any agent, including a subcontractor, to whom it provides such information agrees to implement reasonable and appropriate safeguards to protect it; and (c) Report to the Provider any security incident of which it becomes aware.
 - vii. Business Associate agrees not to electronically transmit or permit access to PHI unless such transmission or access is authorized by this BAA and further agrees that it shall only transmit or permit such access if such information is secured in a manner that is consistent with applicable law, including the Security Rule. For purposes of this BAA "encrypted" shall mean the reversible conversion of readable information into unreadable, protected form so that only a recipient who has the appropriate "key" can convert the information back into original readable form. If the Covered Entity stores, uses or maintains PHI in encrypted form, or in any other secured form acceptable under the security regulations, Covered Entity shall promptly, at request, provide with the key or keys to decrypt such information and will otherwise assure that such PHI is accessible by upon reasonable request.
 - viii. In the event Business Associate performs functions or activities involving the use or disclosure of PHI on behalf of Covered Entity that involve the installation or maintenance of any software (as it functions alone or in combination with any hardware or other software), Business Associate shall ensure that all such software complies with all applicable standards and specifications required by the HIPAA Regulations and shall inform of any software standards or specifications not compliant with the HIPAA Regulations.
- c. At the request of the Covered Entity, the Business Associate agrees to amend this BAA to comply with all HIPAA mandates.

5. Sanctions

Business Associate agrees that its Workforce members, agents and subcontractors who violate the provisions of HIPAA or other applicable federal or District privacy law will be subject to discipline in accordance with Business Associate's internal Personnel Policy and applicable collective bargaining agreements. Business Associate agrees to impose sanctions consistent with Business Associate's personnel policies and procedures and applicable collective bargaining agreements with respect to persons employed by it. Members of the Business Associate Workforce who are not employed by Business Associate are subject to the policies and applicable sanctions for violation of this BAA. In the event Business Associate imposes sanctions against any member of its Workforce, agents and subcontractors for violation of the provisions of HIPAA

or other applicable federal or District privacy laws, the Business Associate shall inform the District Privacy Official or the agency Privacy Officer/Liasion of the imposition of sanctions.

6. Obligations of the Covered Entity

- a. The Covered Entity shall notify the Business Associate of any limitation(s) in its Notice of Privacy Practices of the Covered Entity in accordance with 45 C.F.R. § 164.520, to the extent that such limitation may affect the use or disclosure of PHI by the Business Associate.
- b. The Covered Entity shall notify the Business Associate of any changes in, or revocation of, permission by the Individual to the use or disclosure of PHI, to the extent that such changes may affect the use or disclosure of PHI by the Business Associate.
- c. The Covered Entity shall notify the Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect the use or disclosure of PHI by the Business Associate.

7. Permissible Requests by Covered Entity

Covered Entity shall not request the Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule and Subpart E of 45 C.F.R Part 164 if done by the Covered Entity.

8. Representations and Warranties.

The Business Associate represents and warrants to the Covered Entity:

- a. That it is duly organized, validly existing, and in good standing under the laws of the jurisdiction in which it is organized or licensed, it has the full power to execute this BAA and it, its employees, agents, subcontractors, representatives and members of its Workforce are licensed and in good standing with the applicable agency, board, or governing body to perform its obligations hereunder, and that the performance by it of its obligations under this BAA has been duly authorized by all necessary corporate or other actions and will not violate any provision of any license, corporate charter or bylaws;
- b. That it, its employees, agents, subcontractors, representatives and members of its Workforce are in good standing with the District, that it, its employees, agents, subcontractors, representatives and members of its Workforce will submit a letter of good standing from the District, and that it, its employees, agents, subcontractors, representatives and members of its Workforce have not been de-barred from being employed as a contractor by the federal government or District;
- c. That neither the execution of this BAA, nor its performance hereunder, will directly or indirectly violate or interfere with the terms of another agreement to which it is a party, or give any governmental entity the right to suspend, terminate, or modify any of its governmental authorizations or assets required for its performance hereunder. The Business Associate represents and warrants to the Covered Entity that it will not enter into any agreement the execution or performance of which would violate or interfere with this BAA;
- d. That it is not currently the subject of a voluntary or involuntary petition in bankruptcy, does not currently contemplate filing any such voluntary petition, and is not aware of any claim for the filing of an involuntary petition;

- e. That all of its employees, agents, subcontractors, representatives and members of its Workforce, whose services may be used to fulfill obligations under this BAA are or shall be appropriately informed of the terms of this BAA and are under legal obligation to the Business Associate, by contract or otherwise, sufficient to enable the Business Associate to fully comply with all provisions of this BAA. Modifications or limitations that the Covered Entity has agreed to adhere to with regards to the use and disclosure of PHI of any individual that materially affects or limits the uses and disclosures that are otherwise permitted under the Privacy Rule will be communicated to the Business Associate, in writing, and in a timely fashion;
- f. That it will reasonably cooperate with the Covered Entity in the performance of the mutual obligations under this Agreement;
- g. That neither the Business Associate, nor its shareholders, members, directors, officers, agents, subcontractors, employees or members of its Workforce have been excluded or served a notice of exclusion or have been served with a notice of proposed exclusion, or have committed any acts which are cause for exclusion, from participation in, or had any sanctions, or civil or criminal penalties imposed under, any federal or District healthcare program, including but not limited to Medicare or Medicaid, or have been convicted, under federal or District law (including without limitation following a plea of *nolo contendere* or no contest or participation in a first offender deferred adjudication or other arrangement whereby a judgment of conviction has been withheld), of a criminal offense related to (a) the neglect or abuse of a patient, (b) the delivery of an item or service, including the performance of management or administrative services related to the delivery of an item or service, under a federal or District healthcare program, (c) fraud, theft, embezzlement, breach of fiduciary responsibility, or other financial misconduct in connection with the delivery of a healthcare item or service or with respect to any act or omission in any program operated by or financed in whole or in part by any federal, state, or local government agency (d) the unlawful, manufacture, distribution, prescription or dispensing of a controlled substance, or (e) interference with or obstruction of any investigation into any criminal offense described in (a) through (d) above. The Business Associate further agrees to notify the Covered Entity immediately after the Business Associate becomes aware that any of the foregoing representations and warranties may be inaccurate or may become incorrect

9. Term and Termination

- a. *Term.* The requirements of this BAA shall be effective as of the date of the contract award, and shall terminate when all of the PHI provided by the Covered Entity to the Business Associate, or created or received by the Business Associate on behalf of the Covered Entity, is confidentially destroyed or returned to the Covered Entity within five (5) business days of its request. The PHI shall be returned in a format mutually agreed upon by and between the Privacy Official and/or Privacy Officer or their designee and the appropriate and duly authorized Workforce member of the Business Associate.; If it is infeasible to return or confidentially destroy the PHI, protections shall be extended to such information, in accordance with the termination provisions in this Section and communicated to the Privacy Official or Privacy Officer or their designee. The requirement to return PHI to the District at the end of the contract term or if the contract is terminated applies irrespective of whether the Business Associate is also a Covered Entity under HIPAA. Where a Business Associate is also a Covered Entity, PHI provided by the District, or created or received by the Business Associate on behalf of the District, a duplicate of the record may be acceptable if mutually agreed.
- b. *Termination for Cause.* Upon the Covered Entity's knowledge of a material breach of this BAA by the Business Associate, the Covered Entity shall either:

- i. Provide an opportunity for the Business Associate to cure the breach within a period of ten (10) days (or such longer period as the District may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure or end the violation and terminate the Contract if the Business Associate does not cure the breach or end the violation within the time specified by the Covered Entity; or
- ii. Immediately terminate the Contract if the Business Associate breaches a material term of this BAA and a cure is not possible.

If neither termination nor cure is feasible, the Covered Entity shall report the violation to the Secretary of HHS.

c. *Effect of Termination.*

- i. Except as provided in paragraph (ii) of this section, upon termination of the Contract, for any reason, the Business Associate shall return in a **mutually agreed upon format or confidentially destroy** [*delete bolded material and insert negotiated terms and conditions if applicable*] all PHI received from the Covered Entity, or created or received by the Business Associate on behalf of the Covered Entity within five (5) business days of termination. This provision shall apply to PHI that is in the possession of ALL subcontractors, agents or Workforce members of the Business Associate. The Business Associate shall retain no copies of PHI in any form.
- ii. In the event that the Business Associate determines that returning or destroying the PHI is infeasible, the Business Associate shall provide written notification to the Covered Entity of the conditions that make the return or confidential destruction infeasible. Upon determination by the agency Privacy Officer/Liaison that the return or confidential destruction of the PHI is infeasible, the Business Associate shall extend the protections of this BAA to such PHI and limit further uses and disclosures of such PHI for so long as the Business Associate maintains such PHI. Additionally, the Business Associate shall:
 - (1) Retain only that PHI which is necessary for Business Associate to continue its proper management and administration or to carry out its legal responsibilities;
 - (2) Return to Covered Entity [or, if agreed to by Covered Entity, destroy] the remaining PHI that the Business Associate still maintains in any form;
 - (3) Continue to use appropriate safeguards and comply with Subpart C of 45 C.F.R Part 164 with respect to ePHI to prevent use or disclosure of the PHI, other than as provided for in this section, for as long as Business Associate retains the PHI;
 - (4) Not use or disclose the PHI retained by Business Associate other than for the purposes for which such PHI was retained and subject to the same conditions set out at [Insert section number related to paragraph (ender "Permitted Uses and Disclosures By The Business Associate")] which applied prior to termination; and
 - (5) Return to Covered Entity [or, if agreed to by Covered Entity, destroy] the Protected Health Information retained by Business Associate when it is no longer needed by Business Associate for its proper management and administration or to carry out its legal responsibilities.

The obligations outlined in Section 2. Obligations and Activities of Business Associate shall survive the termination of this Contract.

10. Miscellaneous

- a. *Regulatory References.* A reference in this BAA to a section in the Privacy Rule means the section as in effect or as amended.
- b. *Amendment.* A Covered Entity and Business Associate (“the Parties”) agree to take such action as is necessary to amend this BAA from time to time as is necessary for the Covered Entity to comply with the requirements of the Privacy Rule and HIPAA Regulations. Except for provisions Required By Law as defined herein, no provision hereof shall be deemed waived unless in expressed in writing and signed by duly authorized representatives of the Parties. A waiver with respect to one event shall not be construed as continuing, or as a bar to or waiver of any other right or remedy under this BAA.
- c. *Survival.* The respective rights and obligations of the Business Associate under Section 9. Term and Termination of this HIPAA Compliance BAA and Sections 9 and 20 of the Standard Contract Provisions for use with the District of Columbia Government Supply and Services Contracts shall survive termination of the Contract.
- d. *Interpretation.* Any ambiguity in this BAA shall be resolved to permit compliance with applicable federal and District laws, rules and regulations, and the HIPAA Rules, and any requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary; provided that applicable federal and District laws, rules and regulations shall supersede the Privacy Rule if, and to the extent that they impose additional requirements, have requirements that are more stringent than or provide greater protection of patient privacy or the security or safeguarding of PHI than those of the HIPAA Regulations.

The terms of this BAA amend and supplement the terms of the Contract.. In the event of a conflict between the terms of the BAA and the terms of the Contract, the terms of this BAA shall control; provided, however, that this BAA shall not supersede any other federal or District law or regulation governing the legal relationship of the Parties, or the confidentiality of records or information, except to the extent that the Privacy Rule preempts those laws or regulations. In the event of any conflict between the provisions of the Contract (as amended by this BAA) and the Privacy Rule, the Privacy Rule shall control.

- e. *No Third-Party Beneficiaries.* The Covered Entity and the Business Associate are the only parties to this BAA and are the only parties entitled to enforce its terms. Except for the rights of Individuals, as defined herein, to have access to and amend their PHI, and to an accounting of the uses and disclosures thereof, in accordance with paragraphs (2)(f), (g) and (j) of this BAA, nothing in the BAA gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons.
- f. *Compliance with Applicable Law.* The Business Associate shall comply with all federal and District laws, regulations, executive orders and ordinances, as they may be amended from time to time during the term of this BAA and the Contract; to the extent they are applicable to this BAA and the Contract.

- g. *Governing Law and Forum Selection.* This Contract shall be construed broadly to implement and comply with the requirements relating to the Privacy Rule, and other applicable laws and regulations. All other aspects of this Contract shall be governed under the laws of the District. The Covered Entity and the Business Associate agree that all disputes which cannot be amicably resolved by the Covered Entity and the Business Associate regarding this BAA shall be litigated before the District of Columbia Contract Appeals Board, the District of Columbia Court of Appeals, or the United States District Court for the District of Columbia having jurisdiction, as the case may be. The Covered Entity and the Business Associate expressly waive any and all rights to initiate litigation, arbitration, mediation, negotiations and/or similar proceedings outside the physical boundaries of the District of Columbia and expressly consent to the jurisdiction of the above tribunals.
- h. *Indemnification.* The Business Associate shall indemnify, hold harmless and defend the Covered Entity from and against any and all claims, losses, liabilities, costs, and other expenses incurred as a result or arising directly or indirectly out of or in connection with (a) any misrepresentation, breach of warranty or non-fulfillment of any undertaking of the Business Associate under this BAA; and (b) any claims, demands, awards, judgments, actions and proceedings made by any person or organization, arising out of or in any way connected with the performance of the Business Associate under this BAA.
- i. *Injunctive Relief.* Notwithstanding any rights or remedies under this BAA or provided by law, the Covered Entity retains all rights to seek injunctive relief to prevent or stop the unauthorized use or disclosure of PHI by the Business Associate, its Workforce, any of its subcontractors, agents, or any third party who has received PHI from the Business Associate.
- j. *Assistance in litigation or administrative proceedings.* The Business Associate shall make itself and any agents, affiliates, subsidiaries, subcontractors or its Workforce assisting the Business Associate in the fulfillment of its obligations under this HIPAA Compliance BAA and the Contract, available to the Covered Entity, to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Covered Entity, its directors, officers or employees based upon claimed violation of HIPAA, the Privacy Rule or other laws relating to security and privacy, except where the Business Associate or its agents, affiliates, subsidiaries, subcontractors or its Workforce are a named adverse party.
- k. *Notices.* Any notices between the Parties or notices to be given under this BAA shall be given in writing and delivered by personal courier delivery or overnight courier delivery, or by certified mail with return receipt requested, to the Business Associate or to the Covered Entity, to the addresses given for each Party below or to the address either Party hereafter gives to the other Party. Any notice, being addressed and mailed in the foregoing manner, shall be deemed given five (5) business days after mailing. Any notice delivered by personal courier delivery or overnight courier delivery shall be deemed given upon notice upon receipt.

If to the Business Associate, to

Attention: _____

Fax: _____

If to the Covered Entity, to

Attention: _____

Fax: _____

- l. *Headings.* Headings are for convenience only and form no part of this BAA and shall not affect its interpretation.
- m. *Counterparts; Facsimiles.* This BAA may be executed in any number of counterparts, each of which shall be deemed an original. Facsimile copies hereof shall be deemed to be originals.
- n. *Successors and Assigns.* The provisions of this BAA shall be binding upon and shall inure to the benefit of the Parties hereto and their respective successors and permitted assigns, if any.
- o. *Severance.* In the event that any provision of this BAA is held by a court of competent jurisdiction to be invalid or unenforceable, the remainder of the provisions of this BAA will remain in full force and effect. In addition, in the event a Party believes in good faith that any provision of this BAA fails to comply with the then-current requirements of the Privacy Rule, such party shall notify the other Party in writing, in the manner set forth in Section 10. Miscellaneous, Paragraph k. Notices. Within ten (10) business days from receipt of notice, the Parties shall address in good faith such concern and amend the terms of this BAA, if necessary to bring the contested provision(s) into compliance.
- p. *Independent Contractor.* The Business Associate will function as an independent contractor and shall not be considered an employee of the Covered Entity for any purpose. Nothing in this BAA shall be interpreted as authorizing the Business Associate Workforce, its subcontractor(s) or its agent(s) or employee(s) to act as an agent or representative for or on behalf of the Covered Entity.
- q. *Entire Agreement.* This BAA, as may be amended from time to time pursuant to Section 10. Miscellaneous, Paragraph b. Amendment, which incorporates by reference specific procedures from the District of Columbia Department of Health Privacy Policy Operations Manual, constitutes the entire agreement and understanding between the Parties and supersedes all prior oral and written agreements and understandings between them with respect to applicable District and federal laws, rules and regulations, HIPAA and the Privacy Rule, and any rules, regulations, requirements, rulings, interpretations, procedures, or other actions related thereto that are promulgated, issued or taken by or on behalf of the Secretary of HHS.

F.13 **Access to Records**

- F.13.1** The Provider shall retain all case records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the human care agreement for a period of five (5) years after termination of the human care agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.

F.13.2 The Provider shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.

F.13.3 Persons duly authorized by the Contracting Officer shall have full access to and the right to examine any of the Provider's human care agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F.14 Criminal Background and Traffic Records Checks for Providers that Provide Direct Services to Children or Youth

F.14.1 A Provider that provides services as a covered child or youth services provider, as defined in section 202(3) of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, effective April 13, 2005 (D.C. Law 15-353; D.C. Official Code § 4-1501.01 *et seq.*), as amended (in this section, the "Act"), shall obtain criminal history records to investigate persons applying for employment, in either a compensated or an unsupervised volunteer position, as well as its current employees and unsupervised volunteers. The Provider shall request criminal background checks for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)
- (C) Social Worker (Clinical Social Worker)
- (D) Clinical Therapist
- (E) Case Manager
- (F) Educational Specialist (Educational Advocate, Educational Director)
- (G) Consultant
- (H) Nutritionist
- (I) Life Skills Coordinator
- (J) Nurse
- (K) Psychologist/Psychiatrist
- (L) Quality Assurance Coordinator (Compliance Officer)

- (M) Food Handler (Cook)
- (N) Volunteers
- (O) Interns

F.14.2 The Provider shall also obtain traffic records to investigate persons applying for employment, as well as current employees and volunteers, when that person will be required to drive a motor vehicle to transport children in the course of performing his or her duties. The Provider will obtain annual traffic records for employees, consultants, volunteers and interns who are required to transport children.

The Provider shall request traffic records for the following positions but not limited to:

- (A) Program Director - (Coordinator, Program Manager, House Manager, Manager)
- (B) Residential Counselor - (Counselor, Lead Counselor, Direct Care Counselor, Facility Staff, Residential Aides, Youth Counselor, House Monitors)
- (C) Social Worker (Clinical Social Worker)
- (D) Case Manager
- (E) Life Skills Coordinator
- (F) Volunteers

F.14.3 The Provider shall inform all applicants requiring a criminal background check that the criminal background check must be conducted on the applicant and the results received before the applicant, volunteer, consultant or intern may be offered a compensated or volunteer position.

F.14.4 The Provider shall inform all applicants requiring a traffic records check that a traffic records check must be conducted on the applicant before the applicant may be offered a compensated or a volunteer position.

F.14.5 The Provider shall obtain from each applicant, employee and volunteer:

- (A) Written authorization which authorizes the District and National Crime Information Center (NCIC) to conduct a criminal background check;
- (B) Written confirmation stating that the Provider has informed him or her that the District and National Crime Information Center (NCIC) is authorized to conduct a criminal background check;
- (C) a signed affirmation stating whether or not they have been convicted of a crime, pleaded nolo contendere, are on probation before judgment or placement of a case upon a stet

docket, or have been found not guilty by reason of insanity, for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory, or for any of the following felony offenses or their equivalent in any other state or territory:

- (i) Murder, attempted murder, manslaughter, or arson;
- (ii) Assault, assault with a dangerous weapon, mayhem, malicious disfigurement, or threats to do bodily harm;
- (iii) Burglary;
- (iv) Robbery;
- (v) Kidnapping;
- (vi) Illegal use or possession of a firearm;
- (vii) Sexual offenses, including indecent exposure; promoting, procuring, compelling, soliciting, or engaging in prostitution; corrupting minors (sexual relations with children); molesting; voyeurism; committing sex acts in public; incest; rape; sexual assault; sexual battery; or sexual abuse; but excluding sodomy between consenting adults;
- (viii) Child abuse or cruelty to children; or
- (ix) Unlawful distribution of or possession with intent to distribute a controlled substance;
 - (A) a written acknowledgement stating that the Provider has notified them that they are entitled to receive a copy of the criminal background check and to challenge the accuracy and completeness of the report; and
 - (B) a written acknowledgement stating that the Provider has notified them that they may be denied employment or a volunteer position, or may be terminated as an employee or volunteer based on the results of the criminal background check.

F.14.6 The Provider shall inform each applicant, employee and volunteer that a false statement may subject them to criminal penalties.

F.14.7 Prior to requesting a criminal background check, the Provider shall provide each applicant, employee, or volunteer with a form or forms to be utilized for the following purposes:

- (A) To authorize the National Crime Information Center (NCIC) and the Metropolitan Police Department (MPD), or designee, to conduct The criminal background check and confirm that the applicant, employee, or unsupervised volunteer has been informed that the Provider is authorized and required to conduct a criminal background check;

- (B) To affirm whether or not the applicant, employee, or unsupervised volunteer has been convicted of a crime, has pleaded nolo contendere, is on probation before judgment or placement of a case upon a stet docket, or has been found not guilty by reason of insanity for any sexual offenses or intra-family offenses in the District or their equivalent in any other state or territory of the United States, or for any of the felony offenses described in paragraph F.14.5(C);
- (C) To acknowledge that the applicant, employee, or volunteer has been notified of his or her right to obtain a copy of the criminal background check report and to challenge the accuracy and completeness of the report;
- (D) To acknowledge that the applicant may be denied employment, assignment to, or an unsupervised volunteer position for which a criminal background check is required based on the outcome of the criminal background check; and
- (E) To inform the applicant or employee that a false statement on the form or forms may subject them to criminal penalties pursuant to D.C Official Code §22-2405.

F.14.8 The Provider shall direct the applicant or employee to complete the form or forms and notify the applicant or employee when and where to report to be fingerprinted.

F.14.9 All prospective staff, existing employees and volunteers shall provide National Crime Information Center (NCIC) criminal background checks in accordance with Title II of the Child and Youth, Safety and Health Omnibus Amendment Act of 2004, Title 2 of D.C. Law 15-353, codified as D.C. Official Code § 4-1501.01 et seq.

F.14.10 The Provider shall request traffic record checks from the Director, Department of Motor Vehicles (DMV) (or designee), for the District of Columbia and/or from the corresponding DMV office of the state in which the employee holds a driver's license.

F.14.11 The Provider shall provide copies of all criminal background and traffic check reports to DYRS Office of Licensing, Contracting and Compliance (OLCC) within one business day of receipt.

F.14.12 The Provider is responsible for the costs for the criminal background and traffic record checks, pursuant to the requirements set forth by the MPD and DMV and NCIC. The District shall not make any separate payment for the cost of criminal background and traffic record checks.

- F.14.13** The Provider may make an offer of appointment to, or assign a current employee or applicant to, a compensated position contingent upon receipt from DYRS OLCC assessment of the criminal background or traffic record check.
- F.14.14** The Provider may not make an offer of appointment to a volunteer whose position brings him or her into direct contact with children until it receives from DYRS OLCC a decision after assessment of the criminal background or traffic record check.
- F.14.15** The Provider shall not employ or permit to serve as a volunteer, applicant or employee anyone who has been convicted of, has pleaded nolo contendere to, is on probation before judgment or placement of a case on the stet docket because of, or has been found not guilty by reason of insanity for any sexual offenses involving a minor.
- F.14.16** Unless otherwise specified herein, the Provider shall conduct annual criminal background checks upon the exercise of each option year of this contract for current employees and volunteers in the positions listed in sections F.14.1 and F.14.2.
- F.14.17** An employee or d volunteer may be subject to administrative action including, but not limited to, reassignment or termination at the discretion of DYRS Office of Licensing, Contracting and Compliance after assessment of a criminal background or traffic record check.
- F.14.18** DYRS Office of Licensing Contract and Compliance shall be responsible for assessing the information obtained from ach criminal background and traffic records check report to determine whether a final offer may be made to each applicant or employee. The CA shall inform the Contracting Officer of its decision, and the contracting officer shall inform the Provider whether an offer may be made to each applicant.
- F.14.19** If any application is denied because DYRS OLCC determines that the applicant presents a present danger to children or youth, the Contractor shall notify the applicant of such determination in writing.
- F.14.20** Criminal background and traffic record check reports obtained under this section shall be confidential and are for the exclusive use of making employment-related determinations. The Contractor shall not release or otherwise disclose the reports to any person, except as directed by the Contracting Officer.

F.15 Order of Precedence Clause

Disputes regarding any inconsistency between this Agreement and other documents shall be resolved by giving precedence in the following order:

F.15.1 This Human Care Agreement.

F.15.2 Task Order or Purchase Order associated with this Human Care Agreement

F.15.3 Government of the District of Columbia Standard Agreement Provisions for use with the the District of Columbia Government Supply and Services Contracts dated July 2010 located at www.ocp.dc.gov.

F.15.4 The Contractor Qualifications Record (including Program Description) completed by the Provider.

F.15.5 Attachments 1 through 5 as listed in Section F.16.

F.16 Attachments

F.16.1 The following attachments are included and incorporated by reference into this Agreement:

- 1) Government of the District of Columbia Standard Contract Provisions for use with the District of Columbia Government Supply and Services Contracts dated July 2010, which is incorporated into this Human Care Agreement as Attachment 1.
- 2) OCP Form 1900, Human Care Agreement Provider's Qualifications Record (completed and executed), which is incorporated into this Human Care Agreement as Attachment 2.
- 3) U.S. Department of Labor Wage Determination No. 2005-4281, Revision No.6, dated May 8, 2017 issued by the U.S. Department of Labor in accordance with the Service Contract Act of 1965, as amended (41 U.S.C. 351), which is incorporated into this Human Care Agreement as Attachment 3.
- 4) Way to Work Amendment Act of 2006 - Living Wage Notice; Way to Work Amendment Act of 2006 - Living Wage Fact Sheet; which is incorporated into this Human Care Agreement as Attachment 4.
- 5) Executed Bidder/Offeror Certification, which is incorporated into this Human Care Agreement as Attachment 5.

F.17 Letter Contract

The Letter Contract issued on May 12, 2017 and expires on September 30, 2017 shall merge with the definitized Human Care Agreement making the Human Care Agreement effective from May 12, 2017 through May 11, 2017.

SECTION G: SPECIAL HUMAN CARE AGREEMENT REQUIREMENTS

G.1 HIRING OF DISTRICT RESIDENTS AS APPRENTICES AND TRAINEES

G.1.1 For all new employment resulting from this HCA or subcontracts hereto, as defined in Mayor's Order 83-265 and implementing instructions, the Provider shall use its best efforts to comply with the following basic goal and objectives for utilization of bona fide residents of the District of Columbia in each project's labor force:

G.1.1.1 At least fifty-one (51) percent of apprentices and trainees employed shall be residents of the District of Columbia registered in programs approved by the District of Columbia Apprenticeship Council.

G.1.2 The Provider shall negotiate an Employment Agreement with the Department of Employment Services ("DOES") for jobs created as a result of this HCA. The DOES shall be the Provider's first source of referral for qualified apprentices and trainees in the implementation of employment goals contained in this clause.

G.2 PREGNANT WORKERS FAIRNESS

G.2.1 The Provider shall comply with the Protecting Pregnant Workers Fairness Act of 2016, D.C. Official Code § 32-1231.01 *et seq.* (PPWF Act).

G.2.2 The Provider shall not:

(a) Refuse to make reasonable accommodations to the known limitations related to pregnancy, childbirth, related medical conditions, or breastfeeding for an employee, unless the Provider can demonstrate that the accommodation would impose an undue hardship;

(b) Take an adverse action against an employee who requests or uses a reasonable accommodation in regard to the employee's conditions or privileges of employment, including failing to reinstate the employee when the need for reasonable accommodations ceases to the employee's original job or to an equivalent position with equivalent:

- (1) Pay;
- (2) Accumulated seniority and retirement;
- (3) Benefits; and
- (4) Other applicable service credits;

(c) Deny employment opportunities to an employee, or a job applicant, if the denial is based on the need of the employer to make reasonable accommodations to the known limitations related to pregnancy, childbirth, related medical conditions, or breastfeeding;

(d) Require an employee affected by pregnancy, childbirth, related medical conditions, or breastfeeding to accept an accommodation that the employee chooses not to accept if the employee does not have a known limitation related to pregnancy, childbirth, related medical conditions, or breastfeeding or the accommodation is not necessary for the employee to perform her duties;

(e) Require an employee to take leave if a reasonable accommodation can be provided; or

(f) Take adverse action against an employee who has been absent from work as a result of a pregnancy-related condition, including a pre-birth complication.

G.2.3 The Provider shall post and maintain in a conspicuous place a notice of rights in both English and Spanish and provide written notice of an employee's right to a needed reasonable accommodation related to pregnancy, childbirth, related medical conditions, or breastfeeding pursuant to this chapter to:

(a) New employees at the commencement of employment;

(b) Existing employees; and

(c) An employee who notifies the employer of her pregnancy, or other condition covered by this chapter, within 10 days of the notification.

G.2.4 The Provider shall provide an accurate written translation of the notice of rights to any non-English or non-Spanish speaking employee.

G.2.5 Violations of the PPWF Act shall be subject to civil penalties as described in the Act.

G.3 UNEMPLOYED ANTI-DISCRIMINATION

G.3.1 The Provider shall comply with the Unemployed Anti-Discrimination Act of 2012, D.C. Official Code § 32-1361 *et seq.*

G.3.2 The Provider shall not:

(a) Fail or refuse to consider for employment, or fail or refuse to hire, an individual as an employee because of the individual's status as unemployed; or

(b) Publish, in print, on the Internet, or in any other medium, an advertisement or announcement for any vacancy in a job for employment that includes:

(1) Any provision stating or indicating that an individual's status as unemployed disqualifies the individual for the job; or

(2) Any provision stating or indicating that an employment agency will not consider or hire an individual for employment based on that individual's status as unemployed.

G.3.3 Violations of the Unemployed Anti-Discrimination Act shall be subject to civil penalties as described in the Act.

G.4 51% DISTRICT RESIDENTS NEW HIRES REQUIREMENTS AND FIRST SOURCE EMPLOYMENT AGREEMENT

G.4.1 For HCA for services in the amount of \$300,000 or more, the Provider shall comply with the First Source Employment Agreement Act of 1984, as amended, D.C. Official Code § 2-219.01 et seq. (First Source Act).

G.4.2 The Provider shall enter into and maintain, during the term of the HCA, a First Source Employment Agreement, in which the Provider shall agree that:

- a) The first source for finding employees to fill all jobs created in order to perform this HCA shall be DOES; and
- b) The first source for finding employees to fill any vacancy occurring in all jobs covered by the First Source Employment Agreement shall be the First Source Register.

G.4.3 The Provider shall not begin performance of the contract until its Employment Agreement has been accepted by DOES. Once approved, the Employment Agreement shall not be amended except with the approval of DOES.

G.4.4 The Provider agrees that at least 51% of the new employees hired to perform the contract shall be District residents.

G.4.5 The Contractor's hiring and reporting requirements under the First Source Act and any rules promulgated thereunder shall continue for the term of the contract.

G.4.6 The CO may impose penalties, including monetary fines of 5% of the total amount of the direct and indirect labor costs of the contract, for a willful breach of the Employment Agreement, failure to submit the required hiring compliance reports, or deliberate submission of falsified data.

G.4.7 If the Provider does not receive a good faith waiver, the CO may also impose an additional penalty equal to 1/8 of 1% of the total amount of the direct and indirect labor costs of the contract for each percentage by which the Provider fails to meet its hiring requirements.

G.4.8 Any provider which violates, more than once within a 10-year timeframe, the hiring or reporting requirements of the First Source Act shall be referred for debarment for not more than five (5) years.

G.4.9 The provider may appeal any decision of the CO pursuant to this clause to the D.C. Contract Appeals Board as provided in clause 14, Disputes.

G.4.10 The provisions of the First Source Act do not apply to nonprofit organizations which employ 50 employees or less.

G.5 RESERVED

G.6 RESERVED

G.7 RESERVED

G.8 SUBCONTRACTING REQUIREMENTS

G.8.1 Mandatory Subcontracting Requirements

G.8.1.1 Unless the Director of the Department of Small and Local Business Development (DSLBD) has approved a waiver in writing, for all contracts in excess of \$250,000, at least 35% of the dollar volume of the contract shall be subcontracted to qualified small business enterprises (SBEs).

G.8.1.2 If there are insufficient SBEs to completely fulfill the requirement of paragraph G.8.1.1, then the subcontracting may be satisfied by subcontracting 35% of the dollar volume to any qualified certified business enterprises (CBEs); provided, however, that all reasonable efforts shall be made to ensure that SBEs are significant participants in the overall subcontracting work.

G.8.1.3 A prime provider that is certified by DSLBD as a small, local or disadvantaged business enterprise shall not be required to comply with the provisions of sections G.8.1.1 and G.8.1.2.

G.8.1.4 Except as provided in G.8.1.5 and G.8.1.7, a prime provider that is a CBE and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 35% of the contracting effort with its own organization and resources and, if it subcontracts, 35% of the subcontracting effort shall be with CBEs. A CBE prime provider that performs less than 35% of the contracting effort shall be subject to enforcement actions under D.C. Official Code § 2-218.63.

G.8.1.5 A prime provider that is a certified joint venture and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the contracting effort with its own organization and resources and, if it subcontracts, 35% of the subcontracting effort shall be with CBEs. A certified joint venture prime provider that performs less than 50% of the contracting effort shall be subject to enforcement actions under D.C. Official Code § 2-218.63.

G.8.1.6 Each CBE utilized to meet these subcontracting requirements shall perform at least 35% of its contracting effort with its own organization and resources.

G.8.1.7 A prime provider that is a CBE and has been granted a proposal preference pursuant to D.C. Official Code § 2-218.43, or is selected through a set-aside program, shall perform at least 50% of the on-site work with its own organization and resources if the contract is \$1 million or less.

Department of Youth Rehabilitation Services FY2019

Agency Department of Youth Rehabilitation Services

Agency Acronym DYRS

Agency Code JZO

To edit agency and POC information press your agency name (underlined and in blue above).

Agency Performance POCs Megan (DYRS) McNeil; Melanie (DYRS-Contractor) Demarest

Agency Budget POCs Jo Ann Guillen

Fiscal Year 2019

FY2019 Agency Top Accomplishments

Add Accomplishment

Accomplishments	Accomplishment	Impact on Agency	Impact on Residents
	During FY19, for the first time, the agency established and implemented a pre-employment fitness for duty exam for staff working in direct care in our secure facilities.	By ensuring new hires are capable of handling their duties in the secure facilities, we will see an improvement in morale due to employees being asked to work less overtime. Morale will also improve due to employees knowing their peers are better able to assist them handle the rigors of their day-to-day duties. Additionally, youth receive better care when staff are healthy and fit for work.	The long-term benefit will allow the District to save fiscal resources by minimizing the amount spent on Workers' Compensation, as well as overtime expenditures due to hiring employees who are better suited for the rigors of their day-to-day duties.
	During FY19, DYRS launched an expansion of the credible messenger program to partner with sister agencies throughout the district (DCPL, DOC, ONSE)	This expansion has enhanced our partnerships/collaboration with sister agencies allowing us to better serve and connect our youth.	This expansion will help promote public safety throughout the district while providing mentorship for youth.
	For the most recent reporting period, which was finalized in FY19, DYRS matched the previous lowest recidivism rate of 22%.	This reduction in recidivism helps boost agency morale by showing staff and youth that their hard work is making an impact and preparing youth to succeed.	The recidivism rate impacts residents by ensuring public safety throughout the district.

Agency's Operating Budget

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2019 Objectives

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.

Add Strategic Objective

2019 Key Performance Indicators

Key Performance Indicators	Measure	New Measure/ Benchmark Year	Directionality	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Target Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Report	Was 2019 KPI Met?	Are Explanations of Barriers to Meeting KPIs Complete
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)													
	Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	Down is Better	9.1	8.4	7	13.8	13	9.1	5.8	10.48	Unmet	
	Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	<input type="checkbox"/>	Down is Better	5.2	5.7	7	1.4	2.6	2.8	4.1	2.67	Met	
	Percent of direct care staff in full compliance with training requirements	<input type="checkbox"/>	Up is Better	76.7%	89.7%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.9%	Met	
	Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	Down is Better	6.6	11.2	5	10.6	13	9.9	8.9	10.62	Unmet	
	Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	<input type="checkbox"/>	Down is Better	7.4	7.7	5	6.7	6.6	2.8	2.8	4.87	Met	

Measure	New Measure/ Benchmark Year	Directionality	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Target Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Report	Was 2019 KPI Met?	Are Explanations of Barriers to Meeting KPIs Complete
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"/>	Up is Better	91.9%	67.9%	75%	87.9%	87.6%	85.3%	89.6%	87.6%	Met	
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	<input type="checkbox"/>	Up is Better	94%	84.8%	80%	95.2%	100%	81.3%	63.2%	84.8%	Met	
Average daily population of youth on abscondence for more than 24 hours	<input type="checkbox"/>	Down is Better	12	10.1	20	6.9	8.7	13.2	15.6	11.1	Met	
Percent of youth whose family is engaged in case planning, services, or youth development	<input type="checkbox"/>	Up is Better	69.4%	74.8%	55%	75.5%	70.3%	84.7%	75.7%	75.8%	Met	
Percent of committed youth connected to education, work, or workforce training for at least six months	<input type="checkbox"/>	Up is Better	67.3%	64.7%	80%	82.9%	91.2%	73%	88.5%	83.3%	Met	
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	<input type="checkbox"/>	Up is Better	79.9%	74.4%	80%	77.6%	83.3%	69%	74.4%	76.4%	Nearly Met	
Percent of committed youth placed in out-of-state facilities	<input type="checkbox"/>	Down is Better	9.6%	11.6%	15%	9.9%	8.1%	11.2%	11.7%	10.2%	Met	
Percent of success plan recommended services received	<input type="checkbox"/>	Up is Better	55.8%	42%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47.8%	Unmet	
Percent of committed youth placed in the community	<input type="checkbox"/>	Up is Better	56.3%	58.4%	55%	61.7%	58.7%	51.2%	50.9%	55.8%	Met	
3 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)												
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	<input checked="" type="checkbox"/>	Down is Better	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Needs Update	No Target Set	
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	<input checked="" type="checkbox"/>	Up is Better	New in 2019	100%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	

Measure	New Measure/ Benchmark Year	Directionality	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Target Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Report	Was 2019 KPI Met?	Are Explanations of Barriers to Meeting KPIs Complete
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	✓	Up is Better	New in 2019	100%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Needs Update	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	✓	Up is Better	New in 2019	100%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.7%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	✓	Down is Better	New in 2019	8.6%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Needs Update	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	✓	Up is Better	New in 2019	93.1%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Needs Update		
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	New in 2019	100%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
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	New in 2019	36.4%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Needs Update	No Target Set	

2019 Operations

Operations

Operations Header	Operations Title	Operations Description	Type 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. (3 Activities)			
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
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)			
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

Operations Header	Operations Title	Operations Description	Type of Operations
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
3 - Create and maintain a highly efficient, transparent and responsive District government. (1 Activity)			
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

Workload Measures - Operations

Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2016 Actual Report	FY 2017 Actual Report	FY 2018 Actual Report	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019
1 - Deliver appropriate services (4 Measures)											
Cost of secure placement per day	<input type="checkbox"/>	Cost of secure placement per day	dollars	Needs Update	\$126,680.8	\$129,359.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$138,868.2
Average daily engagement in positive youth development programming at YSC	<input type="checkbox"/>	Daily engagement in PYD at YSC	hours	Needs Update	0.2	2.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3.37
Average daily engagement in positive youth development programming at New Beginnings	<input type="checkbox"/>	Daily engagement in PYD at NB	hours	Needs Update	1	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.91
Average daily population of non-committed youth in alternative to detention placements	<input type="checkbox"/>	Daily population of youth in alternative to detention placements	# youth	Needs Update	71.5	43.9	21.1	18.3	13.8	18.3	71.5
1 - Ensure safety of facilities (3 Measures)											
Average daily population at the Youth Services Center	<input type="checkbox"/>	Daily population at YSC	# youth	76.5	81.1	43.2	41.1	41.1	40.1	37.8	40
Average daily ratio of direct care staff to youth	<input type="checkbox"/>	Direct care staff	staff to youth	Needs Update	2.3	4.3	3.48	3.75	3.63	3.29	3.53
Average daily population at New Beginnings	<input type="checkbox"/>	Daily population at NB	# youth	Needs Update	41.2	25.7	39.1	38.9	31.3	34.7	36
1 - Intake and assessment (1 Measure)											
Number of daily admissions to the Youth Services Center	<input type="checkbox"/>	Number of daily admissions to YSC	# admissions	Needs Update	11.1	9.2	8.7	8.6	7.5	8.1	8.2
2 - Case planning and management (2 Measures)											
Average caseload	<input type="checkbox"/>	Committed youth	youth	11.1	13.1	14.7	10.21	11.33	9.95	8.62	9.97
Average length of commitment	<input type="checkbox"/>	Length of commitment	# of days	873	772.3	717.7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	658.9
2 - Service, support, and opportunity provision (1 Measure)											
Average daily engagement in positive youth development services per youth in the community	<input type="checkbox"/>	Average number of hours participating in positive youth development services per day per youth in the community	# of hours	Needs Update	0.5	0.8	0.5	0.7	0.5	0.5	0.575

2019 Initiatives

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update for PAR
Deliver appropriate services (1 Strategic Initiative)			
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 (CYAA), 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	
Ensure safety of facilities (1 Strategic Initiative)			

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update for PAR
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 (CVJAA), which states that room confinement should not 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: - Implementation of Restorative Justice practices - Introduction to community service projects - Increased Mental Health involvements when incidents take place - Alternative programming for youth instead of confinement These and other staff-led interventions will continue to help reduce confinement time in facilities.	09-30-2019	
Service, support, and opportunity provision (1 Strategic Initiative)			
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	

2019 Initiative Updates

Initiative Updates

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY20 Reporting Quarter
Accommodate and serve juveniles charged as adults under Title 16 (2 Initiative Updates)							
Accommodate and serve juveniles charged as adults under Title 16	This initiative has been completed as proposed. Title 16 youth were transitioned on the date listed above. All programs and behavior management systems are in place. While it was initially projected that the Agency would have an expected daily population count of around 20 youth, that number is closer to 35. Title 16 youth have settled into their environment and have stabilized into normalcy - visitation and family engagement activities for the youth have high turnouts, youth are actively participating in school and vocational programming, and the rate of major incidents have been lower than expected.	Complete	High	Transformative	Since the arrival of Title 16 youth, the Agency transformed and expanded its mission and purpose to include the provision of treatment to youth charged as adults. This initiative has also afforded the Agency the opportunity to not only take on a new population but also learn about a different part of the juvenile justice service delivery that helps support the theory of better care.		Q1
Accommodate and serve juveniles charged as adults under Title 16	This initiative has been completed as proposed. Title 16 youth were transitioned on the date listed above. All programs and behavior management systems are in place. While it was initially projected that the Agency would have an expected daily population count of around 20 youth, that number is closer to 35. Title 16 youth have settled into their environment and have stabilized into normalcy - visitation and family engagement activities for the youth have high turnouts, youth are actively participating in school and vocational programming, and the rate of major incidents have been lower than expected.	Complete		Transformative	Since the arrival of Title 16 youth, the Agency transformed and expanded its mission and purpose to include the provision of treatment to youth charged as adults. This initiative has also afforded the Agency the opportunity to not only take on a new population but also learn about a different part of the juvenile justice service delivery that helps support the theory of better care.		Q4
Elimination of room confinement as a punishment (2 Initiative Updates)							

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY20 Reporting Quarter
Elimination of room confinement as a punishment	This initiative has been completed. While the practice has been in place since FY18, policy updates were required. In FY19, staff worked to update room confinement policies, get them signed by the Director, and distribute them to staff for implementation. Compliance Monitors and Facility Managers track data related to room confinement on a daily basis. Although no youth has been confined for longer than 6 hours to date, staff have a process in place to gauge whether the appropriate protocols were followed and what alternatives could have been used in the event that a youth spends more than 6 hours confined in their room.	Complete	High	Transformative	Eliminating room confinement has placed DYRS in a positive light throughout the country. By eliminating room confinement, the Agency has reinforced its mission to use restorative justice and positive youth justice programming to treat and serve youth.		Q1
Elimination of room confinement as a punishment	This initiative has been completed. While the practice has been in place since FY18, policy updates were required. In FY19, staff worked to update room confinement policies, get them signed by the Director, and distribute them to staff for implementation. Compliance Monitors and Facility Managers track data related to room confinement on a daily basis. Although no youth has been confined for longer than 6 hours to date, staff have a process in place to gauge whether the appropriate protocols were followed and what alternatives could have been used in the event that a youth spends more than 6 hours confined in their room.	Complete		Transformative	Eliminating room confinement has placed DYRS in a positive light throughout the country. By eliminating room confinement, the Agency has reinforced its mission to use restorative justice and positive youth justice programming to treat and serve youth.		Q4
Streamline the educational and workforce continuum for committed youth (4 Initiative Updates)							
Streamline the educational and workforce continuum for committed youth	In the first quarter of FY19, the Education and Workforce Development (ED/WFD) department began conducting a SWOT analysis to re-align processes as well as staff roles and responsibilities to improve education and workforce outcomes for youth and families. When the SWOT analysis is completed, ED/WFD staff will create a handbook with checklists and process flows for school enrollment and education access. In addition, ED/WFD staff updated the department's strategic plan and standard operating procedures to 1) reflect the needs of youth and families and 2) streamline processes. ED/WFD staff also met with peers in the Office of Research and Evaluation to determine how to develop training videos focused on ED/WFD processes for care coordinators. Though the plan for developing the training videos is complete, the ED/WFD department is waiting on funding to finalize the timeline for creating and implementing training videos. Furthermore, to support care coordinators, the WFD team created ward letter templates for each youth to be registered for the Summer Youth Employment Program (SYEP). These letter templates, which highlight areas that need to be filled in, have been rolled out to ensure most of the youth committed to the Agency register for the SYEP. The ED team will develop education ward letter templates to facilitate enrolling youth in school this upcoming summer and subsequent school year. Additionally, ED/WFD staff are completing plans to identify a career readiness tool that will help youth strengthen their employment readiness, develop industry specific skills, and hone their soft skills.	25-49%	Medium	Incremental	The Education and Workforce Development teams are developing and implementing essential processes that improve their data collection and analysis abilities. Ultimately, these new processes, in addition to helping better manage operations, will help determine the impact this initiative has on youth and stakeholders (i.e., families, staff, etc.) involved in a youth's success planning.		Q1

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY20 Reporting Quarter
Streamline the educational and workforce continuum for committed youth	<p>The Workforce Development & Education Department (WFDED) went through a management transition in February 2019 that resulted in the merging of WFD and ED services. In addition to finalizing its SOCC analysis, the WFDED Team developed several new protocols and processes aimed at helping youth succeed. Progress highlights for this initiative include the following:</p> <p>OVERALL</p> <ul style="list-style-type: none"> Systematizing Youth Services: Educational and workforce services will now be provided at specific days and times per week in an effort to better formalize and streamline team functions. Developing of Standard Operating Procedures (SOPs): The WFDED Team is developing SOP's for each activity the department undertakes. The team has hosted and will continue to host presentations highlighting the SOPs for staff. <p>EDUCATION</p> <ul style="list-style-type: none"> Creating Education Service Foci: Educational Services have been broken down into three focus areas to better address youth's needs. The Secondary team helps obtain records (attendance, grades, transcripts, IEP's, etc.) for youth in 9th and 10th grade and helps develop restorative intervention plans for youth with struggling grades or attendance. The Post-secondary team helps obtain records (attendance, grades, transcripts, IEP's, etc.) for all youth in 9th and 10th grade, develop restorative intervention plans for youth with struggling grades or attendance, and help develop PATHWAYS plans for all 11th and 12th grade youth. The Facilities team facilitate the transfer of youth records to and from facilities, ensuring a more streamlined school enrollment process for youth. Improving Contract Monitoring: A contract monitoring team was created to oversee the performance of educational contractors at the Youth Services Center and the New Beginnings Youth Development Center. As part of their work, the contract monitoring team developed new tools better monitor contract compliance and improve data review. Refining Youth Incentives: New academic and attendance incentive protocols were developed to reward youth for successfully reaching academic goals. Establishing "Transition Zone": The "Transition Zone" was established as a resource center to provide education, vocational, and behavioral supplemental services to youth who are currently transitioning between school placement. Implementing PATHWAYS: The department began implementing the PATHWAYS Initiative, which focuses on providing career and educational exploration opportunities to 11th and 12th grade youth. As part of the initiative, youth are required to select between educational, vocational, and career paths to pursue after graduating high school or earning their GED. The PATHWAYS Team assists youth navigate their selected path, facilitating a successful post-secondary experience. <p>WORKFORCE</p> <ul style="list-style-type: none"> Developing WFD Tracks: The team has developed a way to determine which workforce development track a youth will be assigned to (i.e., internship vs. employment) and the services youth will receive. Creating an Employment Retention Program: An Employment Retention Program was developed to encourage youth to maintain employment. The program is based on a 6-month curriculum (taught during monthly meetings) and incentives for youth who meet employment goals. Facilitating Summer Youth Employment Program Enrollment (SYEP): To increase the likelihood that DYRS youth enrolled in the DOES SYEP and successfully obtained employment, the WFD Team provided technical assistance youth who expressed interest in SYEP. Establishing a Camp to Supplement the SYEP: The WFD team has planned a SYEP Camp that will provide up to 15 youth who were not accepted into the DOES SYEP the opportunity to receive customer service training and participate in Career Exploration opportunities, including the Youth Café hosted by Starbucks. Planning Community Fairs: The WFD Team has partnered with DOES and DCIA to host community fairs in several gentrifying DC neighborhoods to assist disenfranchised residents with developing job skills, explore job opportunities, and potentially obtaining employment. 	50-74%	High	Transformative	DYRS' is now focused on meeting youth's educational and vocational needs rather than providing recreational and social activities. To ensure their self-sufficiency, it is imperative that all DYRS youth leave DYRS knowing what educational or vocational opportunities they will pursue after high school. Once fully implemented, this initiative should increase in the # of youth that enroll in and complete college, the # of youth that enroll in and complete vocational training, and the # youth who are placed in and maintain sufficient employment.		Q2
Streamline the educational and workforce continuum for committed youth	<p>The Workforce Development & Education Department (WFDED) continues to implement initiatives that 1) benefit DYRS' youth and their families as well as 2) keep direct care staff abreast of vital programming/service information. Following the departmental structure established in the SOCC and the Team Workplan, both the education and workforce development teams have hosted events focused on curbing issues that significantly impact youth's success - such as truancy and unemployment - but also celebrate youths' accomplishments - such as high school graduation and GED certification completion.</p> <p>OVERALL</p> <ul style="list-style-type: none"> Systematizing Youth Services: Educational and workforce services are now provided at specific days and times per week to better formalize and streamline team functions. 	75-99%	High	Transformative	There is a push across the agency for more intentional and frequent collaboration across Youth and Family programs. By adjusting some of its processes to allow for more input and collaboration, the WFDED team expects to		Q3

Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	see higher, expansion of youth engagement, more streamlined communication between departments, and more consistent messaging and clarity to DYRS youth.	Supporting Data	FY20 Reporting Quarter
<p>• Developing of Standard Operating Procedures (SOPs): The WFDED Team is continues to develop SOPs for each activity the department undertakes. The team has hosted and will continue to host presentations highlighting the SOPs for staff.</p> <p>• Team Workplan Meetings: The WFDED team meets biweekly to ensure that all individual workplans are being completed. These biweekly meetings help ensure that staff is working collaboratively and is aware of various initiatives and events for the coming month. These meetings also allow the WFDED team to gauge their progress toward meeting benchmarks and project deadlines.</p> <p>EDUCATION</p> <p>• Creating Education Service Foci: Having created three focus areas to better address youth’s needs, the Educational Services team has been at work ensuring efficient operations. Both the secondary and postsecondary teams have successfully implemented processes identified in the SOCC related to the delegation of record requests. Both the secondary and postsecondary tracks have also been further integrated to support the Workforce Development PATHWAYS program. The Educational Services team has made substantial progress in retrieving records from DCPS, resulting in a more streamlined transition process for youth coming out of secure facilities.</p> <p>• Improving Contract Monitoring: New contract monitoring processes were developed and put in place at both schools. The team conducted a contract performance audit at Maya Angelou Academy (MAA) on May 15th and scheduled one at YSC the week of July 15th. The new monitoring process and tools will help DYRS better assess the quality of educational services offered to youth.</p> <p>• Implementing PATHWAYS: The PATHWAYS program is currently being refined based on the pilot rollout session. While the core tenants of the program will remain the same, program outreach will now include both care coordinators and Credible Messengers, facilitating a more unified approach for reengaging youth.</p> <p>• Graduations: On June 11th, the Agency celebrated the graduation of 10 youth from the MAA at New Beginnings. On June 20th, the Agency celebrated 13 youth who completed high school at either their neighborhood school or an alternative learning environment. These ceremonies provided an opportunity for the Agency to personally recognize these youth and celebrate an important milestones in their development and transition to adulthood.</p> <p>WORKFORCE</p> <p>• Developing WFD Tracks: Through the PATHWAYS program, the WFD team is placing youth on either career or vocational tracks.</p> <p>• Creating an Employment Retention Program: An Employment Retention Program designed to encourage youth to maintain employment was developed and rolled out in Q3. The program, which is based on a 6-month curriculum taught during monthly meetings, provides incentives to youth who meet certain employment goals. To engage youth in the program, the workforce development team hosted a StraightTalk event.</p> <p>• Facilitating Summer Youth Employment Program Enrollment (SYEP): To increase the likelihood that DYRS youth enrolled in the DOES SYEP and successfully obtained employment, the WFD Team provided technical assistance to youth who expressed interest in the SYEP. Initial outreach efforts helped 13 youth enroll in the SYEP. A second push by the WFD team increased the number of youth enrolled in the SYEP to 59.</p> <p>• Establishing a Camp to Supplement the SYEP: The WFD team kicked off the DYRS Youth Café, a program implemented in partnership with Starbucks that allows Starbucks team members to and train DYRS youth on how to become Starbucks baristas. This opportunity served as an option for youth who did not get accepted into the SYEP.</p> <p>• 2019 Vocational Job Fair: On June 26th, the WFD Team hosted a Vocational Job Fair at the RISE Center in Southeast Washington, DC. The event consisted of over 50 vendors and was attended by approximately 200 community members. The vocational fair allowed Agency staff to engage community members while assisting DYRS youth and their families with job placement and community resource awareness. Approximately 20 DYRS youth attended this event and were able to receive more information about next steps in the hiring process.</p> <p>• Planning Community Fairs: The WFD Team has partnered with DOES and DCIA to host community fairs in neighborhoods that have the highest percentages of DYRS committed youth. So far, the WFD Team has successfully held a community fair in Kenilworth and will do the same in Stoddert Terrace. The Agency is tracking and monitoring all youth that gain employment from these fairs.</p>						

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY20 Reporting Quarter
Streamline the educational and workforce continuum for committed youth	The Workforce Development & Education Department (WFDED) continues to implement initiatives that 1) benefit DYRS' youth and their families, 2) keep direct care staff abreast of vital programming/service information and 3) expand the agency's connection to community resources. Following the departmental structure established in the SOCC and the Team Workplan, both the education and workforce development teams have hosted events and implemented initiatives focused on connecting youth to sustainable services, specifically educational and vocational life paths. One of the most important initiatives is PATHWAYS, a program aimed at grooming youth for transitions out of high school into sustainable post-secondary options. Another successful program is Community Fairs, an initiative aimed at assisting the families of DYRS youth with obtaining and sustaining employment. Transition Zone is an additional program that provides supplemental educational and vocational options to school-enrolled youth who are in transition with school placement.	Complete		Transformative	There is an effort within the agency to enhance and prioritize WFDED services for youth by implementing intentional efforts aimed at improving school attendance, school performance, graduation rates and attachment to post-secondary pathways. Through frequent collaboration across Youth and Family programs and adjusting some of its processes to allow for more input and collaboration, the WFDED team expects to see higher levels of successful goal acquisition with DYRS youth.		Q4

Internal: Unfinished 2018 Initiatives

This year, the OCA is requesting updates on any unfinished initiatives from FY18. Updates will not be published, but will be used to report progress to the City Administrator and the Mayor as needed.

Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation	Anticipated Completion Date	Add Initiative Update - Rolled Over Initiatives
CONTRACTS & PROCUREMENT (1 Strategic Initiative)						
Construction at New Beginnings Youth Development Center	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. 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. -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	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.	11-15-2018	

Int: Unfinished 2018 Initiative Updates

Strategic Initiative Title	Anticipated completion date	New initiative created for FY19	No Longer an Initiative	Initiative Status Update	% Complete to date	Confidence in completion by anticipated completion date?	Status of Impact	Explanation of Impact	Supporting Data	FY19 Reporting Quarter

Strategic Initiative Title	Anticipated completion date	New initiative created for FY19	No Longer an Initiative	Initiative Status Update	% Complete to date	Confidence in completion by anticipated completion date?	Status of Impact	Explanation of Impact	Supporting Data	FY19 Reporting Quarter
Construction at New Beginnings Youth Development Center	11-15-2018	<input type="checkbox"/>	<input type="checkbox"/>	The HVAC project was 100% completed on 11/15/18. All HVAC systems are performing as designed and all demising projects are completed. The system has been integrated into the automated system that will allow for remote adjustment and diagnosis.	Complete	High	Transformative	The transformative impact of this project is demonstrated through continuous even air temperatures and proper humidity levels throughout youth living areas, reducing ailments and discomfort previously experienced. Also, the new demising walls prevent youth from breaking through walls, reducing the potential for injury, maintenance costs, and the potential of a youth entering another youth's private room. The project has also incorporated suicide deterrent air diffusers and return ducts which offer a mitigating layer of protection.		Q1

2019 Capital Projects

Capital projects - performance plans links

Project Number	Project Title	Owner Agency Acronym	Implementing Agency Acronym	Milestone Description	Fiscal Year Allotment
SH740C	YSC SECURITY ENTRANCE IMPROVEMENTS	DYRS	DGS	Click on the project title to update	\$1,500,000.00
TOT					\$1,500,000.00

[Operating Budget](#)

Administrative Information

Record ID# 538

Performance Plan ID 538 [Blank Initiative Updates](#) [Blank Initiative Updates](#)

Created on Dec. 26, 2017 at 4:23 PM (EST). Last updated by [Katz, Lia \(EOM\)](#) on June 18, 2018 at 1:51 PM (EDT). Owned by [Katz, Lia \(EOM\)](#).



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



General Questions 18

Please provide, as an attachment, a copy of the agency's FY19 performance plan. Please explain which performance plan objectives were completed in FY19 and whether or not they were completed on-time and within budget. If they were not, please provide an explanation

In FY19, DYRS had 3 strategic initiatives:

1. *Accommodate and serve juveniles charged as adults under Title 16*
 - a. *Completed in Q1 of FY19*
2. *Elimination of room confinement as a punishment*
 - a. *Completed in Q1 of FY19*
3. *Streamline the educational and workforce continuum for committed youth*
 - a. *Completed in Q4 of FY19*



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



# of Homes	2	2	2	2								
# of Beds	17	17	17	17								

Year	ADP		ALOS*		Average Daily Admissions		ALOS for Awaiting Placement	
	Male	Female	Male	Female	Male	Female	Male	Female
FY18	10.9	4.0	99.4	59.5	0.1	0.01	N/A	N/A
FY19	11.5	4.7	75.9	85.5	0.1	0.04	N/A	N/A
FY20YTD(12.31.19)	7.5	6.0	45.4	57.2	0.1	0.05	N/A	N/A

*ALOS uses only enrollments that closed during the specified time frame

Department of Youth Rehabilitation Services FY2020

Agency Department of Youth Rehabilitation Services

Agency Acronym DYRS

Agency Code J20

To edit agency and POC information press your agency name (underlined and in blue above).

Agency Performance POCs Megan (DYRS) McNeil; Melanie (DYRS-Contractor) Demarest

Agency Budget POCs Jo Ann Guillen

Fiscal Year 2020

Agency's Operating Budget

[Lookup Your Agency's Operating Budget](#)

2020 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.	5	3
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.	7	2
3	Create and maintain a highly efficient, transparent, and responsive District government.	11	1
TOT		23	6

Add Strategic Objective

2020 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY2019 Actual	FY 2020 Target	FY 2020 Quarter 1
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)								
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	<input type="checkbox"/>	Down is Better	5.2	5.7	7	2.7	7	Needs Data Update
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	Down is Better	6.6	11.2	5	10.6	5	Needs Data Update
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	<input type="checkbox"/>	Down is Better	7.4	7.7	5	4.9	5	Needs Data Update
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	<input type="checkbox"/>	Down is Better	9.1	8.4	7	10.5	7	Needs Data Update
Percent of direct care staff in full compliance with training requirements	<input type="checkbox"/>	Up is Better	76.7%	89.7%	90%	93.9%	90%	Annual Measure
2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (7 Measures)								
Percent of committed youth not re-arrested	<input type="checkbox"/>	Up is Better	91.9%	67.9%	75%	71.4%	75%	Annual Measure
Average daily population of youth on abscondence for more than 24 hours	<input type="checkbox"/>	Down is Better	12	10.1	20	11.1	20	Needs Data Update
Percent of committed youth placed in out-of-state facilities	<input type="checkbox"/>	Down is Better	9.6%	11.6%	15%	10.2%	15%	Needs Data Update
Percent of committed youth placed in the community	<input type="checkbox"/>	Up is Better	56.3%	58.4%	55%	55.8%	55%	Needs Data Update
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	<input type="checkbox"/>	Up is Better	94%	84.8%	80%	84.8%	80%	Annual Measure
% of youth whose family is engaged in Team Decision Making Meetings (TDM)	<input type="checkbox"/>	Up is Better	69.4%	74.8%	55%	75.8%	55%	Needs Data Update
% of youth with a job or enrolled in school or training at commitment expiration	<input checked="" type="checkbox"/>	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure
3 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)								
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	<input type="checkbox"/>	Up is Better	New in 2019	93.1%	Not Available	Needs Update	100%	Annual Measure
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	<input type="checkbox"/>	Down is Better	New in 2019	8.6%	Not Available	Needs Update	2%	Annual Measure
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	<input type="checkbox"/>	Up is Better	New in 2019	100%	Not Available	99.7%	100%	Annual Measure

Measure	New Measure/ Benchmark Year	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY2019 Actual	FY 2020 Target	FY 2020 Quarter 1
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	<input type="checkbox"/>	Down is Better	New in 2019	New in 2019	New in 2019	Needs Update	40	Annual Measure
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	<input type="checkbox"/>	Up is Better	New in 2019	100%	Not Available	Needs Update	95%	Annual Measure
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	<input type="checkbox"/>	Up is Better	New in 2019	100%	Not Available	100%	95%	Annual Measure
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	<input type="checkbox"/>	Up is Better	New in 2019	100%	Not Available	100%	100%	Annual Measure
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	<input type="checkbox"/>	Down is Better	New in 2019	36.4%	Not Available	Needs Update	0%	Annual Measure
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	<input checked="" type="checkbox"/>	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	<input checked="" type="checkbox"/>	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure

2020 Operations

Operations Header	Operations Title	Operations Description	Type 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. (3 Activities)			
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
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)			
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
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
AGENCY MANAGEMENT/PERSONNEL	Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

2020 Workload Measures

Measure	New Measure/ Benchmark Year	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY 2020 Quarter 1
1 - Deliver appropriate services (4 Measures)						
Average daily population of non-committed youth in alternative to detention placements	<input type="checkbox"/>	Needs Update	71.5	43.9	17.9	Needs Data Update
Average daily engagement in positive youth development programming at YSC	<input type="checkbox"/>	Needs Update	0.2	2.2	3.4	Annual Measure
Average daily engagement in positive youth development programming at New Beginnings	<input type="checkbox"/>	Needs Update	1	1	1.9	Annual Measure
Cost of secure placement per day	<input type="checkbox"/>	Needs Update	\$126,680.8	\$129,359.5	\$138,868.2	Annual Measure
1 - Ensure safety of facilities (3 Measures)						
Average daily population at the Youth Services Center	<input type="checkbox"/>	76.5	81.1	43.2	40	Needs Data Update

Measure	New Measure/ Benchmark Year	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY 2020 Quarter 1
Average daily ratio of direct care staff to youth	<input type="checkbox"/>	Needs Update	2.3	4.3	3.5	Needs Data Update
Average daily population at New Beginnings	<input type="checkbox"/>	Needs Update	41.2	25.7	36	Needs Data Update
1 - Intake and assessment (1 Measure)						
Number of daily admissions to the Youth Services Center	<input type="checkbox"/>	Needs Update	11.1	9.2	8.2	Needs Data Update
2 - Case planning and management (2 Measures)						
Average caseload	<input type="checkbox"/>	11.1	13.1	14.7	10	Needs Data Update
Average length of commitment	<input type="checkbox"/>	873	772.3	717.7	658.9	Annual Measure
2 - Service, support, and opportunity provision (1 Measure)						
Average daily engagement in positive youth development services per youth in the community	<input type="checkbox"/>	Needs Update	0.5	0.8	0.6	Needs Data Update

2020 Initiatives

Strategic Initiatives	Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Is this Initiative focused on Wards 7 and/or 8?	Does this initiative support the Resilient DC Strategy?	Activity - Objective - Agency - Cluster	Add Initiative Update
Case planning and management (1 Strategic Initiative)							
	Enhance the process for youth transitioning out of DYRS	In FY20, DYRS will enhance the process for transitioning youth out of our care and custody with the intention of promoting their success and reducing contact with the juvenile justice system. DYRS will create and implement a standard operating procedure which will include tracking of relevant steps in the case management system.	05-31-2020	<input type="checkbox"/>	<input type="checkbox"/>	Deputy Mayor for Public Safety and Justice	Add Initiative Update
Deliver appropriate services (1 Strategic Initiative)							
	Formalize the Discharge Process	In FY20, DYRS will formalize the discharge process for detained and committed youth from a DYRS operated secure facility (YSC/NBYDC) to improve the continuity of care as the youth transition from secure placement into the community. This effort will be led by the Health Service Administration, Behavioral Health Division and Secure Programs Team who will prepare and follow a standard operating procedure to include making referrals to relevant agencies/programs, and engaging community youth in health programming in the facilities. Referrals and community engagement will be captured through case notes and enrollments in the case management system.	04-30-2020	<input type="checkbox"/>	<input type="checkbox"/>	Deputy Mayor for Public Safety and Justice	Add Initiative Update
Ensure safety of facilities (1 Strategic Initiative)							
	Comply with National Standards for Health and Mental Health Services	In FY20, DYRS will ensure compliance with national standards for Health and Mental Health Services in order to maintain accreditation. This effort will be led by our Health Services Administration and Behavioral Health Division who will monitor through meetings and CQI to ensure that policies/standards are being met. Success will be shown through maintaining accreditation for the year.	09-30-2020	<input type="checkbox"/>	<input type="checkbox"/>	Deputy Mayor for Public Safety and Justice	Add Initiative Update
Intake and assessment (1 Strategic Initiative)							
	Violence Interruption Program	In FY20, DYRS will create and pilot a Violence Interruption Program for up to 15 committed youth with high-level offenses. This program is timely and relevant in response to the District's current focus on public safety and the reduction of violence throughout the city. Measures of success are forthcoming.	01-31-2020	✓	✓	Deputy Mayor for Public Safety and Justice	Add Initiative Update
Service, support, and opportunity provision (2 Strategic initiatives)							
	Promote Collaboration between Care Coordinators, Credible Messengers and Behavioral Health team members.	In FY20, DYRS will expand the collaboration opportunities between Care Coordinators, Credible Messengers and Behavioral Health team members through thoughtfully planned activities, training and youth interactions that focus on relationship building and coordination during service delivery. Evidence of increased collaboration among teams will include case notes for collaborative meetings among multiple staff and youth.	06-30-2020	<input type="checkbox"/>	<input type="checkbox"/>	Deputy Mayor for Public Safety and Justice	Add Initiative Update

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Is this Initiative focused on Wards 7 and/or 8?	Does this initiative support the Resilient DC Strategy?	Activity - Objective - Agency - Cluster	Add Initiative Update
Fully implement an agency-wide Restorative Justice Strategy	In FY20, DYRS will execute an agency-wide Restorative Justice Strategy to improve communication and increase accountability. This effort will be led by our Behavioral Health Division but focus on every area of the agency, including staff development.	03-31-2020	<input type="checkbox"/>	<input type="checkbox"/>	Deputy Mayor for Public Safety and Justice	Add Initiative Update

FY2020 Initiative Updates

Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	FY20 Reporting Quarter
No initiative updates found					

Internal: Unfinished 2019 Initiatives

Title	Description	Complete to Date	Status Update	Explanation	Anticipated Completion Date	Add Initiative Update - Rolled Over Initiatives
YOUTH DEVELOPMENT SERVICES (1 Strategic Initiative)						

Updates for Unfinished FY19 Initiatives

Strategic Initiative Title	Anticipated completion date	New initiative created for FY19	No Longer an Initiative	Initiative Status Update	% Complete to date	Confidence in completion by anticipated completion date?	Status of Impact	Explanation of Impact	Supporting Data	FY20 Reporting Quarter
No initiative updates found										

Administrative Information

Record ID# 689

Performance Plan ID 689 [Blank Initiative Updates](#) [Blank Initiative Updates](#)

Created on Oct. 30, 2018 at 11:14 AM (EDT). Last updated by [Katz, Lia \(EOM\)](#) on Jan. 28, 2019 at 11:48 AM (EST). Owned by [Katz, Lia \(EOM\)](#).

Agency Name

Department of Youth Rehabilitation Services (DYRS)

**Annual Freedom of Information Act Report for Fiscal Year 2019
October 1, 2018 through September 30, 2019**

FOIA Officer Reporting Adam Aljoburi

PROCESSING OF FOIA REQUESTS

- 1. Number of FOIA requests received during reporting period.....10.....
- 2. Number of FOIA requests pending on October 1,2018.....2.....
- 3. Number of FOIA requests pending on September 30,2019.....0.....
- 4. The average number of days unfilled requests have been pending before each public body as of September 30, 2019NA.....

DISPOSITION OF FOIA REQUESTS

- 5. Number of requests granted, in whole.....9.....
- 6. Number of requests granted, in part, denied, in part.....0.....
- 7. Number of requests denied, in whole.....3.....
- 8. Number of requests withdrawn.....0.....
- 9. Number of requests referred or forwarded to other publicbodies.....0.....
- 10. Other disposition0.....

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION

- 11. Exemption 1 - D.C. Official Code § 2-534(a)(1)...0.....
- 12. Exemption 2 - D.C. Official Code § 2-534(a)(2)...3.....
- 13. Exemption 3 - D.C. Official Code § 2-534(a)(3)
 - Subcategory (A).....0.....
 - Subcategory (B).....0.....
 - Subcategory (C)0.....
 - Subcategory (D).....0.....
 - Subcategory (E)0.....
 - Subcategory (F)0.....
- 14. Exemption 4 - D.C. Official Code § 2-534(a)(4) ...0.....
- 15. Exemption 5 - D.C. Official Code § 2-534(a)(5)...0.....

- 16. Exemption 6 - D.C. Official Code § 2-534(a)(6)
 - Subcategory (A).....0.....
 - Subcategory (B).....0.....
- 17. Exemption 7 - D.C. Official Code § 2-534(a)(7)...0.....
- 18. Exemption 8 - D.C. Official Code § 2-534(a)(8)...0.....
- 19. Exemption 9 - D.C. Official Code § 2-534(a)(9)...0.....
- 20. Exemption 10 - D.C. Official Code § 2-534(a)(10)...0.....
- 21. Exemption 11 - D.C. Official Code § 2-534(a)(11)...0.....
- 22. Exemption 12 - D.C. Official Code § 2-534(a)(12)...0.....

TIME-FRAMES FOR PROCESSING FOIA REQUESTS

- 23. Number of FOIA requests processed within 15 days...8.....
- 24. Number of FOIA requests processed between 16 and 25 days...2.....
- 25. Number of FOIA requests processed in 26 days or more...2.....
- 26. Median number of days to process FOIA Requests.....9.....

RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS

- 27. Number of staff hours devoted to processing FOIA requests...40.....
- 28. Total dollar amount expended by public body for processing FOIA requests...\$1923.....

FEES FOR PROCESSING FOIA REQUESTS

- 29. Total amount of fees collected by public body...\$0.....

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...0.....

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].”

The agency received 10 new FOIA requests during FY19 and was able to comply with all but three of these requests. The three requests that were exempt from disclosure were due to the requestor asking for confidential youth information.



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



Placement and Monitoring 20

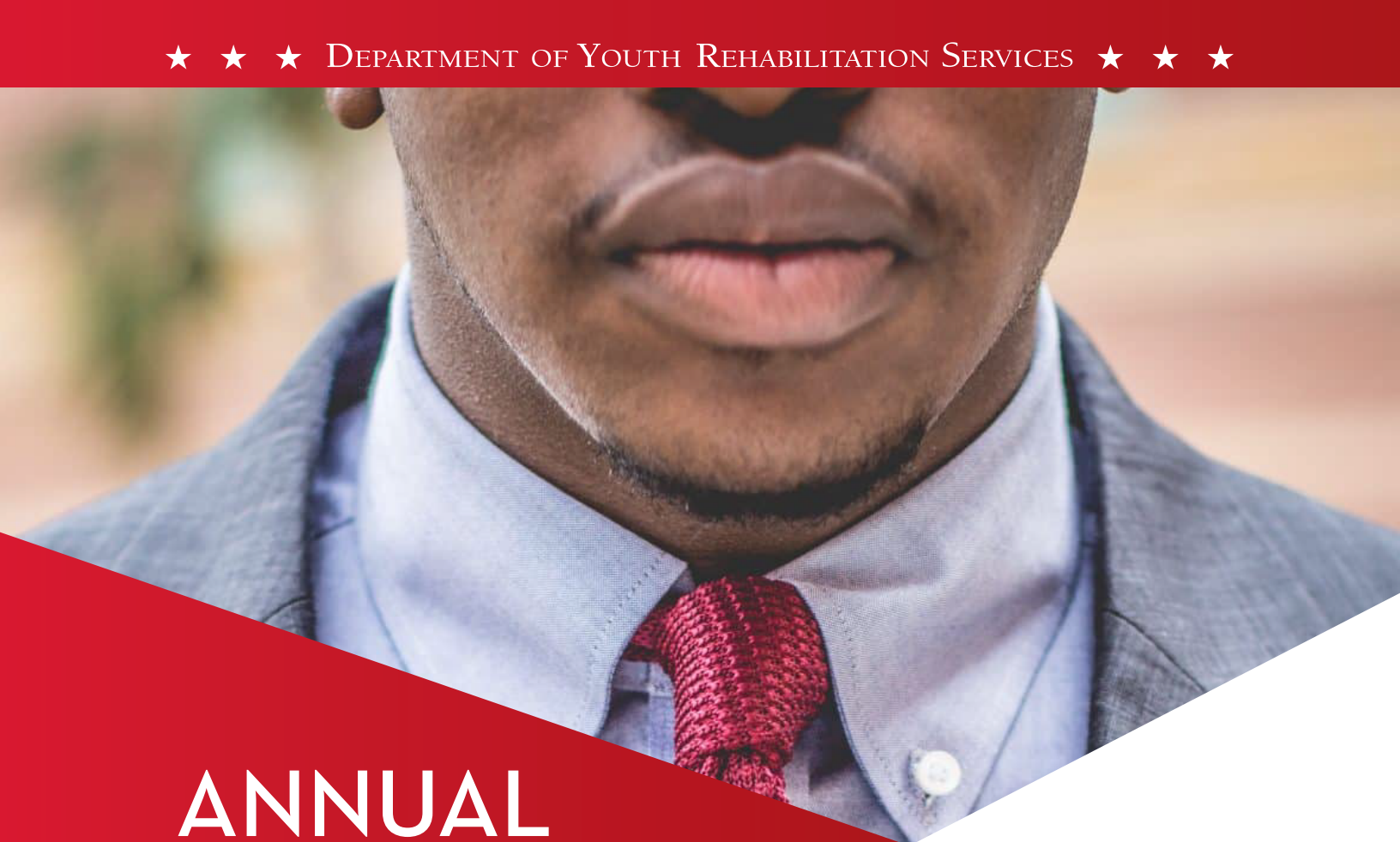
Please describe the transition planning services or programs that DYRS provides to youth that are exiting commitment in FY19 and FY20, to date. For each program or service, please provide:

- 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.

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 21.



ANNUAL REPORT

2018



WE ARE WASHINGTON GOVERNMENT OF THE DISTRICT OF COLUMBIA
DC MURIEL BOWSER, MAYOR

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LETTER FROM THE DIRECTOR

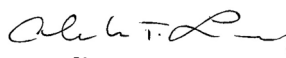


Ideally, our agency needn't ever exist; youth wouldn't know violence, trauma would have a simple cure, and young people could simply be young people. While this is not the reality for many of the youth and families we serve, we are hopeful that during their time with DYRS we can help them develop the skills to cope with trauma, equip them with the tools necessary to overcome adversity, and surround them with the supports necessary for fostering their positive development. It is for this reason we are especially thankful for Mayor Muriel Bowser's leadership, which has empowered us to expand opportunities for the residents we serve and invest in the communities that our young people call home.

We are acutely aware that we enter the lives of our young people at a pivotal moment – a moment of possibility, and of potential transformation. We help guide youth and families through this critical period – led by principles of love, care, compassion, healing, and restoration – with the goal of putting them on a path to success. Equipped with a cadre of dedicated staff and unwavering support from our many community partners, we strive to ensure that our young people obtain the tools necessary to become thriving adults.

In Fiscal Year 2018, we placed a greater emphasis on building the local supports necessary to support youth success while keeping them in our community. To this end, we bolstered our restorative justice practices and increased our efforts to engage our youth and their families through the Credible Messenger initiative. These efforts helped us offer more individualized care coordination and family support, while allowing us to safely engage more youth in the community. As we continue to do this work, we look forward to deepening our offerings and strengthening the continuum of care for the District's court-involved youth and their families.

We would like to thank the Office of the Deputy Mayor for Health and Human Services for their support over the last fiscal year, and we look forward to working under the guidance of the Deputy Mayor for Public Safety and Justice, Kevin Donahue. We want to also thank Mayor Muriel Bowser for prioritizing public safety, securing opportunities for success for all District residents, and investing in safer, stronger communities.


Clinton Lacey
Director, DYRS

EXECUTIVE SUMMARY

The core belief of the District of Columbia Department of Youth Rehabilitation Services (DYRS) is that helping youth transition to a productive and self-sustaining adulthood is the most effective public safety strategy. DYRS assists justice-involved youth in the successful transition to adulthood through careful case planning and care coordination, and by investing in community-based organizations to provide developmentally appropriate supports and services. These efforts and the subsequent findings demonstrate DYRS's approach to meeting its legal mandate to place youth in the least restrictive, most homelike environment that is consistent with public safety.

COMMUNITY-BASED SUPPORTS AND SERVICES

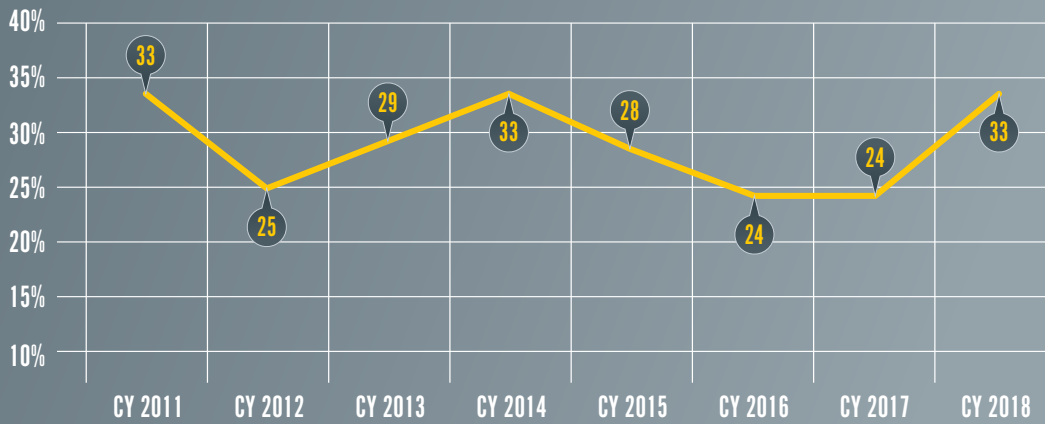
Although DYRS operates two secure facilities for justice-involved youth in the District, the agency prides itself on developing a robust array of community-based programs to support committed youth placed in their own family homes, local community-based residential facilities, and foster care. From DC YouthLink to the Achievement Centers, DYRS works to invest in innovative, community-based programming for youth. In alignment with this commitment, the Credible Messenger Initiative – a new transformative youth mentoring program, was launched at the end of fiscal year 2016. Credible Messengers are community members who share similar life experiences with DYRS youth and their families. They engage youth and their families in this transformative mentoring program that includes both group and one-on-one activities. DYRS also introduced “Covenant of Peace,” an anti-violence initiative to address violence and interpersonal conflict. Additionally, DYRS participates in citywide efforts to make DC neighborhoods safer through the implementation of restorative justice practices in its facilities and in the community.

PUBLIC SAFETY OUTCOMES

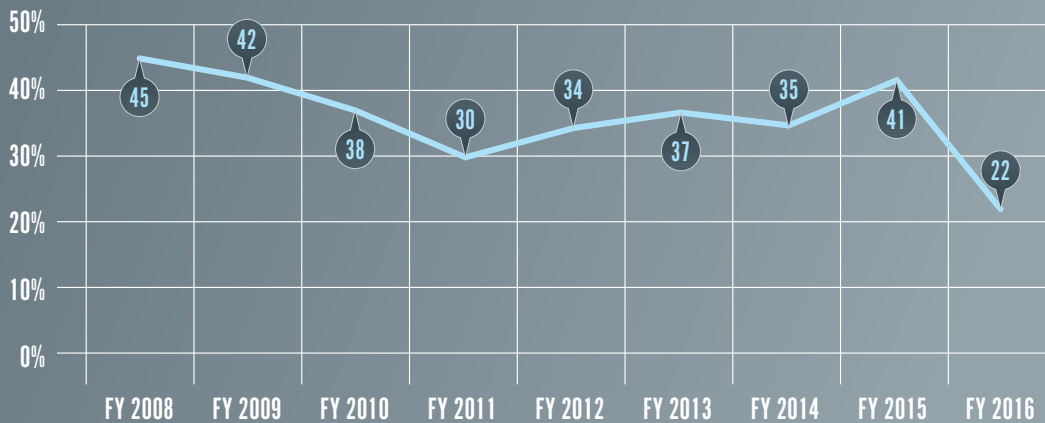
Rearrest rates are calculated by tracking arrests of all DYRS youth regardless of where they are placed. The rate refers to the total number of unique DYRS youth who are rearrested in a year. Rearrest rates show a downward trend since calendar year (CY) 2014, from a high of 33 percent to a low of 24 percent in CY 2017. In CY 2018, the rearrest rate was 33 percent. The increase is due to a variety of factors, including the agency choosing to serve a higher risk population in the community as compared to in prior years.

The recidivism rate refers to the percentage of youth who are reconvicted within one year of placement in the community. For FY 2016, the latest year for which data is available, the effective recidivism rate for committed youth was 22 percent. The decrease in recidivism is attributed to the agency's emphasis on engaging our youth and their families through the Credible Messenger initiative and through our staff's hard work.

DYRS Arrest Trends: CY 2011-2018



One Year Recidivism for DYRS Youth: FY 2008-2016



POSITIVE YOUTH OUTCOMES

In line with a Positive Youth Justice approach, DYRS tracks both public safety outcomes and positive youth outcomes. DYRS provides an important network of positive supports and services. However, no single placement, service, or person is the sole reason for a young person’s success. It is each young person’s diligent work that propels them towards individual achievement, with the agency staff and community-based providers playing an important supporting role along the way.

LOOKING FORWARD

In alignment with DYRS's commitment to foster innovation in the District's juvenile justice system, the agency will continue expanding upon community-based programming options to safely maintain more youth at home and in their local communities. The Credible Messenger Initiative, as well as DYRS's growing restorative justice practices, will help DYRS build the community capacity necessary to support youth successes while keeping them in or near their home communities.

Number of Educational Milestones Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
Total	29	32	17	13

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
Total	145	66	50	19

**Certificates earned in FY 2016 and FY 2017 only include industry-recognized credentials.*

AGENCY OVERVIEW

DYRS is responsible for the supervision, custody, and care of justice-involved young people in the District of Columbia, who are ordered by a DC Family Court Judge as 1) **detained** in a DYRS facility while awaiting adjudication, or 2) **committed** to DYRS following adjudication.

The agency provides comprehensive support services to youth committed to its care, both in secure facilities and within the community. At DYRS, it is everyone's responsibility to help young people succeed by providing justice-involved youth the opportunity to reach their fullest potential, and by building on the strengths of youth and their families in the least restrictive and most homelike environment consistent with public safety.

DYRS's vision is to provide the nation's best continuum of care for justice-involved youth and their families through a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement, and community support. In addition, DYRS actively works with other District agencies, community partners, and juvenile justice experts to implement innovative, research-based models that are aligned with national practices for serving justice-involved youth.

SECTION ONE: DYRS APPROACH

In order to realize DYRS's core belief that helping youth transition to a productive and self-sustaining adulthood is the most effective strategy for public safety, the agency employs a complementary set of approaches, practices, and strategies to help young people succeed that also promote safer, stronger communities. Philosophical approaches are operationalized through care planning and coordination, investing in communities, restorative justice practices, and engaging families.

Additionally, the following set of central tenets allow for these approaches and practices to be sustainable and effective:

- 1) Keep youth in their home as often as possible.
- 2) Make incarceration a response of last resort.
- 3) Focus on family.
- 4) Build on the youth's resiliency.
- 5) Ensure fairness of process.
- 6) Restore community.

POSITIVE YOUTH JUSTICE

Research shows that the best way to enhance long-term public safety is to provide justice-involved youth with the tools they need to successfully transition into adulthood¹. In its approach to working with justice-involved youth, DYRS utilizes the Positive Youth Justice (PYJ) model – a framework² derived from a broader body of research that supports Positive Youth Development (PYD).

The principles of PYD are grounded in the philosophy that youth are assets and resources to the community, and with the right programs, opportunities, supports, and services, youth can develop to their fullest potential. PYD leverages youth strengths to move past challenges and promotes resilience.

PYD is focused broadly on the developmental needs of young people in general, whereas PYJ focuses on the specific developmental needs of young people involved in the juvenile justice system. The PYJ approach recognizes that justice-involved youth are particularly vulnerable to being labeled as victims or villains, which can undermine a PYD approach. The PYJ model also adapts the traditional 40 developmental assets identified through PYD, honing them to six core developmental domains and providing a framework for transforming theory to practice in juvenile justice systems.

The six core developmental domains are:

- **Work:** work experience, apprenticeships, employment readiness, income and independence
- **Education:** literacy, credentials, learning skills and career planning
- **Health:** physical activity, diet and nutrition, behavioral health, lifestyle and sexuality
- **Relationships:** communication skills, conflict resolution, family systems, intimacy and support
- **Community:** civic engagement, community leadership, services and responsibility
- **Creativity:** personal expression, visual arts, performing arts and language arts

NOTES

¹ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. <https://www.juvenile-in-justice.com/wp-content/uploads/2011/10/NoPlaceForKids.pdf>; National Research Council. (2012). *Reforming Juvenile Justice: A Developmental Approach*. Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers, and Julie A. Schuck, Eds. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.

² Butts, Jeffrey A., Gordon Bazemore, and Aundra Saa Meroe (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.

To help youth reach their fullest potential, DYRS focuses on aligning its programs and accountability mechanisms to these foundational ideas and approaches. All aspects of DYRS culture – from staff training to youth programs to the agency’s accountability mechanisms – are infused with the belief that justice-involved youth can succeed. In addition to meeting the developmental needs of youth, DYRS is committed to building on youth assets and potential, utilizing youth as resources and creating partnerships with youth to generate positive, sustaining change.

CASE PLANNING AND CARE COORDINATION

A core goal of the agency is to effectively engage and empower youth and families by providing positive, supportive and complete case planning and care coordination. The rehabilitative process is designed to ensure that youth reach their fullest potential and contribute positively to their community. In support of this approach, complete case planning and care coordination include:

- **Assessments to inform decision-making:** DYRS uses a comprehensive set of assessments that are completed prior to and throughout commitment that include a Structured Decision Making (SDM)³ tool and Child and Adolescent Functional Assessment Scale (CAFAS)⁴;
- **Engaging family:** Care coordinators engage families in a variety of ways, including facilitating Team Decision-Making (TDM) meetings every 90 days, connecting families to services, skill-building opportunities, support systems, and opportunities for self-advocacy;
- **Success planning:** A comprehensive individualized Success Plan, updated every 90 days, details the goals of the youth, reflects progress, and/or identifies additional supports to help a youth prepare for the transitioning end of commitment; and
- **Connections to opportunities and support:** DYRS connects youth to comprehensive programming and individualized opportunities to build upon each youth’s strengths and to target his or her areas of need.

BUILDING COMMUNITY CAPACITY TO SERVE YOUTH

An essential part of DYRS’s effort to implement PYJ programming, as well as other supports for justice-involved youth, includes building and deepening community engagement by investing in the community. DYRS recognizes that a young person’s time with the agency represents only a brief period of their lives. Young people’s families, peers, neighbors and local neighborhood

NOTES

³ National Council on Crime and Delinquency and Annie E. Casey Foundation (2012). *DYRS Risk Assessment and Structured Decision-Making: Validation Study and System Assessment Summary Report*. Washington DC: Department of Youth Rehabilitation Services. <https://dyrs.dc.gov/sites/default/files/dc/sites/dyrs/publication/attachments/DYRS%20Validation%20Study%20System%20Assessment%20Summary%20Report.pdf>

⁴ Hodges, Kay (2005). Child and Adolescent Functional Assessment Scale. In T. Grisso, G. Vincent, and D. Seagraves (Eds.), *Mental Health Screening and Assessment in Juvenile Justice* (pp. 123-136). New York, NY: Guilford Press.

institutions represent a far greater and sustainable resource that predates and will outlive a young person's time with DYRS.

DYRS believes that community supports, and services provide youth opportunities to be engaged in developmentally appropriate activities as opposed to experiences that might deepen their involvement in the justice system. Community-based services present one of the most effective and cost-conscious ways of protecting public safety and helping youth succeed.⁵ Therefore, DYRS makes strategic investments in local organizations serving the neighborhoods where youth and their families reside. By partnering with local organizations and individuals who live, work, and grow in the same neighborhoods as our youth, DYRS better equips local neighborhoods to serve and support youth and families where they reside.

A robust network of supports also allows DYRS to place more youth at home, thus limiting the negative impacts of out-of-home placements for individual youth and the destabilizing effect of removing youth from their social networks.⁶ Minimizing both of these effects will result in stronger, safer communities in the long term.

RESTORATIVE PRACTICES IN THE COMMUNITY

Consistent with PYJ and building community capacity to better serve justice-involved youth, DYRS infuses restorative justice practices into its approach to working with youth. Restorative practices are grounded in the idea that harm to the community can be addressed by allowing a responsible person to make a positive contribution back to the community.⁷ While restorative justice is typically used as an alternative to incarceration or the justice system, approaches to resolve conflict proactively and build peace help youth give back to their communities and build stronger neighborhoods, regardless of justice system involvement. Encouraging youth to participate in neighborhood solutions to resolve conflict outside of the justice system is an important community-building strategy. DYRS strives to restore community by connecting youth to people and organizations in the neighborhoods they call home. Moreover, the agency actively encourages community service and civic engagement as a way to empower young people to participate in community restoration.

NOTES

⁵ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. www.aecf.org/OurWork/JuvenileJustice/~/_media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf

⁶ National Research Council, *Reforming Juvenile Justice: A Developmental Approach* (Washington, DC: National Research Council, 2013). www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach and *Trauma Systems Therapy Training for DYRS, Day 1, April 27, 2016, Facilitated by Susan Hansen, PhD, LCSW-R, RPT-S.*

⁷ Degelman Charles, et.al. (2006). *Giving Back: Introducing Community Service Learning, Improving Mandated Community Service for Juvenile Offenders* Washington, DC: Constitutional Rights Foundation. www.ncjrs.gov/pdffiles1/ojdp/237389.pdf

⁸ Sheffield Morris, A., Silk, J.S., Steinberg, L., Myers, S. S., Robinson, L. R. (2007). The Role of the family context in the development of emotion regulation. *Social Development*, 16(2) 361-388.

⁹ Kuhn, Emily S., & Laird, Robert D. (2014). Family Support Programs and Adolescent Mental Health: Review of Evidence. *Adolescent Health, Medicine and Therapeutics*, 5, 127 – 142.

PARTNERING WITH FAMILIES

DYRS is committed to engaging and empowering families to promote positive life outcomes for youth. Parents, caregivers, and other family members are not only critical to supporting a youth's positive development,⁸ but they are also valuable resources for one another.⁹ The agency uses family-centered practices and invests in various forms of peer support and leadership development for families of committed youth. DYRS's family-centered practices include:

- Anchored in Strength, a biweekly family support group;
- Town halls geared toward parents and caregivers, general and gender-specific;
- Annual retreat for parents and caregivers of DYRS's committed and post-committed youth;
- Active involvement of families in key decisions regarding their youth;
- Skills-building classes, activities, and other programming open to families through the Credible Messenger Initiative, Achievement Centers, and DC YouthLink; and
- Leadership development for families, including opportunities to serve on panels in support of community-based juvenile justice practices.

In summary, DYRS's contemporary approaches continue to allow the agency to foster youth success and promote public safety while focusing on effective case planning, building community capacity, implementing restorative practices, and partnering with families.

COVENANT OF PEACE

In keeping with PYD and PYJ, DYRS takes every opportunity to promote our youths' positive growth and development, enhance resilience and foster healing within the family and community. During commitment and sometimes before, DYRS youth are engaged in a core set of self-empowering principles through the Covenant of Peace, an anti-violence initiative that addresses systemic issues of violence. Developed by DYRS and community stakeholders, Covenant of Peace subject matter draws from faith, culture and historical traditions. Covenant of Peace includes seven core pillars:



- 1. My Life Matters**
- 2. The Act of Forgiveness**
- 3. My Word is My Bond**
- 4. My Family is My All**
- 5. The Impact of Absence**
- 6. The Power of the Tongue**
- 7. What Love Looks Like**

SECTION TWO: YOUTH OUTCOMES

PROMOTING YOUTH SUCCESSES

The Department of Youth Rehabilitation Services (DYRS) provides youth with an important network of positive supports and services to assist in their individual successes. However, no single placement, service, or person is the sole reason for the success of a young person. It is the good work of each individual youth that propels them towards individual achievement, with the agency staff and community-based providers playing a supportive and collaborative role along the way.

The chart below provides an overview of the positive outcomes achieved by young people served by and committed to DYRS. 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 nine would not necessarily be eligible to earn a high school diploma.

Number of Educational Milestones Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
Total	29	32	17	13

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
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**Certificates earned in FY 2016 and FY 2017 only include industry-recognized credentials.*

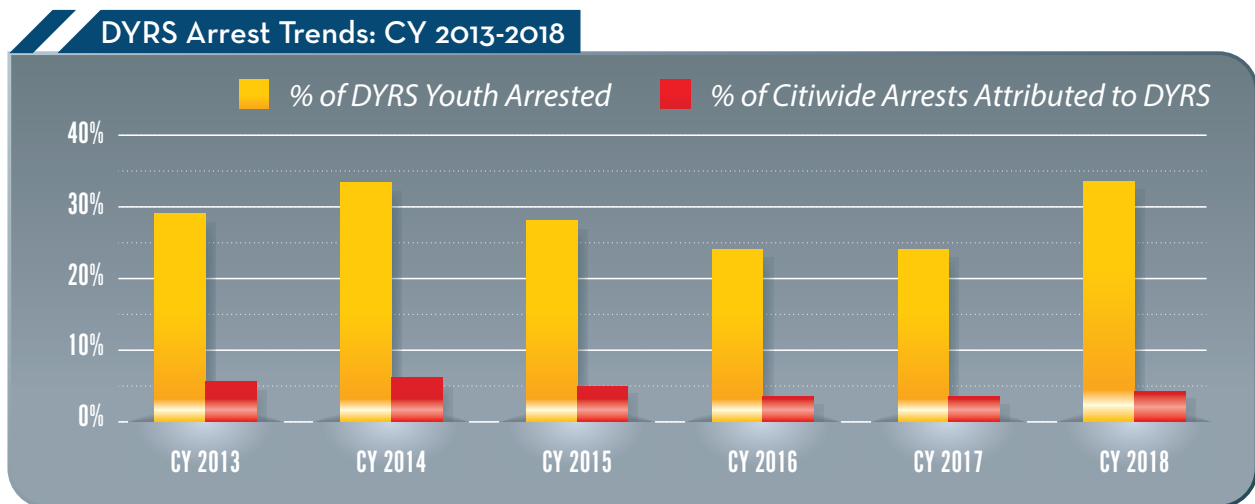
PUBLIC SAFETY OUTCOMES

DYRS's most important long-term public safety strategy is to provide comprehensive care coordination and services focused in the community that help young people succeed, thereby preventing their involvement in future criminal activity. Each youth committed to the agency receives individualized case planning and management that draws on their unique strengths and needs, with their families engaged in every step of the treatment process. Using this strategy, DYRS made substantial progress contributing to public safety while enhancing the lives of youth and families served. DYRS connects youth to services and supports that promote a tran-

sition to productive and self-sustaining adulthood through comprehensive case management, collaboration with other District agencies, and engagement of community and family.

REARRESTS

The proportion of DYRS youth rearrested declined between CY 2014 and CY 2017, signifying improvements in public safety. The percentage of unique, DYRS youth rearrested in a year decreased from 33 percent in CY 2014 to 24 percent in CY 2017. In other words, three out of four youth remained arrest-free in 2017. Additionally, the proportion of all citywide arrests for youth younger than age 22 that could be attributed to DYRS youth continued to decrease in CY 2017. CY 2018 had a 33 percent rearrest rate and a slight increase in the proportion of all citywide arrests for youth younger than the age of 22 that could be attributed to DYRS youth.



RECIDIVISM

Recidivism is another way of measuring DYRS’s performance regarding public safety. The agency tracks newly committed youth for one year following their first placement in a community-based setting¹⁰ to determine how many of the agency’s youth have been found involved or guilty of a new offense. The recidivism outcomes presented in the next page are measured using the newly committed cohort for each fiscal year. The recidivism rate for youth committed in FY 2016 was 22 percent, the lowest rate since FY 2006.

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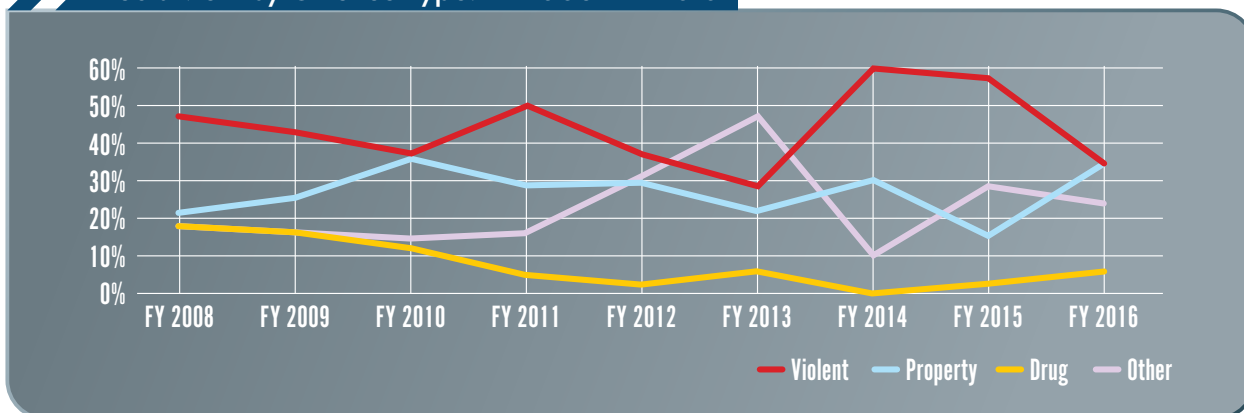
¹⁰ Placement in a community-based setting includes placements in a foster home, independent living program, local community-based residential facility or in the youth’s own family home.

One Year Recidivism for DYRS Youth: FY 2008-2016



The offenses for which youth were re-convicted varied throughout the last eight years, with re-convictions for drug offenses demonstrating the most consistently significant decline. In FY 2016, violent offenses decreased from 57 percent of the recidivating offenses to 35 percent of the recidivating offenses. This indicates that not only were young people less likely to recidivate, but those that did were reconvicted of less serious offenses than in previous years.

Recidivism by Offense Type: FY2008 - FY2016



*The Other category includes threats and weapons offenses, as well as PINS cases.

**DYRS uses the most serious offense for which a youth was convicted in this analysis.

POST-COMMITMENT RECIDIVISM

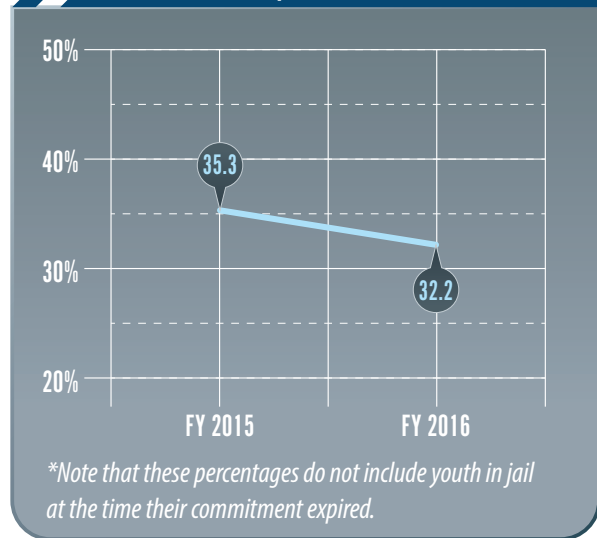
For the first time, DYRS examined one-year recidivism rates for DYRS youth whose commitment expired in FY 2015 and FY 2016. The process for determining post-commitment recidivism is similar to the committed youth recidivism analysis, except that it includes a cohort of youth that are all discharged from commitment in the same fiscal year.¹¹ Of the young people

NOTES

¹¹ Young people who are in jail at the time of their commitment expiration are removed from the analysis because the offense related to their time in jail is calculated with recidivism rates during commitment.

discharged in FY 2015, conviction data is available for 98 percent, with the other two percent awaiting a court process to determine guilt at the time of the data collection. Approximately 35 percent of the young people in the FY 2015 cohort, for whom conviction data is available, had been found involved or guilty of a new offense. For FY 2016, approximately 96 percent of the cohort has conviction data, with four percent still awaiting a court process. Of the 96 percent completed, approximately 32 percent of young people were found involved or guilty of a new offense. In other words, in the year after commitment expiration, two out of three youth released to the community were not reconvicted of an offense.

One Year Recidivism Rate for Youth whose Commitment expired: FY2015 - FY2016

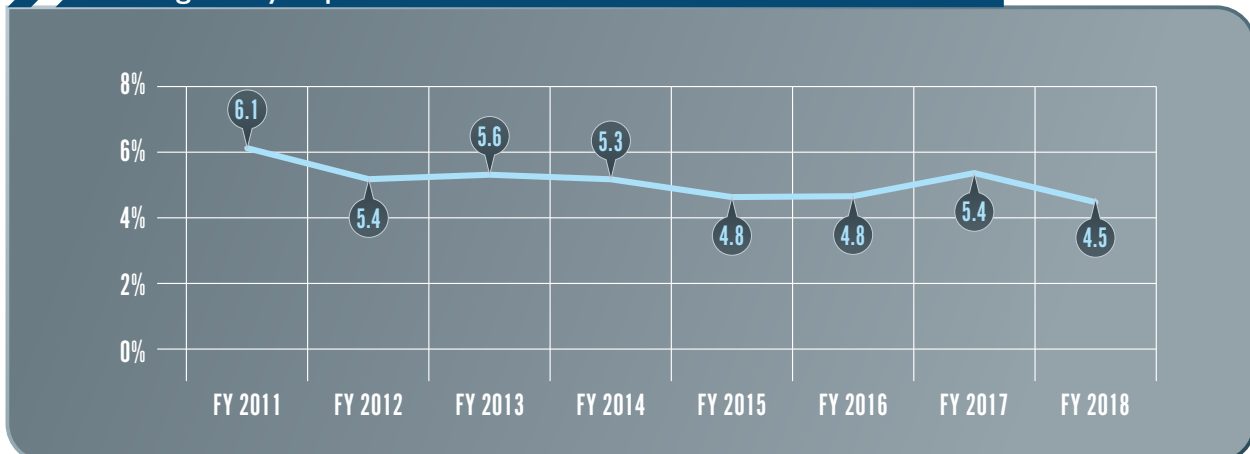


ABSCONDENCE

Youth are on abscondence when they leave a DYRS authorized placement without permission, do not return as required, or lose communication with care coordinators, making the youth's whereabouts unknown. In FY 2018, approximately five percent of DYRS youth were on abscondence on any given day, continuing the trend since FY 2012. The average length on abscondence in FY 2018 was 19 days. However, 47 percent of all abscondences in FY 2018 were four days or less. Typically, abscondences lasted no more than one day.



Average Daily Population of Youth in Abscondence: FY 2011-2018



SECTION THREE: POPULATION AND PLACEMENT HIGHLIGHTS

FY 2017 AND FY 2018 DYRS YOUTH POPULATION OVERVIEW¹²

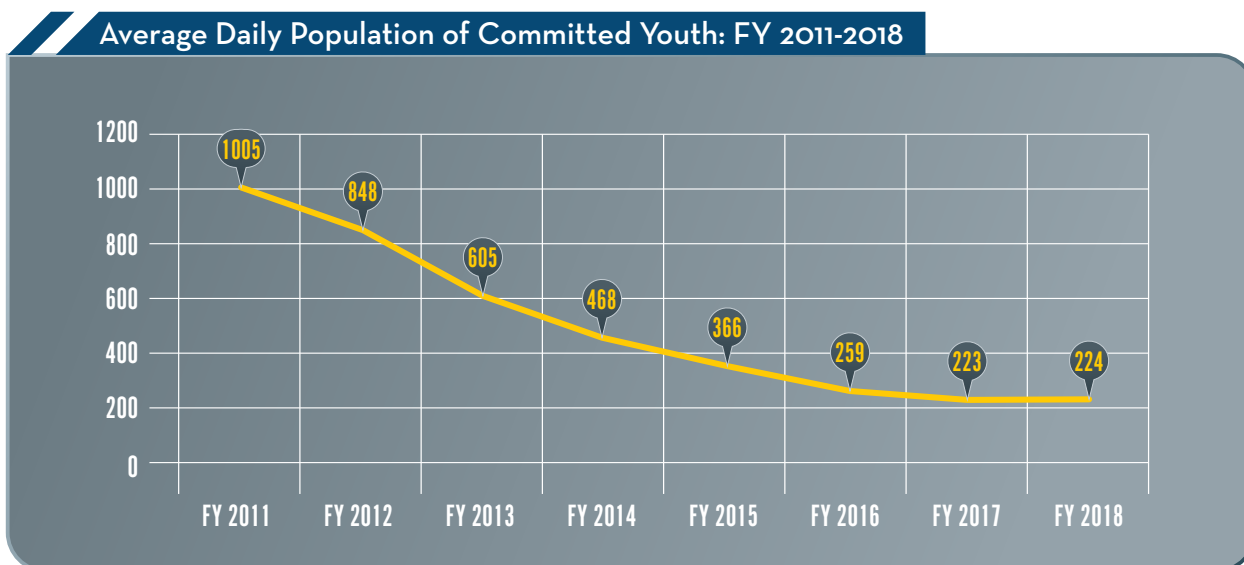
The Department of Youth Rehabilitation Services (DYRS) served a total of 1,973 youth in FY 2017 and 1,648 youth in FY 2018. These numbers include both youth ordered by the DC Family Court to be committed to DYRS and those ordered by the Family Court to be detained or held overnight at the agency’s Youth Services Center, (YSC) – a secure residential facility for detained male and female youth awaiting adjudication and/or disposition by the courts; or in youth shelters.

FY 2017	FY 2018	Population Highlights
1,973*	1,648*	Total number of youth served (unique youth)
357	335	Total number of committed youth served (unique youth)
223	224	Average daily committed population
140	103	Newly committed youth (unique youth)

**Includes youth committed, detained, in shelter homes, previously committed and other justice-involved youth.*

COMMITTED YOUTH

The average daily population of youth committed to DYRS steadily decreased over the last several years, with the average daily population of committed youth for FY 2017 being 223 youth. In FY 2017, 140 youth were newly committed to DYRS. Similar to previous years, African American youth were disproportionately committed to the agency in FY 2018, with 101 out of 103 youth being African American. The majority of newly committed youth are males (80 percent) and between ages 15 and 17 years (76 percent).



COMMITTED YOUTH BY OFFENSE TYPE

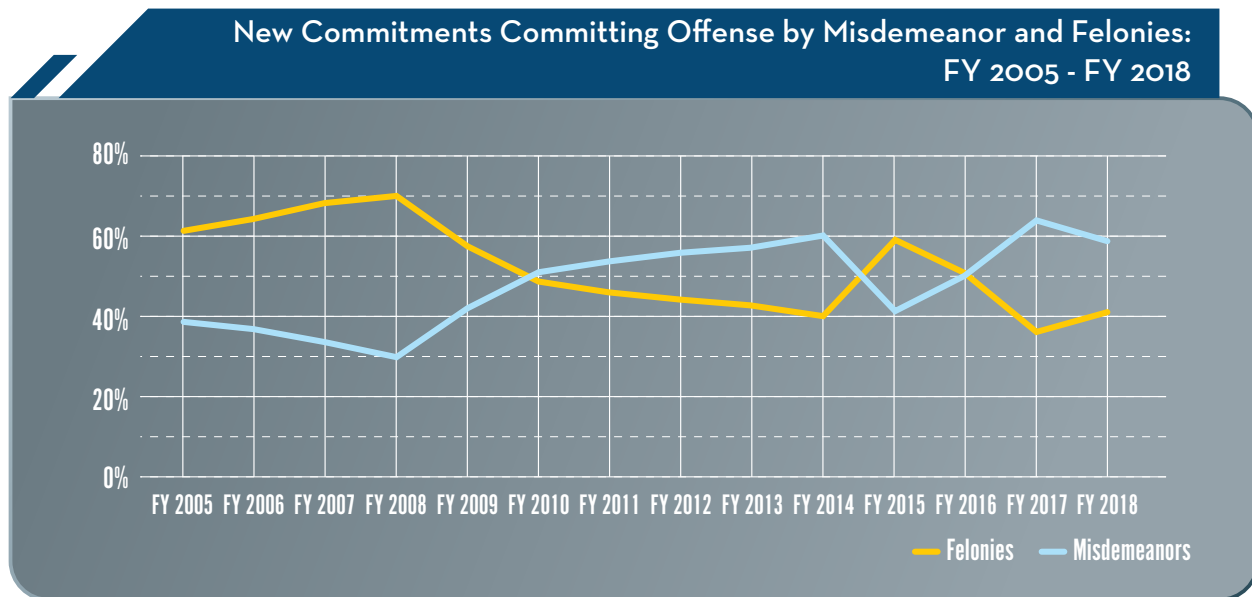
The charge for which a young person appears before a DC Family Court Judge typically dictates the committing offense. For FY 2018, the DC Family Court committed 55 percent of youth for a violent offense – an offense in which force or threat of force is used against a person (i.e., misdemeanor simple assault or robbery).

Offense Type	# of New Commits	% of New Commits
Violent	57	55%
Property	26	25%
Drug	1	1%
PINS	5	5%
*Other	14	14%

**The Other category includes threats and possession of weapon offenses.*

COMMITTED YOUTH BY MISDEMEANOR AND FELONY OFFENSES

In FY 2018, more youth were committed for misdemeanor offenses (58 percent) than for felonies (42 percent). In FY 2017, more youth were committed for misdemeanor offenses (64 percent) than for felonies (36 percent), in contrast to FY 2015 and FY 2016. In FY 2015, more youth were committed for felonies than misdemeanors. In FY 2016, approximately the same percentage of youth were committed for misdemeanors and felonies.

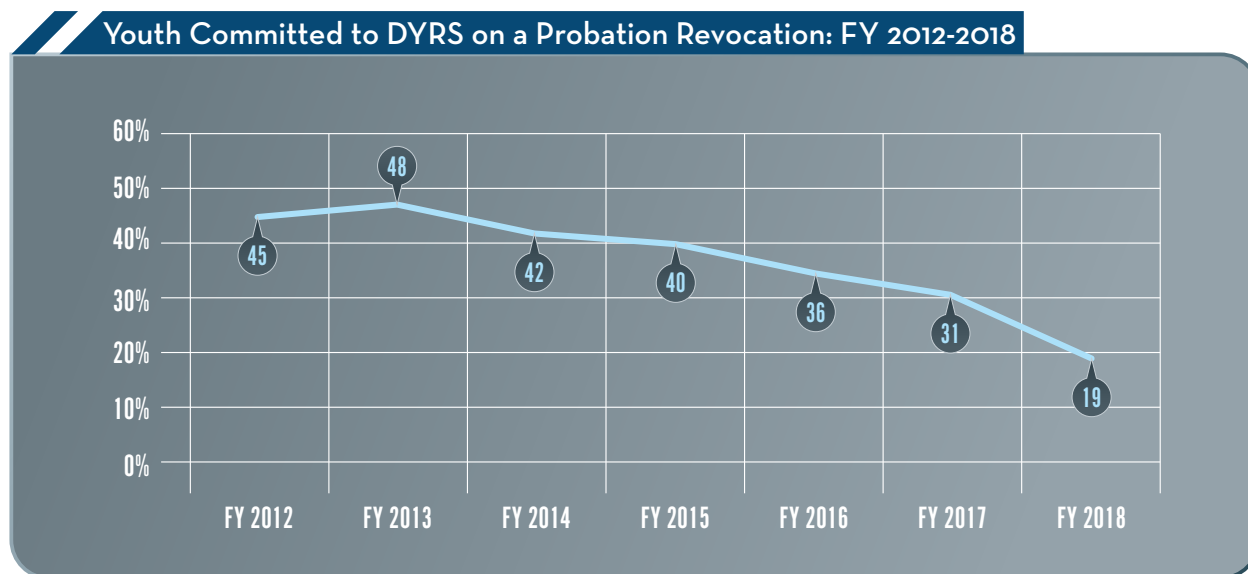


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¹²On April 4, 2017, the Comprehensive Youth Justice Amendment Act of 2016 (CYJAA) became law. This legislation included a provision requiring the transfer of custody of Title XVI youth – youth who have been charged as adults by the U.S. Attorney’s Office (USAO) – from the Department of Corrections (DOC) to the Department of Youth Rehabilitation Services (DYRS) by October 1, 2018. As of the beginning of FY 2019, Title XVI Youth are now held at the New Beginnings Youth Development Center in Laurel, Maryland, DYRS’s secure residential treatment facility.

NEWLY COMMITTED YOUTH BY PROBATION REVOCATION STATUS

Youth are not always committed to DYRS because they committed a new offense. Some youth, prior to DYRS commitment, are placed in a formal probation program supervised by the Court Social Services Division of the Superior Court (CSSD). In FY 2018, 19 percent of newly committed youth were remanded to DYRS custody after their probation with CSSD was revoked. Probation revocation is often triggered by non-compliance with probation conditions and/or due to the commission of a new offense while on probation.



COMMITTED YOUTH PLACEMENT DISTRIBUTION

DYRS is committed to placing youth in the least restrictive and most homelike environment possible, consistent with public safety. The most restrictive placements are considered “secure” and include New Beginnings Youth Development Center (NBYDC), DYRS’s own locked facility, residential treatment centers (RTC), or psychiatric residential treatment facilities (PRTF) that are located outside of the District. Less restrictive placements are those that are considered “community-based.” They range from staff-secured, community-based residential facilities, foster homes, and independent living programs to the youth’s own family home.

During FY 2018, 63 percent of the average daily population of committed youth resided within the community, with 41 percent of those youth placed at home, compared to 56 percent in the community and 29 percent at home in FY 2017.

GPS: ELECTRONIC MONITORING

Electronic monitoring technology allows DYRS to monitor youth placed in the community in real time to ensure that he/she is complying with any pre-determined travel restrictions or curfews. On an average day in FY 2018, DYRS tracked 9 percent of committed youth by electronic monitoring technology.

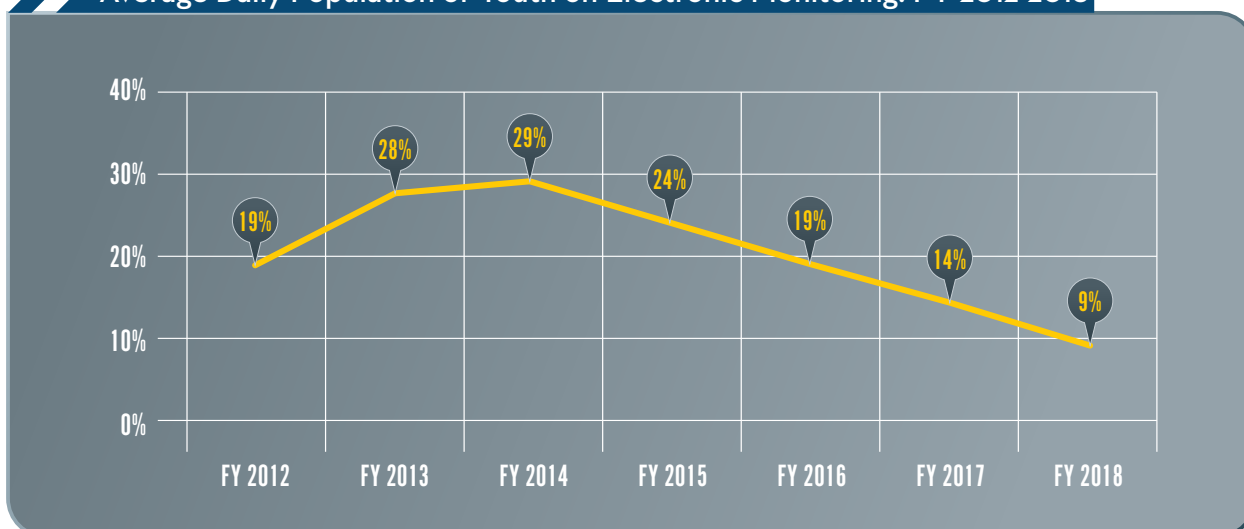
Committed Youth Placements for FY 2018

Placement Type		Average Daily Population*	Average Length of Stay (Days)
Community-Based	Local Community-Based Residential Facility	6.3%	32.4
	Out-of-State Community-Based Residential Facility	5.3%	128.8
	Foster Home	7.6%	95.8
	Home	41.3%	94.7
	Independent living programs	2.8%	129.9
	Total Community-Based	63.3%	82.8
Secure	Hospital	0.1%	12.3
	Jail	7.8%	68.6
	New Beginnings Youth Development Center**	11.3%	76.8
	Residential Treatment Centers and Psychiatric Residential Treatment Facilities	6.9%	178.2
	Youth Services Center**	6.3%	5.2
	Total Secure	32.4%	25.0
Abscondence	Abscondence	4.5%	19.0

*The average daily population is reported here as the percent of the average daily committed population.

**These placements include youth awaiting placement which can reduce the average length of stay.

Average Daily Population of Youth on Electronic Monitoring: FY 2012-2018



NEW BEGINNINGS YOUTH DEVELOPMENT CENTER

The New Beginnings Youth Development Center (NBYDC) is a 60-bed secure residential treatment facility with 24-hour supervision and comprehensive social services grounded in the principles of Positive Youth Justice (PYJ). Youth may be placed at NBYDC while awaiting placement in another facility or as part of the DC Model Program. The DC Model Program is a level system through which youth progress, involving staff-facilitated self-exploration that addresses history, behavioral patterns, family issues and challenges, and the manner in which these factors influenced their present situation. The program also includes components of behavioral modification, cognitive therapy, and Positive Youth Development (PYD). Additionally, the DC Model Program incorporates smaller homelike housing modules that limit the number of youth per unit to 10.



The total daily population at NBYDC for FY 2018 averaged 25.7 youth and the average length of stay was 76.7 days. NBYDC served 136 unique youth, of which the majority were male¹³ (93 percent) and African American (95 percent).

DETAINED YOUTH

In addition to supervising committed youth, DYRS also serves youth prior to adjudication or disposition of their cases. DYRS manages and operates a detention facility called the Youth Services Center and oversees a network of shelter homes where pre-adjudicated youth reside.

YOUTH SERVICES CENTER



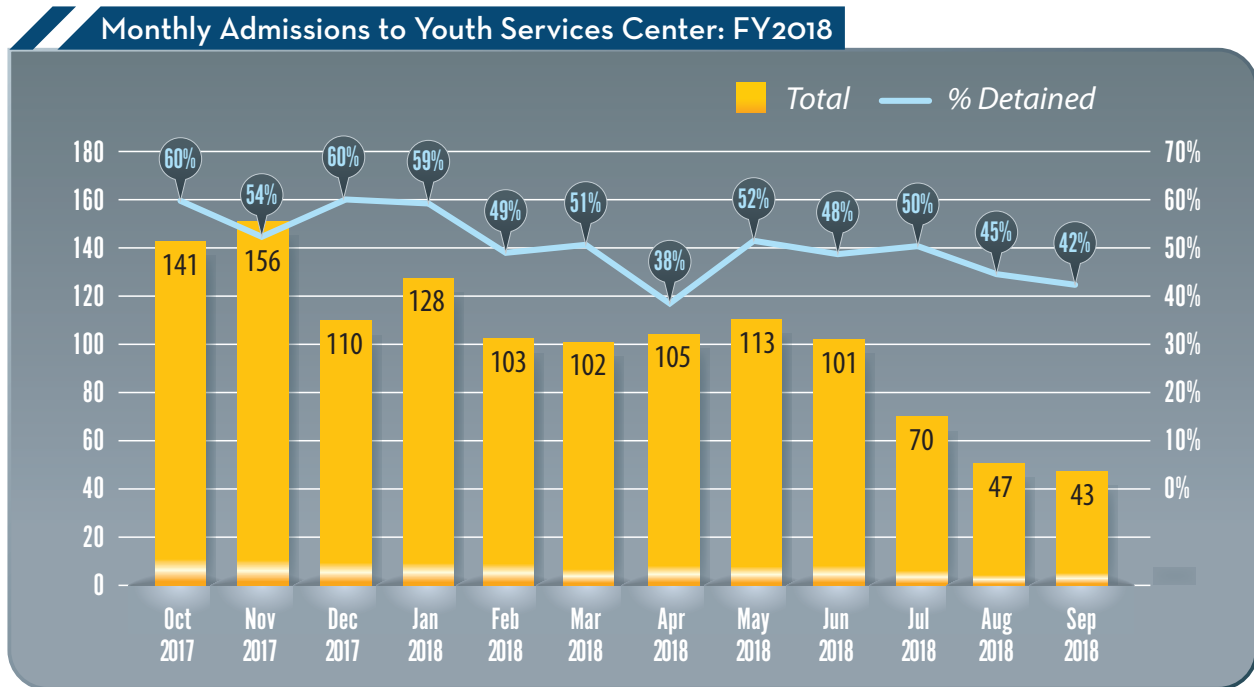
The Youth Services Center (YSC) is an 88-bed, secure detention facility that provides 24-hour supervision, care, and custody to youth who have been ordered to YSC by a DC Family Court Judge while awaiting adjudication or disposition. YSC also houses a smaller number of committed youth who are awaiting placement. In FY 2018, YSC served a total of 1,452 youth with an average daily population of 43.1, including youth admitted for one overnight stay. The YSC's average

length of stay, not including overnight stays, was 21.7 days. The majority of youth were male (68 percent) between ages 15 to 17 years (72 percent). Over 92 percent of these youth were Black/African American.

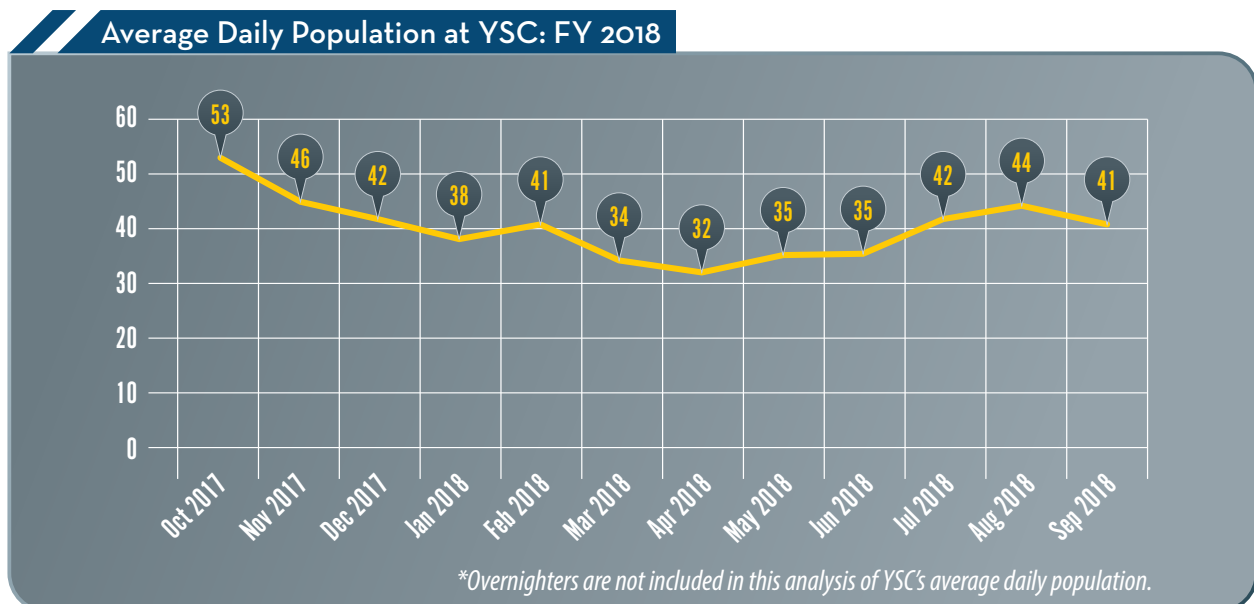
NOTES

¹³ From FY 2016 through FY 2018, NBYDC designated one of its secure units for girls committed to the agency in an effort to keep them 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 10 girls.

Over the course of FY 2018, detained youth represented approximately half of admissions at YSC, an average of 52 percent. This is a decrease from FY 2017, during which nearly 80 percent of all admissions were for detained youth.



The average daily population of YSC in FY 2018 was 40, not including youth admitted for one night. The average number of youth held overnight was approximately three, often increasing the number of youth held at the facility at any given time.



YOUTH SHELTER HOMES

Youth shelter homes are considered a non-secure, pre-adjudication or pre-disposition placement. Some youth are ordered by a DC Family Court Judge to be placed in a DYRS-contracted shelter home instead of YSC. DYRS contracts with providers to run youth shelter homes and provides a robust system of oversight to ensure quality. In FY 2018, 378 unique youth resided in youth shelter homes with an average daily population of 43.8 youth and an average length of stay of 23 days. Approximately 61 percent of those youth were male. Youth ranged in age from 12 to 21 years with 66 percent being between ages 15 and 17 years. The youth accounted for 800 admissions to shelter homes in FY 2018.

Average Daily Population in Shelter Homes: FY 2018



JERRY M. CONSENT DECREE AND WORK PLAN

In 1986, a group of plaintiffs filed the *Jerry M.* lawsuit in the Superior Court of the District of Columbia alleging violations of basic health and safety standards at the District's Oak Hill Youth Center. The lawsuit resulted in the *Jerry M.* Consent Decree that set standards regarding services provided at the District's juvenile secure facilities.

After 22 years of attempting to meet the requirements of the Consent Decree, DYRS negotiated a Final Work Plan in 2008. The Work Plan established consent decree indicators and requirements that would release the agency from *Jerry M.* when fulfilled.

The overall structure of the Work Plan includes 12 goals. Since the establishment of the Work Plan, several performance standards were vacated from the lawsuit as a result of either the court's ruling that the agency met the requirements of the performance standards or due to the partial settlement agreement reached by the parties in May 2015. To date, all but four goals were fully vacated from the Work Plan.

Goal	Status	Year Achieved
I. Secure Facilities	Partially Vacated	As of 2015
II. Discrete Populations	Vacated	As of 2011
III. Committed Case Planning	Vacated	As of 2015
IV. Education	Vacated	As of 2015
V. Behavioral Health	Under Court Supervision	
VI. Structured Activities and Grievance Process	Vacated	As of 2015
VII. Environmental Health and Safety and Fire Safety	Partially Vacated	As of 2015
VIII. Health Services	Partially Vacated	As of 2016
IX. Construction of a New Facility	Vacated	As of 2013
X. Staff Training	Vacated	As of 2015
XI. Disabling Oak Hill	Vacated	As of 2013
XII. Continuous Quality Improvement	Vacated	As of 2015

RECENT JERRY M. PROGRESS

Vacated December 2015

- Timely investigations and disciplinary action (Goal I.A.2)
- The population at facilities and room requirements at NBYDC (Goal I.A.3)
- Use of mechanical restraints (Goal I.A.4)
- Educational programming at YSC regarding individualized education (Goal I.V.B.)
- Committed case planning (Goal III.A)
- Outdoor recreation (Goal VI.A.1)
- Daily structured activities and grievances (Goal VI.A.2-3)
- Environmental health and safety (Goal VII.A)
- Staff training (Goal X)
- Continuous quality improvement (Goal XII)

Fulfilled settlement reporting requirements related to:

- Education at YSC (April 2015)
- Training (August 2015)
- Grievances (April 2015)
- Room confinement (August 2015)
- Planning and delivery of services and placements (August 2016)
- Intake assessment and housing assignments (August 2015)

Vacated July 2016

(Pertains to both facilities unless otherwise noted)

- Content and timeliness of initial mental health risk screenings (Goal VIII.A.1.a.)
- Content and timeliness of comprehensive medical assessments at NBYDC (Goal VIII.A.1.b)
- Medication administration without missing a prescribed dose (Goal VIII.A.2.a.)
- Timely administration of newly prescribed medications at YSC (Goal VIII.A.2.b.)
- Explanation of missed doses of medication at NBYDC (Goal VIII.A.2.c.ii.)
- Locked and confidential boxes, writing implements, and Request for Care forms are readily available to youth (Goal VIII.A.3.a.)
- Review, assessment, and implementation of recommended plans of care following the return of youth from off-site health encounters (Goal VIII.A.4.a.)
- CPR certification for licensed medical providers (Goal VIII.A.4.b.)
- Transfer of youth to a hospital for medical treatment when advanced care is required (Goal VIII.A.4.e.),
- Timely referral of youth with rashes to an advanced care provider (Goal VIII.A.5.a.)
- Administration of recommended immunizations (Goal VIII.A.7.a.)
- Content and timeliness of annual medical assessments (Goal VIII.A.7.b.)
- Medical management of youth with HIV/AIDS (Goal VIII.A.8.b.)
- Autonomy of health services (Goal VIII.A.10.a.)

SECTION FOUR: DYRS PROGRAMS AND SERVICES

COLLABORATIVE AND COORDINATED SERVICES

Credible Messenger Initiative

In an effort to build safer and stronger communities, DYRS invests in neighborhoods and people that help to make up the communities that our youth call home through the Credible Messenger Initiative. The Credible Messenger Initiative is a transformative mentoring program for youth committed to DYRS. Credible Messengers are community members who share similar experiences with the youth and families served by DYRS. The Credible Messenger approach draws from restorative justice practices and peace-building principles. Through this initiative, credible messengers serve as one-on-one transformative mentors and family engagement specialists.



In FY 2016, DYRS partnered with the Community Foundation for the National Capital Region (CFNCR) to administer a competitive grant process designed to select six community-based organizations rooted in neighborhoods/wards where DYRS youth and families live. Six Credible Messenger awardees began serving youth and families in the first quarter of FY 2017. Credible Messengers meet with youth in group sessions twice per week and in one-on-one sessions at least once each week. In FY 2018, Credible Messenger served 327 youth and families.

Credible Messenger: FY 2018 Engagement and Enrollment

Type of Participants	Enrollments	Unique Participants	Average Length of Stay (days)
Committed Youth	508	298	137.5
Families	216	162	135.6
Previously Committed Youth	89	70	134.9
*Totals	813	489	136.7

**Note: Youth may have multiple enrollments in multiple Participant Types. Therefore, Totals are the total number of unique participants in Credible Messenger (across all Participant Types), not the sum of unique participants in each Participant Type.*

DC YouthLink

In 2009, DC YouthLink was developed as a coalition of community-based organizations selected to provide a variety of services, generally aligned with PYJ domains, to justice-involved youth.

In FY 2018, three providers served 153 DYRS youth and their families with services such as tutoring, mentoring, family support, GED, and mental health services. Substance abuse education was the most popular service, followed by tutoring. DC YouthLink service providers received incentives based on the achievement of youth milestones such as high school graduation, acquiring employment, or staying connected to the service for 90 days or more.



DC YouthLink: FY 2018 Engagement and Enrollment

Service Type	Enrollments	Unique Participants	Average Length of Stay (days)
Substance Abuse Education	85	71	131
Tutoring	111	88	40
Family Support	40	36	245
*Totals	236	177	109

**Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in DC YouthLink (across all Service Types), not the sum of unique participants in each Service Type.*

Achievement Centers

In FY 2014, DYRS opened its first Achievement Center in Northwest Washington, DC. DYRS opened another Achievement Center in Southeast Washington, DC in FY 2016. Consistent with Positive Youth Justice (PYJ), the Achievement Centers foster career development, life skills, and healthy living while also providing support to families and youth as they develop into healthy, independent, and capable people who can thrive and enjoy a high quality of life. The Achievement Centers also serve as the home of the Youth Engagement Specialists who work one-on-one with youth to help them succeed.



In FY 2018, the Achievement Centers offered a selection of 16 services, including both drop-in and structured wraparound services for youth, their relatives, previously committed youth, and community members. Youth connected to the Achievement Centers participated in various programs such as culinary arts, physical fitness activities, workforce development, and academic assistance programs that included GED classes and other skills-based programming. In FY 2018, the Achievement Centers worked with 105 committed youth, 263 community members and relatives, and 33 previously committed youth.

Achievement Center: FY 2017 Engagement and Enrollment

Service Type	Enrollments			Unique Participants			Average Length of Stay (days)		
	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members
Arts Enrichments	12	-	-	11	-	-	87.8	-	-
Barbering	9	1	27	8	1	26	26.6	0	139.6
Comedy	-	3	5	-	3	5	-	566.7	275.8
Cosmetology	6	1	29	6	1	29	9.5	12	65.9
Costume Design	-	1	11	-	1	10	-	31	154.3
Culinary Arts	1	-	50	1	-	48	0	-	104.4
Digital Arts	6	1	33	6	1	29	7	181	66.1
Digital Literacy	-	1	24	-	1	23	-	35	99.1
Driver's Education	12	4	75	12	3	70	7.3	112	97.4
Film-Making	-	9	21	-	9	20	-	267.6	252.8
G.U.G.O.	75	1	-	57	1	-	82.4	0	-
Life Skills	13	-	-	11	-	-	100.4	-	-
Marketing	6	-	-	5	-	-	85	-	-
Martial Arts	1	1	6	1	1	6	16	695	563.2
Music Production	9	6	20	7	6	20	58.8	269.7	66.9
Social Media	-	3	6	-	3	6	-	469.7	324.5
TV Production	2	1	34	2	1	29	0	79	100.1
*Totals	152	33	341	105	18	263	65.9	261.1	120.9

*Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in the Achievement Centers programs (across all Service Types), not the sum of unique participants in each Service Type.



Stay the Course.

Office of Education and Workforce Development

The DYRS Office of Education and Workforce Development (OEWD) creates and implements programs grounded in Positive Youth Justice principles that support youth engagement in school and work. OEWD strives to provide committed youth with the appropriate services, supports, and opportunities within the community that promote education, workforce development, and employment.

In FY 2018, 10 DYRS youth obtained unsubsidized employment at several DYRS partner agencies and area businesses

that included Starbucks, Safeway, Jimmy Johns, and the Labor Force industry. In addition, nine youth received certifications in the fields of construction and video production.

Regarding educational outcomes, nine youth earned a high school diploma or GED in FY 2018. Additionally, four youth enrolled in post-secondary educational institutions, which included Lincoln University and the University of the District of Columbia.

Covenant of Peace

In FY 2016, DYRS introduced the Covenant of Peace, an anti-violence initiative geared toward addressing the systemic issues in and around violence. The goal of the Covenant of Peace is to reduce violence in the District of Columbia and beyond by addressing interpersonal conflict with DYRS committed youth both in its secure facilities and in the community. The initiative involves intense focus groups led by DYRS staff and a group of Credible Messengers – neighborhood-based leaders with similar life experiences and proven track records of positive community involvement. These credible messengers are tasked with facilitating group sessions with youth, where they explore and challenge the root causes of violence. At the end of the sessions, youth sign a covenant, an agreement to abstain from violence and a commitment to speak against acts of violence.



SECTION FIVE: LOOKING FORWARD

When the DC Department of Youth Rehabilitation Services (DYRS) was established in 2004, city officials charged the agency with leading the reform of the District's juvenile justice system and serving as a nationwide model for excellence. In FY 2018, DYRS persevered in meeting this charge and continued its tradition of bringing innovation to the District's juvenile justice system. DYRS continues to demonstrate that promoting public safety and helping youth reach their fullest potential, by transitioning them into the role of self-sufficient adults, is best achieved by leveraging community and families for services and supports.

In FY 2019 and in alignment with the agency's commitment to foster innovation to the District's juvenile justice system, DYRS will continue to develop community-based programming options for youth in efforts to safely maintain more youth at home and in their local communities. The evolving Credible Messenger Initiative, as well as DYRS's growing restorative justice practices, will help DYRS build the community capacity necessary to help youth succeed while keeping them in or near their home communities.

Key Terms and Acronyms

Abscondence: Youth status when they have left a DYRS-authorized placement without permission or not returned as required, as well as youth who have lost communication with care coordinators and the youth's whereabouts are unknown.

Achievement Center (AC): Provides drop-in activities along with structured programming and classes that foster career development, life skills and healthy living, and community service. The programs include classes and activities that educate youth, prepare them to enter the workforce, and teach them valuable life and leadership skills.

Awaiting Placement: Status of committed youth when they are waiting for a DYRS placement.

Child and Adolescent Functional Assessment Scale (CAFAS): An assessment that tracks how youth are doing in all areas of life. These include school/work, home, community, behavior toward others, moods/emotions, self-harmful behavior, substance use, and thinking problems. Each youth has a CAFAS every 90 days to help with planning at their Team Decision Making (TDM) meeting.

Commitment: A Court Order from the District of Columbia Superior Court remanding adjudicated youth to the care and custody of DYRS after unsuccessful probation or because a youth is identified by the Court as a young person in need of more intensive services and supervision than probation can provide.

Committed Youth: Youth who have been adjudicated and committed to DYRS's care and custody for a period of time determined by a District of Columbia Superior Court Judge.

Community-Based Residential Facility: A local or out-of-state, staff-secure residential facility.

Court Social Services Department (CSSD): A division of the District of Columbia Superior Court that is responsible for supervising juvenile probation in the District.

Covenant of Peace: An anti-violence initiative geared toward addressing systemic issues of violence by engaging DYRS youth in intensive group workshops based on seven pillars for self-empowerment.

Credible Messenger: A programming initiative connecting community members who share similar life experiences with the youth and families served by DYRS. Credible Messengers are community leaders, experienced youth advocates, and individuals with similar life experiences who serve in a variety of capacities to coach, guide, mentor, and advocate for youth and families in both group and individual settings.

DC YouthLink (DCYL): A coalition of community-based service providers contracted to serve DYRS youth. Services focus on Positive Youth Development (PYD) principles and Positive Youth Justice (PYJ) domains.

New Beginnings Youth Development Center (NBYDC): DYRS's 60-bed residential treatment center located at 8400 River Road in Laurel, Maryland.

Person in Need of Supervision (PINS): A youth who is in need of care or rehabilitation, is regularly missing school without reason, has committed an offense that can only be committed by children, or regularly disobeys their parent, guardian, or other custodians.

Positive Youth Development (PYD): An intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups and families in a manner that is productive and constructive; recognizes, utilizes and enhances youth's strengths; and promotes positive outcomes for youth by providing opportunities, fostering positive relationships and providing the support needed to build on their leadership strengths.

Positive Youth Justice (PYJ): A framework for youth justice intervention informed by PYD. The Positive Youth Justice Model targets juvenile offenders and focuses on assets needed by all youth – learning/doing, attaching/belonging – and developing these assets within the context of six separate life domains: work, education, relationships, community, health and creativity.

Psychiatric Residential Treatment Facility (PRTF): An out-of-community, and often secure, treatment facility for youth with significant mental health, behavioral or substance abuse needs.

Residential Treatment Center (RTC): An out-of-community, and often secure treatment facility for youth with significant behavioral concerns.

Structured Decision-Making Tool (SDM): A tool used to classify a youth's likelihood of offending into three categories (low, medium or high). The SDM Tool is only used to establish a youth's level of restrictiveness in the initial placement upon being committed to DYRs.

Youth Services Center (YSC): The District of Columbia's 88-bed short-term detention center located at 1000 Mount Olivet Road, NE in Washington, DC.



 [fb.com/dyrsdc](https://www.facebook.com/dyrsdc)

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 [DYRS_IG](https://www.instagram.com/DYRS_IG)

 [dyrs.dc.gov](https://www.dyrs.dc.gov)

 dyrs@dc.gov



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



General Questions 21

Please provide a list of all studies, research papers, reports, and analyses that the agency prepared, or contracted for, during FY19 and FY20, to date. Please state the status and purpose of each. Please submit a hard copy to the Committee.

In FY19, DYRS published the FY18 Annual Report, attached, which can be found on the DYRS internet page under the Data heading. The purpose of this report is to provide information to the public regarding the agency and any accomplishments.



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



Placement and Monitoring 21

Please describe any programs or services that the agency provided or funded in FY19 and FY20, 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.

Post-Committed Youth Programs FY 2019				
Credible Messenger Providers (Post-Committed Youth)	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
East River Family Strengthening Collaborative-Credible Messenger (PC)	Mentor	\$4,287	7	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
ERCPCP-Credible Messenger (PC)	Mentor	\$5,169	20	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.



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Good Projects-Credible Messenger (PC)	Mentor	\$5,636	5	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
InnerCity Collaborative-Credible Messenger (PC)	Mentor	\$4,732	7	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Life Deeds, Inc-Credible Messenger (PC)	Mentor	\$3,437	9	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (PC)	Mentor	\$3,854	26	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Credible Messenger Providers (Post-Committed Youth Families)	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
East River Family Strengthening Collaborative-Credible Messenger (PC Fam)	Mentor	\$4,287	3	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
ERCPCP-Credible Messenger (PC Family)	Mentor	\$5,169	4	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Good Projects-Credible Messenger (PC Family)	Mentor	\$5,636	3	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
InnerCity Collaborative-Credible Messenger (PC Family)	Mentor	\$4,732	1	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in



**COUNCIL OF THE DISTRICT OF COLUMBIA
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				assisting with these achievements.
Life Deeds, Inc-Credible Messenger(PC Family)	Mentor	\$3,437	11	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (PC Family)	Mentor	\$3,854	11	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Achievement Center - Drop in Center	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
Sasha Bruce	Health and Wellness	\$579	13	Youth will focus on healthy lifestyles based on nutrition, hygiene, sexual behaviors, and mental health
YAP	Women's Empowerment	\$592	11	This program develops youth's ability to build linkages within the community, self-esteem, and promotes economic development of youth.
Workforce Development Programs	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes



**COUNCIL OF THE DISTRICT OF COLUMBIA
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PREHEARING QUESTIONS AND ANSWERS**



WFD Internship	Workforce Development	No data	1	
WFD Unsubsidized Employment	Workforce Development	No data	2	
WFD Work Preparation	Workforce Development	No data	2	
DC YouthLink	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
Georgetown Tutoring DCYL	Tutor	\$1,387	6	Youth achieve grade point average and attendance improvement that lead to attainment of diploma.

Post-Committed Youth Programs FY 2020 YTD 1.13.20				
Credible Messenger Providers (Post-Committed Youth)	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
ERCPCP-Credible Messenger (PC)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	8	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
InnerCity Collaborative-Credible Messenger (PC)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	6	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.



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Life Deeds, Inc-Credible Messenger (PC)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	5	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (PC)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	13	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Credible Messenger Providers (Post-Committed Youth Families)	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
ERCPCP-Credible Messenger (PC Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	3	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
InnerCity Collaborative-Credible Messenger (PC Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	1	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in



**COUNCIL OF THE DISTRICT OF COLUMBIA
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PREHEARING QUESTIONS AND ANSWERS**



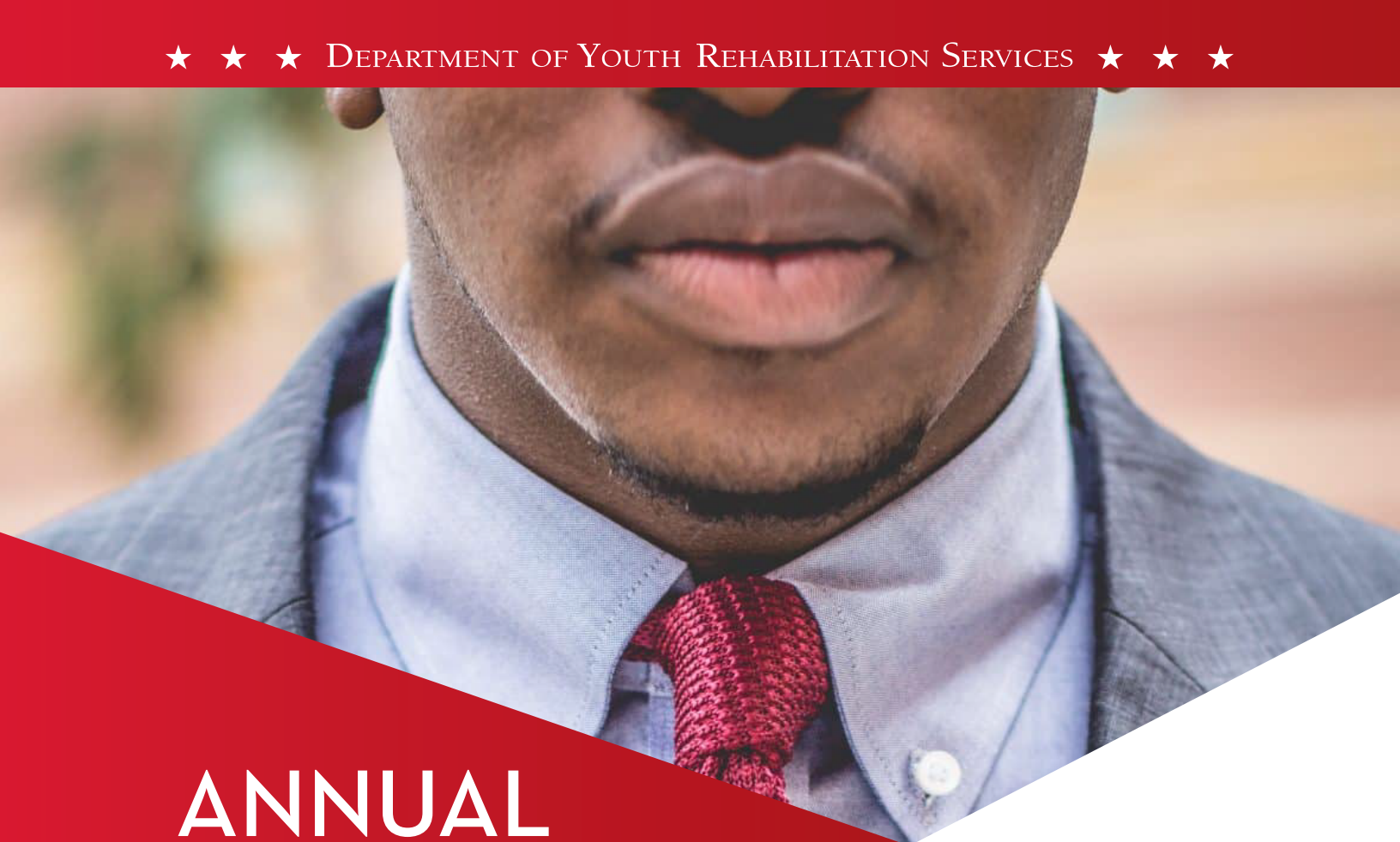
				assisting with these achievements.
Life Deeds, Inc-Credible Messenger(PC Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	5	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Sasha Bruce Youthwork, Inc-Credible Messenger (PC Family)	Mentor	Unable to provide cost, as it relates to the total number of youth participation annually	3	Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and families achieve goals all parties are considered in assisting with these achievements.
Achievement Center Programs	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
Achievement Center - Community Tech (Digital Arts)	Arts Enrichment	Unable to provide cost, as it relates to the total number of youth participation annually	2	Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project
Achievement Center – Creative Solutions (Studio Music Production)	Music Production	Unable to provide cost, as it relates to the total number of	6	Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December



**COUNCIL OF THE DISTRICT OF COLUMBIA
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PREHEARING QUESTIONS AND ANSWERS**



		youth participation annually		completed mixtape for Mixtape Challenge
Achievement Center – Yay Me (Entrepreneurial Skills)	Entrepreneurial Skills	No data	1	Youth will develop portfolio in becoming a CEO of their own company and crafting a business pitch.
Workforce Development Programs	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
WFD Unsubsidized Employment	Workforce Development	No Data	1	
Achievement Center Drop in Center	Service Type/Nature of Program	Cost per Youth	Unique Enrollments	Outcomes
Unknown	Second Chance Young Mother	FREE	1	Youth will focus on healthy lifestyles and parenting skills based on nutrition, hygiene, sexual behaviors, and mental health
Unknown	Women's Empowerment	No Data	2	This program develops youth's ability to build linkages within the community, self-esteem, and promotes economic development of youth.



ANNUAL REPORT

2018



WE ARE WASHINGTON GOVERNMENT OF THE DISTRICT OF COLUMBIA
DC MURIEL BOWSER, MAYOR

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LETTER FROM THE DIRECTOR

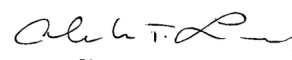


Ideally, our agency needn't ever exist; youth wouldn't know violence, trauma would have a simple cure, and young people could simply be young people. While this is not the reality for many of the youth and families we serve, we are hopeful that during their time with DYRS we can help them develop the skills to cope with trauma, equip them with the tools necessary to overcome adversity, and surround them with the supports necessary for fostering their positive development. It is for this reason we are especially thankful for Mayor Muriel Bowser's leadership, which has empowered us to expand opportunities for the residents we serve and invest in the communities that our young people call home.

We are acutely aware that we enter the lives of our young people at a pivotal moment – a moment of possibility, and of potential transformation. We help guide youth and families through this critical period – led by principles of love, care, compassion, healing, and restoration – with the goal of putting them on a path to success. Equipped with a cadre of dedicated staff and unwavering support from our many community partners, we strive to ensure that our young people obtain the tools necessary to become thriving adults.

In Fiscal Year 2018, we placed a greater emphasis on building the local supports necessary to support youth success while keeping them in our community. To this end, we bolstered our restorative justice practices and increased our efforts to engage our youth and their families through the Credible Messenger initiative. These efforts helped us offer more individualized care coordination and family support, while allowing us to safely engage more youth in the community. As we continue to do this work, we look forward to deepening our offerings and strengthening the continuum of care for the District's court-involved youth and their families.

We would like to thank the Office of the Deputy Mayor for Health and Human Services for their support over the last fiscal year, and we look forward to working under the guidance of the Deputy Mayor for Public Safety and Justice, Kevin Donahue. We want to also thank Mayor Muriel Bowser for prioritizing public safety, securing opportunities for success for all District residents, and investing in safer, stronger communities.


Clinton Lacey
Director, DYRS

EXECUTIVE SUMMARY

The core belief of the District of Columbia Department of Youth Rehabilitation Services (DYRS) is that helping youth transition to a productive and self-sustaining adulthood is the most effective public safety strategy. DYRS assists justice-involved youth in the successful transition to adulthood through careful case planning and care coordination, and by investing in community-based organizations to provide developmentally appropriate supports and services. These efforts and the subsequent findings demonstrate DYRS's approach to meeting its legal mandate to place youth in the least restrictive, most homelike environment that is consistent with public safety.

COMMUNITY-BASED SUPPORTS AND SERVICES

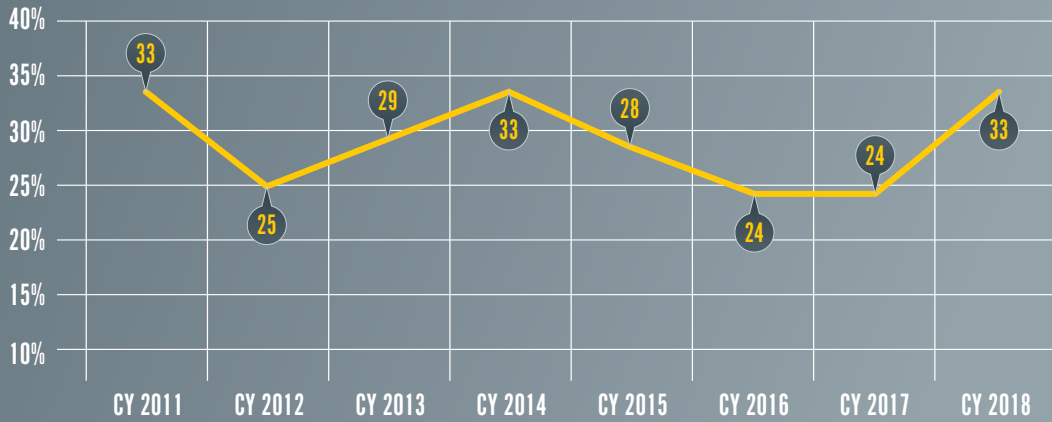
Although DYRS operates two secure facilities for justice-involved youth in the District, the agency prides itself on developing a robust array of community-based programs to support committed youth placed in their own family homes, local community-based residential facilities, and foster care. From DC YouthLink to the Achievement Centers, DYRS works to invest in innovative, community-based programming for youth. In alignment with this commitment, the Credible Messenger Initiative – a new transformative youth mentoring program, was launched at the end of fiscal year 2016. Credible Messengers are community members who share similar life experiences with DYRS youth and their families. They engage youth and their families in this transformative mentoring program that includes both group and one-on-one activities. DYRS also introduced “Covenant of Peace,” an anti-violence initiative to address violence and interpersonal conflict. Additionally, DYRS participates in citywide efforts to make DC neighborhoods safer through the implementation of restorative justice practices in its facilities and in the community.

PUBLIC SAFETY OUTCOMES

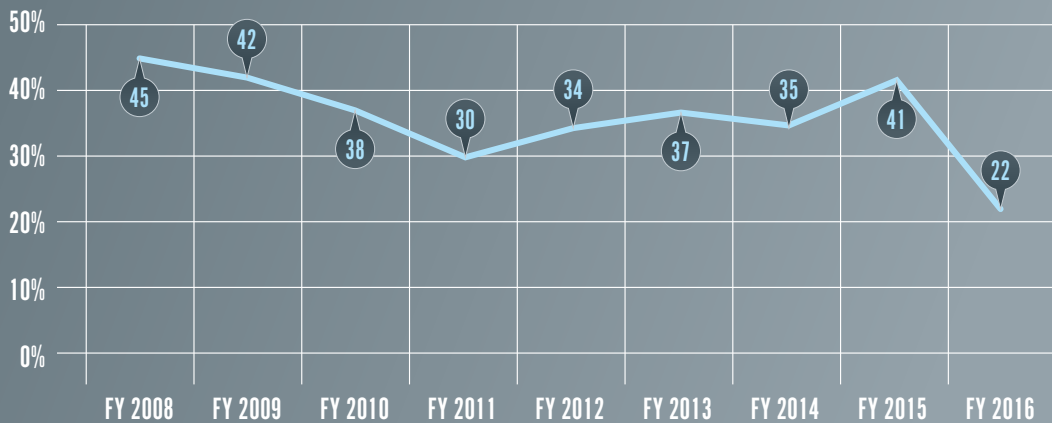
Rearrest rates are calculated by tracking arrests of all DYRS youth regardless of where they are placed. The rate refers to the total number of unique DYRS youth who are rearrested in a year. Rearrest rates show a downward trend since calendar year (CY) 2014, from a high of 33 percent to a low of 24 percent in CY 2017. In CY 2018, the rearrest rate was 33 percent. The increase is due to a variety of factors, including the agency choosing to serve a higher risk population in the community as compared to in prior years.

The recidivism rate refers to the percentage of youth who are reconvicted within one year of placement in the community. For FY 2016, the latest year for which data is available, the effective recidivism rate for committed youth was 22 percent. The decrease in recidivism is attributed to the agency's emphasis on engaging our youth and their families through the Credible Messenger initiative and through our staff's hard work.

DYRS Arrest Trends: CY 2011-2018



One Year Recidivism for DYRS Youth: FY 2008-2016



POSITIVE YOUTH OUTCOMES

In line with a Positive Youth Justice approach, DYRS tracks both public safety outcomes and positive youth outcomes. DYRS provides an important network of positive supports and services. However, no single placement, service, or person is the sole reason for a young person’s success. It is each young person’s diligent work that propels them towards individual achievement, with the agency staff and community-based providers playing an important supporting role along the way.

LOOKING FORWARD

In alignment with DYRS's commitment to foster innovation in the District's juvenile justice system, the agency will continue expanding upon community-based programming options to safely maintain more youth at home and in their local communities. The Credible Messenger Initiative, as well as DYRS's growing restorative justice practices, will help DYRS build the community capacity necessary to support youth successes while keeping them in or near their home communities.

Number of Educational Milestones Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
Total	29	32	17	13

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
Total	145	66	50	19

**Certificates earned in FY 2016 and FY 2017 only include industry-recognized credentials.*

AGENCY OVERVIEW

DYRS is responsible for the supervision, custody, and care of justice-involved young people in the District of Columbia, who are ordered by a DC Family Court Judge as 1) **detained** in a DYRS facility while awaiting adjudication, or 2) **committed** to DYRS following adjudication.

The agency provides comprehensive support services to youth committed to its care, both in secure facilities and within the community. At DYRS, it is everyone's responsibility to help young people succeed by providing justice-involved youth the opportunity to reach their fullest potential, and by building on the strengths of youth and their families in the least restrictive and most homelike environment consistent with public safety.

DYRS's vision is to provide the nation's best continuum of care for justice-involved youth and their families through a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement, and community support. In addition, DYRS actively works with other District agencies, community partners, and juvenile justice experts to implement innovative, research-based models that are aligned with national practices for serving justice-involved youth.

SECTION ONE: DYRS APPROACH

In order to realize DYRS's core belief that helping youth transition to a productive and self-sustaining adulthood is the most effective strategy for public safety, the agency employs a complementary set of approaches, practices, and strategies to help young people succeed that also promote safer, stronger communities. Philosophical approaches are operationalized through care planning and coordination, investing in communities, restorative justice practices, and engaging families.

Additionally, the following set of central tenets allow for these approaches and practices to be sustainable and effective:

- 1) Keep youth in their home as often as possible.
- 2) Make incarceration a response of last resort.
- 3) Focus on family.
- 4) Build on the youth's resiliency.
- 5) Ensure fairness of process.
- 6) Restore community.

POSITIVE YOUTH JUSTICE

Research shows that the best way to enhance long-term public safety is to provide justice-involved youth with the tools they need to successfully transition into adulthood¹. In its approach to working with justice-involved youth, DYRS utilizes the Positive Youth Justice (PYJ) model – a framework² derived from a broader body of research that supports Positive Youth Development (PYD).

The principles of PYD are grounded in the philosophy that youth are assets and resources to the community, and with the right programs, opportunities, supports, and services, youth can develop to their fullest potential. PYD leverages youth strengths to move past challenges and promotes resilience.

PYD is focused broadly on the developmental needs of young people in general, whereas PYJ focuses on the specific developmental needs of young people involved in the juvenile justice system. The PYJ approach recognizes that justice-involved youth are particularly vulnerable to being labeled as victims or villains, which can undermine a PYD approach. The PYJ model also adapts the traditional 40 developmental assets identified through PYD, honing them to six core developmental domains and providing a framework for transforming theory to practice in juvenile justice systems.

The six core developmental domains are:

- **Work:** work experience, apprenticeships, employment readiness, income and independence
- **Education:** literacy, credentials, learning skills and career planning
- **Health:** physical activity, diet and nutrition, behavioral health, lifestyle and sexuality
- **Relationships:** communication skills, conflict resolution, family systems, intimacy and support
- **Community:** civic engagement, community leadership, services and responsibility
- **Creativity:** personal expression, visual arts, performing arts and language arts

NOTES

¹ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. <https://www.juvenile-in-justice.com/wp-content/uploads/2011/10/NoPlaceForKids.pdf>; National Research Council. (2012). *Reforming Juvenile Justice: A Developmental Approach*. Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers, and Julie A. Schuck, Eds. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.

² Butts, Jeffrey A., Gordon Bazemore, and Aundra Saa Meroe (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.

To help youth reach their fullest potential, DYRS focuses on aligning its programs and accountability mechanisms to these foundational ideas and approaches. All aspects of DYRS culture – from staff training to youth programs to the agency’s accountability mechanisms – are infused with the belief that justice-involved youth can succeed. In addition to meeting the developmental needs of youth, DYRS is committed to building on youth assets and potential, utilizing youth as resources and creating partnerships with youth to generate positive, sustaining change.

CASE PLANNING AND CARE COORDINATION

A core goal of the agency is to effectively engage and empower youth and families by providing positive, supportive and complete case planning and care coordination. The rehabilitative process is designed to ensure that youth reach their fullest potential and contribute positively to their community. In support of this approach, complete case planning and care coordination include:

- **Assessments to inform decision-making:** DYRS uses a comprehensive set of assessments that are completed prior to and throughout commitment that include a Structured Decision Making (SDM)³ tool and Child and Adolescent Functional Assessment Scale (CAFAS)⁴;
- **Engaging family:** Care coordinators engage families in a variety of ways, including facilitating Team Decision-Making (TDM) meetings every 90 days, connecting families to services, skill-building opportunities, support systems, and opportunities for self-advocacy;
- **Success planning:** A comprehensive individualized Success Plan, updated every 90 days, details the goals of the youth, reflects progress, and/or identifies additional supports to help a youth prepare for the transitioning end of commitment; and
- **Connections to opportunities and support:** DYRS connects youth to comprehensive programming and individualized opportunities to build upon each youth’s strengths and to target his or her areas of need.

BUILDING COMMUNITY CAPACITY TO SERVE YOUTH

An essential part of DYRS’s effort to implement PYJ programming, as well as other supports for justice-involved youth, includes building and deepening community engagement by investing in the community. DYRS recognizes that a young person’s time with the agency represents only a brief period of their lives. Young people’s families, peers, neighbors and local neighborhood

NOTES

³ National Council on Crime and Delinquency and Annie E. Casey Foundation (2012). *DYRS Risk Assessment and Structured Decision-Making: Validation Study and System Assessment Summary Report*. Washington DC: Department of Youth Rehabilitation Services. <https://dyrs.dc.gov/sites/default/files/dc/sites/dyrs/publication/attachments/DYRS%20Validation%20Study%20System%20Assessment%20Summary%20Report.pdf>

⁴ Hodges, Kay (2005). Child and Adolescent Functional Assessment Scale. In T. Grisso, G. Vincent, and D. Seagraves (Eds.), *Mental Health Screening and Assessment in Juvenile Justice* (pp. 123-136). New York, NY: Guilford Press.

institutions represent a far greater and sustainable resource that predates and will outlive a young person's time with DYRS.

DYRS believes that community supports, and services provide youth opportunities to be engaged in developmentally appropriate activities as opposed to experiences that might deepen their involvement in the justice system. Community-based services present one of the most effective and cost-conscious ways of protecting public safety and helping youth succeed.⁵ Therefore, DYRS makes strategic investments in local organizations serving the neighborhoods where youth and their families reside. By partnering with local organizations and individuals who live, work, and grow in the same neighborhoods as our youth, DYRS better equips local neighborhoods to serve and support youth and families where they reside.

A robust network of supports also allows DYRS to place more youth at home, thus limiting the negative impacts of out-of-home placements for individual youth and the destabilizing effect of removing youth from their social networks.⁶ Minimizing both of these effects will result in stronger, safer communities in the long term.

RESTORATIVE PRACTICES IN THE COMMUNITY

Consistent with PYJ and building community capacity to better serve justice-involved youth, DYRS infuses restorative justice practices into its approach to working with youth. Restorative practices are grounded in the idea that harm to the community can be addressed by allowing a responsible person to make a positive contribution back to the community.⁷ While restorative justice is typically used as an alternative to incarceration or the justice system, approaches to resolve conflict proactively and build peace help youth give back to their communities and build stronger neighborhoods, regardless of justice system involvement. Encouraging youth to participate in neighborhood solutions to resolve conflict outside of the justice system is an important community-building strategy. DYRS strives to restore community by connecting youth to people and organizations in the neighborhoods they call home. Moreover, the agency actively encourages community service and civic engagement as a way to empower young people to participate in community restoration.

NOTES

⁵ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. www.aecf.org/OurWork/JuvenileJustice/~/_media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf

⁶ National Research Council, *Reforming Juvenile Justice: A Developmental Approach* (Washington, DC: National Research Council, 2013). www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach and *Trauma Systems Therapy Training for DYRS, Day 1, April 27, 2016, Facilitated by Susan Hansen, PhD, LCSW-R, RPT-S.*

⁷ Degelman Charles, et.al. (2006). *Giving Back: Introducing Community Service Learning, Improving Mandated Community Service for Juvenile Offenders* Washington, DC: Constitutional Rights Foundation. www.ncjrs.gov/pdffiles1/ojdp/237389.pdf

⁸ Sheffield Morris, A., Silk, J.S., Steinberg, L., Myers, S. S., Robinson, L. R. (2007). The Role of the family context in the development of emotion regulation. *Social Development*, 16(2) 361-388.

⁹ Kuhn, Emily S., & Laird, Robert D. (2014). Family Support Programs and Adolescent Mental Health: Review of Evidence. *Adolescent Health, Medicine and Therapeutics*, 5, 127 – 142.

PARTNERING WITH FAMILIES

DYRS is committed to engaging and empowering families to promote positive life outcomes for youth. Parents, caregivers, and other family members are not only critical to supporting a youth's positive development,⁸ but they are also valuable resources for one another.⁹ The agency uses family-centered practices and invests in various forms of peer support and leadership development for families of committed youth. DYRS's family-centered practices include:

- Anchored in Strength, a biweekly family support group;
- Town halls geared toward parents and caregivers, general and gender-specific;
- Annual retreat for parents and caregivers of DYRS's committed and post-committed youth;
- Active involvement of families in key decisions regarding their youth;
- Skills-building classes, activities, and other programming open to families through the Credible Messenger Initiative, Achievement Centers, and DC YouthLink; and
- Leadership development for families, including opportunities to serve on panels in support of community-based juvenile justice practices.

In summary, DYRS's contemporary approaches continue to allow the agency to foster youth success and promote public safety while focusing on effective case planning, building community capacity, implementing restorative practices, and partnering with families.

COVENANT OF PEACE

In keeping with PYD and PYJ, DYRS takes every opportunity to promote our youths' positive growth and development, enhance resilience and foster healing within the family and community. During commitment and sometimes before, DYRS youth are engaged in a core set of self-empowering principles through the Covenant of Peace, an anti-violence initiative that addresses systemic issues of violence. Developed by DYRS and community stakeholders, Covenant of Peace subject matter draws from faith, culture and historical traditions. Covenant of Peace includes seven core pillars:



- 1. My Life Matters**
- 2. The Act of Forgiveness**
- 3. My Word is My Bond**
- 4. My Family is My All**
- 5. The Impact of Absence**
- 6. The Power of the Tongue**
- 7. What Love Looks Like**

SECTION TWO: YOUTH OUTCOMES

PROMOTING YOUTH SUCCESSES

The Department of Youth Rehabilitation Services (DYRS) provides youth with an important network of positive supports and services to assist in their individual successes. However, no single placement, service, or person is the sole reason for the success of a young person. It is the good work of each individual youth that propels them towards individual achievement, with the agency staff and community-based providers playing a supportive and collaborative role along the way.

The chart below provides an overview of the positive outcomes achieved by young people served by and committed to DYRS. 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 nine would not necessarily be eligible to earn a high school diploma.

Number of Educational Milestones Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
Total	29	32	17	13

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
Total	145	66	50	19

**Certificates earned in FY 2016 and FY 2017 only include industry-recognized credentials.*

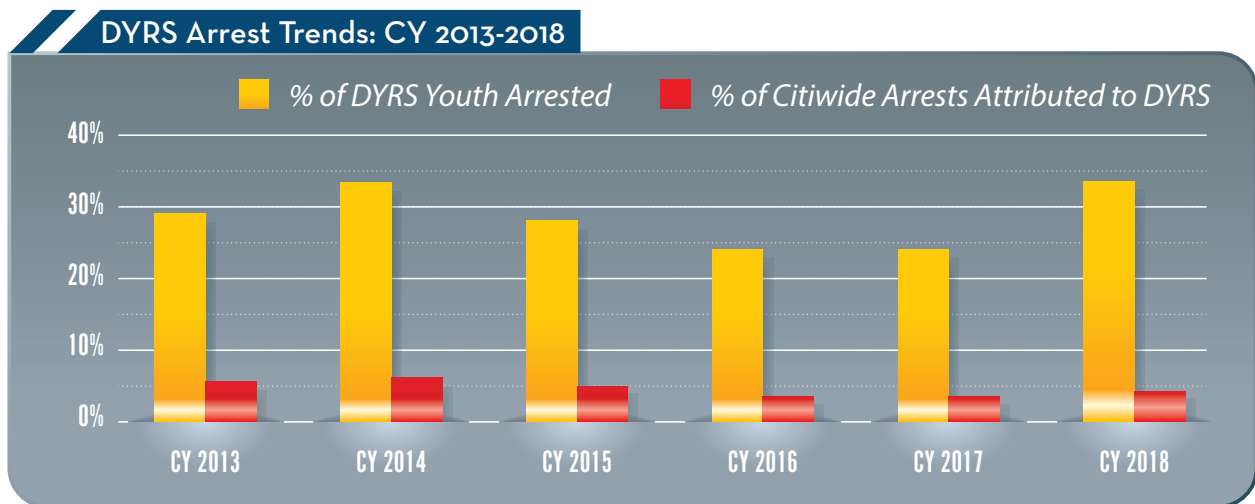
PUBLIC SAFETY OUTCOMES

DYRS's most important long-term public safety strategy is to provide comprehensive care coordination and services focused in the community that help young people succeed, thereby preventing their involvement in future criminal activity. Each youth committed to the agency receives individualized case planning and management that draws on their unique strengths and needs, with their families engaged in every step of the treatment process. Using this strategy, DYRS made substantial progress contributing to public safety while enhancing the lives of youth and families served. DYRS connects youth to services and supports that promote a tran-

sition to productive and self-sustaining adulthood through comprehensive case management, collaboration with other District agencies, and engagement of community and family.

REARRESTS

The proportion of DYRS youth rearrested declined between CY 2014 and CY 2017, signifying improvements in public safety. The percentage of unique, DYRS youth rearrested in a year decreased from 33 percent in CY 2014 to 24 percent in CY 2017. In other words, three out of four youth remained arrest-free in 2017. Additionally, the proportion of all citywide arrests for youth younger than age 22 that could be attributed to DYRS youth continued to decrease in CY 2017. CY 2018 had a 33 percent rearrest rate and a slight increase in the proportion of all citywide arrests for youth younger than the age of 22 that could be attributed to DYRS youth.



RECIDIVISM

Recidivism is another way of measuring DYRS’s performance regarding public safety. The agency tracks newly committed youth for one year following their first placement in a community-based setting¹⁰ to determine how many of the agency’s youth have been found involved or guilty of a new offense. The recidivism outcomes presented in the next page are measured using the newly committed cohort for each fiscal year. The recidivism rate for youth committed in FY 2016 was 22 percent, the lowest rate since FY 2006.

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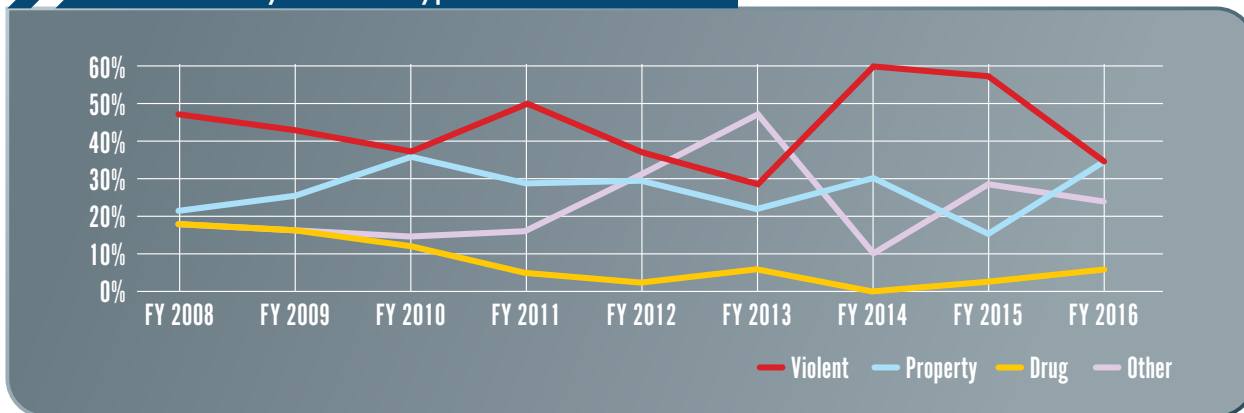
¹⁰ Placement in a community-based setting includes placements in a foster home, independent living program, local community-based residential facility or in the youth’s own family home.

One Year Recidivism for DYRS Youth: FY 2008-2016



The offenses for which youth were re-convicted varied throughout the last eight years, with re-convictions for drug offenses demonstrating the most consistently significant decline. In FY 2016, violent offenses decreased from 57 percent of the recidivating offenses to 35 percent of the recidivating offenses. This indicates that not only were young people less likely to recidivate, but those that did were reconvicted of less serious offenses than in previous years.

Recidivism by Offense Type: FY2008 - FY2016



*The Other category includes threats and weapons offenses, as well as PINS cases.

**DYRS uses the most serious offense for which a youth was convicted in this analysis.

POST-COMMITMENT RECIDIVISM

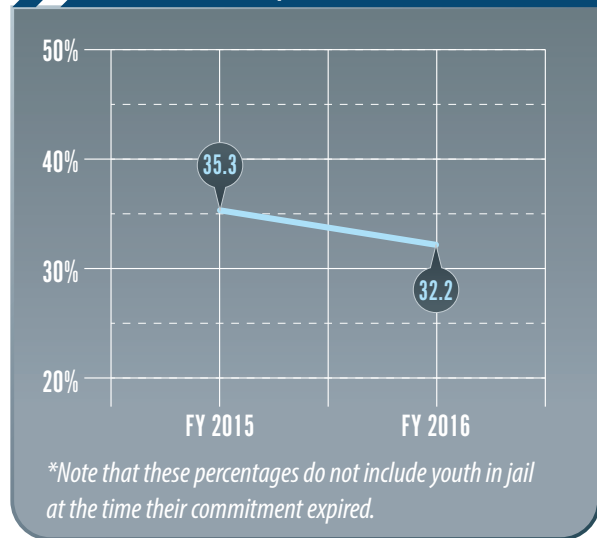
For the first time, DYRS examined one-year recidivism rates for DYRS youth whose commitment expired in FY 2015 and FY 2016. The process for determining post-commitment recidivism is similar to the committed youth recidivism analysis, except that it includes a cohort of youth that are all discharged from commitment in the same fiscal year.¹¹ Of the young people

NOTES

¹¹ Young people who are in jail at the time of their commitment expiration are removed from the analysis because the offense related to their time in jail is calculated with recidivism rates during commitment.

discharged in FY 2015, conviction data is available for 98 percent, with the other two percent awaiting a court process to determine guilt at the time of the data collection. Approximately 35 percent of the young people in the FY 2015 cohort, for whom conviction data is available, had been found involved or guilty of a new offense. For FY 2016, approximately 96 percent of the cohort has conviction data, with four percent still awaiting a court process. Of the 96 percent completed, approximately 32 percent of young people were found involved or guilty of a new offense. In other words, in the year after commitment expiration, two out of three youth released to the community were not reconvicted of an offense.

One Year Recidivism Rate for Youth whose Commitment expired: FY2015 - FY2016

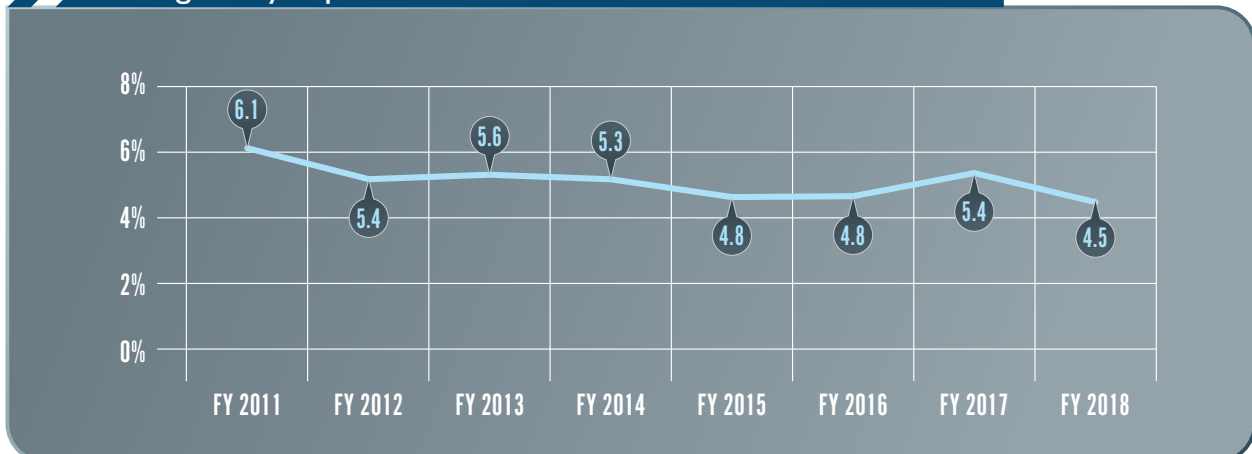


ABSCONDENCE

Youth are on abscondence when they leave a DYRS authorized placement without permission, do not return as required, or lose communication with care coordinators, making the youth's whereabouts unknown. In FY 2018, approximately five percent of DYRS youth were on abscondence on any given day, continuing the trend since FY 2012. The average length on abscondence in FY 2018 was 19 days. However, 47 percent of all abscondences in FY 2018 were four days or less. Typically, abscondences lasted no more than one day.



Average Daily Population of Youth in Abscondence: FY 2011-2018



SECTION THREE: POPULATION AND PLACEMENT HIGHLIGHTS

FY 2017 AND FY 2018 DYRS YOUTH POPULATION OVERVIEW¹²

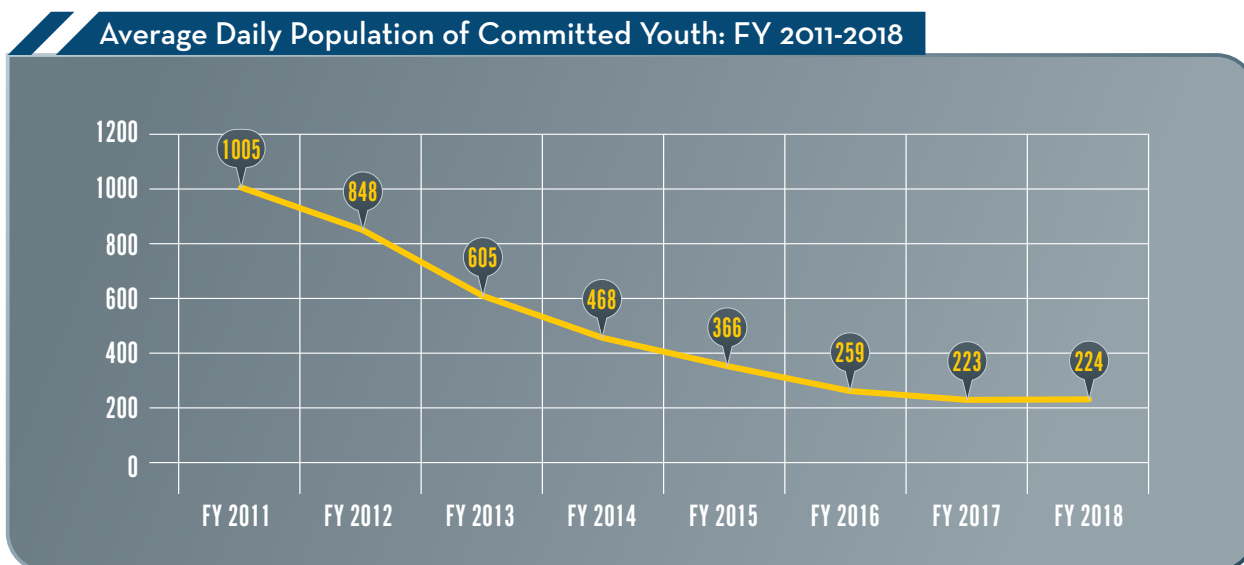
The Department of Youth Rehabilitation Services (DYRS) served a total of 1,973 youth in FY 2017 and 1,648 youth in FY 2018. These numbers include both youth ordered by the DC Family Court to be committed to DYRS and those ordered by the Family Court to be detained or held overnight at the agency’s Youth Services Center, (YSC) – a secure residential facility for detained male and female youth awaiting adjudication and/or disposition by the courts; or in youth shelters.

FY 2017	FY 2018	Population Highlights
1,973*	1,648*	Total number of youth served (unique youth)
357	335	Total number of committed youth served (unique youth)
223	224	Average daily committed population
140	103	Newly committed youth (unique youth)

**Includes youth committed, detained, in shelter homes, previously committed and other justice-involved youth.*

COMMITTED YOUTH

The average daily population of youth committed to DYRS steadily decreased over the last several years, with the average daily population of committed youth for FY 2017 being 223 youth. In FY 2017, 140 youth were newly committed to DYRS. Similar to previous years, African American youth were disproportionately committed to the agency in FY 2018, with 101 out of 103 youth being African American. The majority of newly committed youth are males (80 percent) and between ages 15 and 17 years (76 percent).



COMMITTED YOUTH BY OFFENSE TYPE

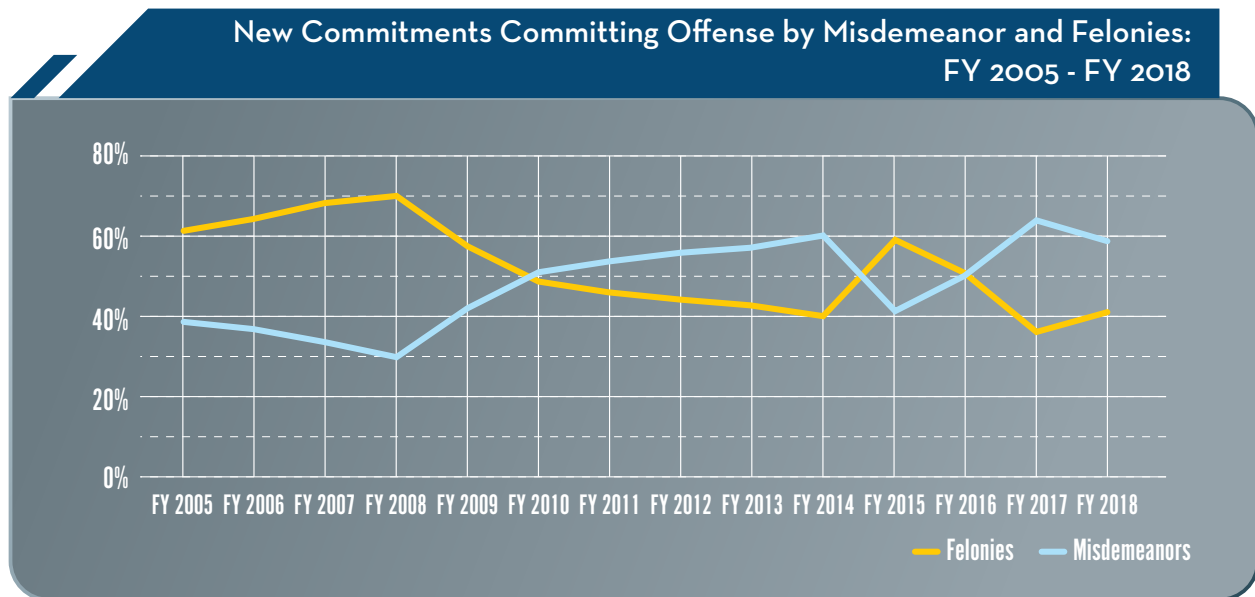
The charge for which a young person appears before a DC Family Court Judge typically dictates the committing offense. For FY 2018, the DC Family Court committed 55 percent of youth for a violent offense – an offense in which force or threat of force is used against a person (i.e., misdemeanor simple assault or robbery).

Offense Type	# of New Commits	% of New Commits
Violent	57	55%
Property	26	25%
Drug	1	1%
PINS	5	5%
*Other	14	14%

**The Other category includes threats and possession of weapon offenses.*

COMMITTED YOUTH BY MISDEMEANOR AND FELONY OFFENSES

In FY 2018, more youth were committed for misdemeanor offenses (58 percent) than for felonies (42 percent). In FY 2017, more youth were committed for misdemeanor offenses (64 percent) than for felonies (36 percent), in contrast to FY 2015 and FY 2016. In FY 2015, more youth were committed for felonies than misdemeanors. In FY 2016, approximately the same percentage of youth were committed for misdemeanors and felonies.

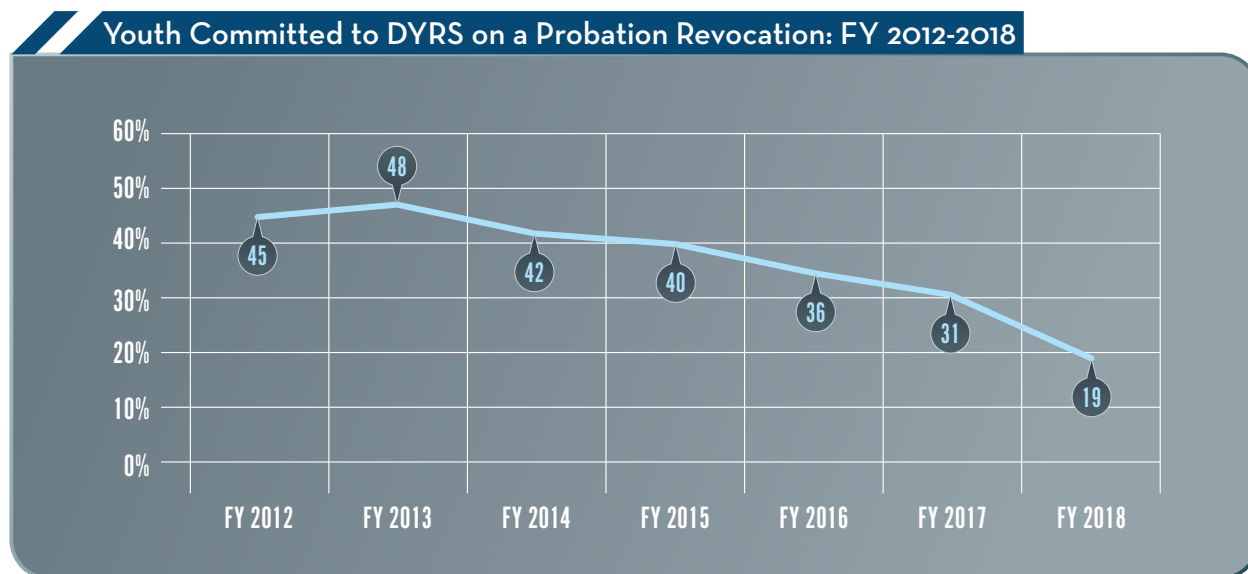


NOTES

¹²On April 4, 2017, the Comprehensive Youth Justice Amendment Act of 2016 (CYJAA) became law. This legislation included a provision requiring the transfer of custody of Title XVI youth – youth who have been charged as adults by the U.S. Attorney’s Office (USAO) – from the Department of Corrections (DOC) to the Department of Youth Rehabilitation Services (DYRS) by October 1, 2018. As of the beginning of FY 2019, Title XVI Youth are now held at the New Beginnings Youth Development Center in Laurel, Maryland, DYRS’s secure residential treatment facility.

NEWLY COMMITTED YOUTH BY PROBATION REVOCATION STATUS

Youth are not always committed to DYRS because they committed a new offense. Some youth, prior to DYRS commitment, are placed in a formal probation program supervised by the Court Social Services Division of the Superior Court (CSSD). In FY 2018, 19 percent of newly committed youth were remanded to DYRS custody after their probation with CSSD was revoked. Probation revocation is often triggered by non-compliance with probation conditions and/or due to the commission of a new offense while on probation.



COMMITTED YOUTH PLACEMENT DISTRIBUTION

DYRS is committed to placing youth in the least restrictive and most homelike environment possible, consistent with public safety. The most restrictive placements are considered “secure” and include New Beginnings Youth Development Center (NBYDC), DYRS’s own locked facility, residential treatment centers (RTC), or psychiatric residential treatment facilities (PRTF) that are located outside of the District. Less restrictive placements are those that are considered “community-based.” They range from staff-secured, community-based residential facilities, foster homes, and independent living programs to the youth’s own family home.

During FY 2018, 63 percent of the average daily population of committed youth resided within the community, with 41 percent of those youth placed at home, compared to 56 percent in the community and 29 percent at home in FY 2017.

GPS: ELECTRONIC MONITORING

Electronic monitoring technology allows DYRS to monitor youth placed in the community in real time to ensure that he/she is complying with any pre-determined travel restrictions or curfews. On an average day in FY 2018, DYRS tracked 9 percent of committed youth by electronic monitoring technology.

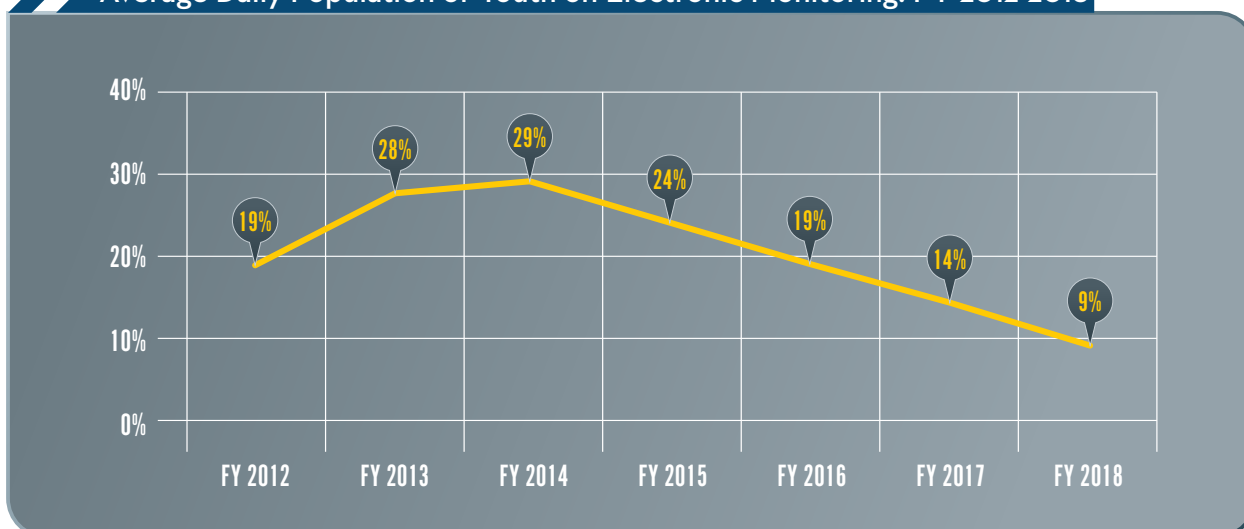
Committed Youth Placements for FY 2018

Placement Type		Average Daily Population*	Average Length of Stay (Days)
Community-Based	Local Community-Based Residential Facility	6.3%	32.4
	Out-of-State Community-Based Residential Facility	5.3%	128.8
	Foster Home	7.6%	95.8
	Home	41.3%	94.7
	Independent living programs	2.8%	129.9
	Total Community-Based	63.3%	82.8
Secure	Hospital	0.1%	12.3
	Jail	7.8%	68.6
	New Beginnings Youth Development Center**	11.3%	76.8
	Residential Treatment Centers and Psychiatric Residential Treatment Facilities	6.9%	178.2
	Youth Services Center**	6.3%	5.2
	Total Secure	32.4%	25.0
Abscondence	Abscondence	4.5%	19.0

*The average daily population is reported here as the percent of the average daily committed population.

**These placements include youth awaiting placement which can reduce the average length of stay.

Average Daily Population of Youth on Electronic Monitoring: FY 2012-2018



NEW BEGINNINGS YOUTH DEVELOPMENT CENTER

The New Beginnings Youth Development Center (NBYDC) is a 60-bed secure residential treatment facility with 24-hour supervision and comprehensive social services grounded in the principles of Positive Youth Justice (PYJ). Youth may be placed at NBYDC while awaiting placement in another facility or as part of the DC Model Program. The DC Model Program is a level system through which youth progress, involving staff-facilitated self-exploration that addresses history, behavioral patterns, family issues and challenges, and the manner in which these factors influenced their present situation. The program also includes components of behavioral modification, cognitive therapy, and Positive Youth Development (PYD). Additionally, the DC Model Program incorporates smaller homelike housing modules that limit the number of youth per unit to 10.



The total daily population at NBYDC for FY 2018 averaged 25.7 youth and the average length of stay was 76.7 days. NBYDC served 136 unique youth, of which the majority were male¹³ (93 percent) and African American (95 percent).

DETAINED YOUTH

In addition to supervising committed youth, DYRS also serves youth prior to adjudication or disposition of their cases. DYRS manages and operates a detention facility called the Youth Services Center and oversees a network of shelter homes where pre-adjudicated youth reside.

YOUTH SERVICES CENTER



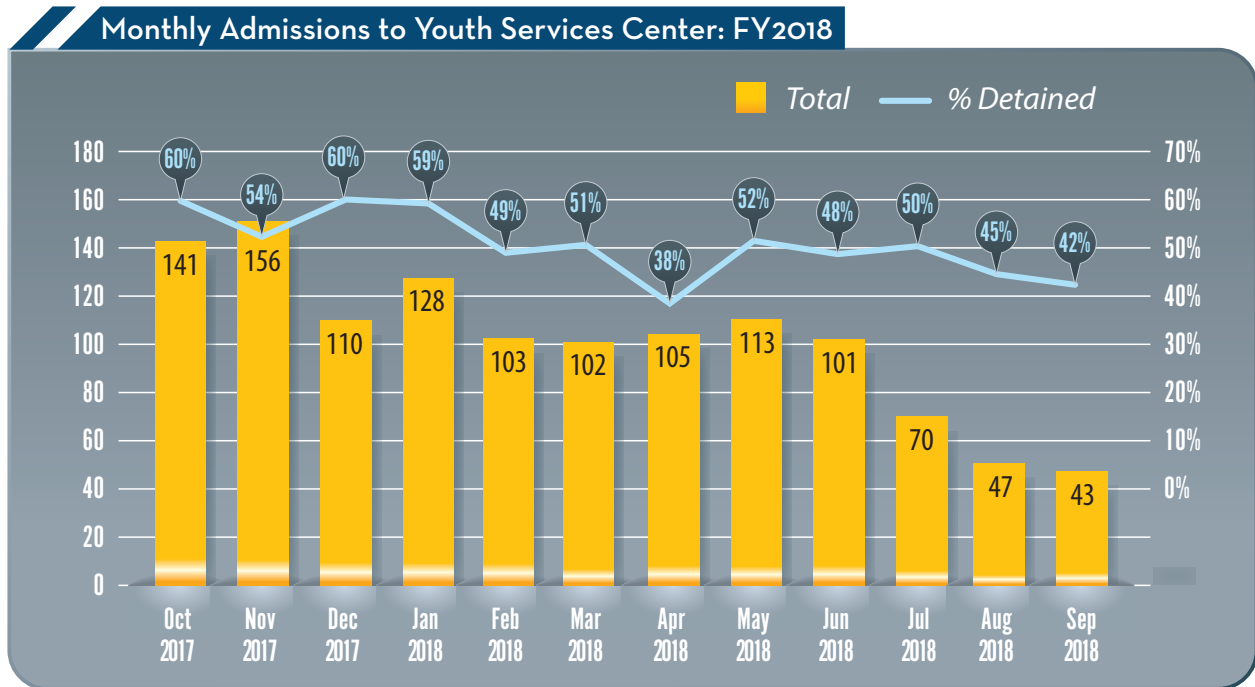
The Youth Services Center (YSC) is an 88-bed, secure detention facility that provides 24-hour supervision, care, and custody to youth who have been ordered to YSC by a DC Family Court Judge while awaiting adjudication or disposition. YSC also houses a smaller number of committed youth who are awaiting placement. In FY 2018, YSC served a total of 1,452 youth with an average daily population of 43.1, including youth admitted for one overnight stay. The YSC's average

length of stay, not including overnight stays, was 21.7 days. The majority of youth were male (68 percent) between ages 15 to 17 years (72 percent). Over 92 percent of these youth were Black/African American.

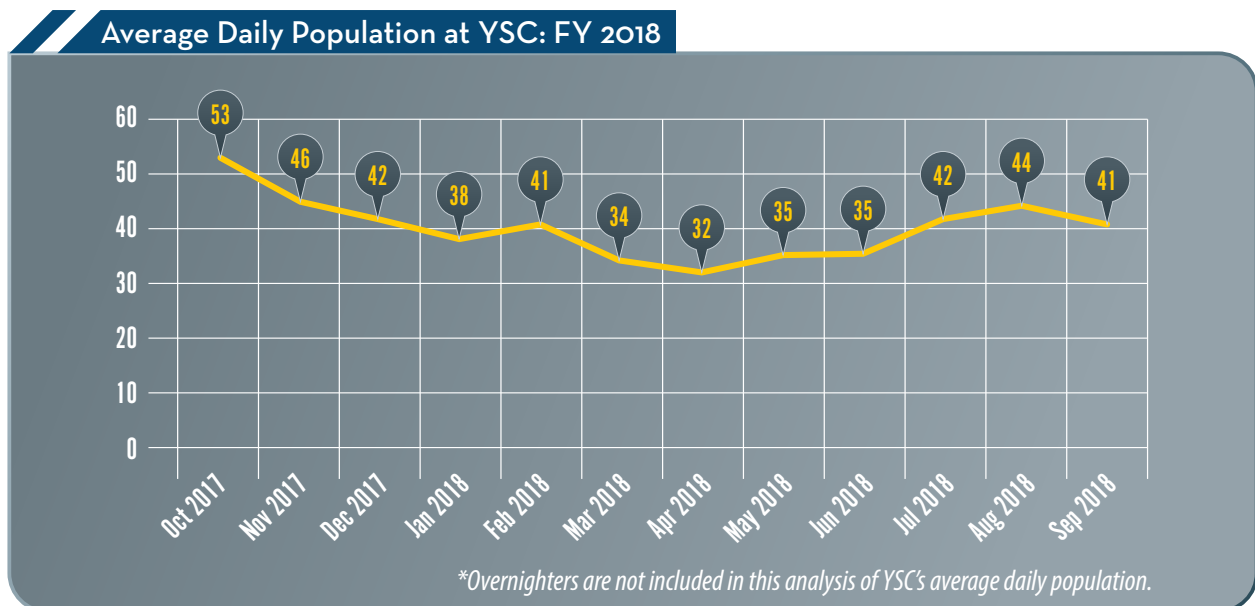
NOTES

¹³ From FY 2016 through FY 2018, NBYDC designated one of its secure units for girls committed to the agency in an effort to keep them 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 10 girls.

Over the course of FY 2018, detained youth represented approximately half of admissions at YSC, an average of 52 percent. This is a decrease from FY 2017, during which nearly 80 percent of all admissions were for detained youth.

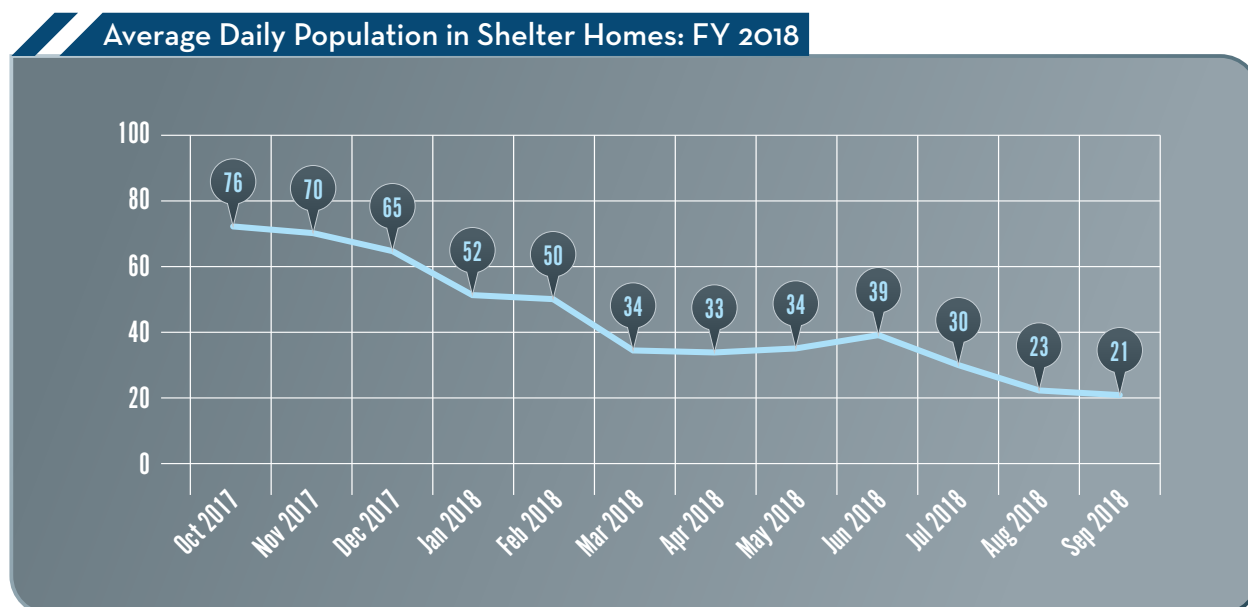


The average daily population of YSC in FY 2018 was 40, not including youth admitted for one night. The average number of youth held overnight was approximately three, often increasing the number of youth held at the facility at any given time.



YOUTH SHELTER HOMES

Youth shelter homes are considered a non-secure, pre-adjudication or pre-disposition placement. Some youth are ordered by a DC Family Court Judge to be placed in a DYRS-contracted shelter home instead of YSC. DYRS contracts with providers to run youth shelter homes and provides a robust system of oversight to ensure quality. In FY 2018, 378 unique youth resided in youth shelter homes with an average daily population of 43.8 youth and an average length of stay of 23 days. Approximately 61 percent of those youth were male. Youth ranged in age from 12 to 21 years with 66 percent being between ages 15 and 17 years. The youth accounted for 800 admissions to shelter homes in FY 2018.



JERRY M. CONSENT DECREE AND WORK PLAN

In 1986, a group of plaintiffs filed the *Jerry M.* lawsuit in the Superior Court of the District of Columbia alleging violations of basic health and safety standards at the District's Oak Hill Youth Center. The lawsuit resulted in the *Jerry M.* Consent Decree that set standards regarding services provided at the District's juvenile secure facilities.

After 22 years of attempting to meet the requirements of the Consent Decree, DYRS negotiated a Final Work Plan in 2008. The Work Plan established consent decree indicators and requirements that would release the agency from *Jerry M.* when fulfilled.

The overall structure of the Work Plan includes 12 goals. Since the establishment of the Work Plan, several performance standards were vacated from the lawsuit as a result of either the court's ruling that the agency met the requirements of the performance standards or due to the partial settlement agreement reached by the parties in May 2015. To date, all but four goals were fully vacated from the Work Plan.

Goal	Status	Year Achieved
I. Secure Facilities	Partially Vacated	As of 2015
II. Discrete Populations	Vacated	As of 2011
III. Committed Case Planning	Vacated	As of 2015
IV. Education	Vacated	As of 2015
V. Behavioral Health	Under Court Supervision	
VI. Structured Activities and Grievance Process	Vacated	As of 2015
VII. Environmental Health and Safety and Fire Safety	Partially Vacated	As of 2015
VIII. Health Services	Partially Vacated	As of 2016
IX. Construction of a New Facility	Vacated	As of 2013
X. Staff Training	Vacated	As of 2015
XI. Disabling Oak Hill	Vacated	As of 2013
XII. Continuous Quality Improvement	Vacated	As of 2015

RECENT JERRY M. PROGRESS

Vacated December 2015

- Timely investigations and disciplinary action (Goal I.A.2)
- The population at facilities and room requirements at NBYDC (Goal I.A.3)
- Use of mechanical restraints (Goal I.A.4)
- Educational programming at YSC regarding individualized education (Goal I.V.B.)
- Committed case planning (Goal III.A)
- Outdoor recreation (Goal VI.A.1)
- Daily structured activities and grievances (Goal VI.A.2-3)
- Environmental health and safety (Goal VII.A)
- Staff training (Goal X)
- Continuous quality improvement (Goal XII)

Fulfilled settlement reporting requirements related to:

- Education at YSC (April 2015)
- Training (August 2015)
- Grievances (April 2015)
- Room confinement (August 2015)
- Planning and delivery of services and placements (August 2016)
- Intake assessment and housing assignments (August 2015)

Vacated July 2016

(Pertains to both facilities unless otherwise noted)

- Content and timeliness of initial mental health risk screenings (Goal VIII.A.1.a.)
- Content and timeliness of comprehensive medical assessments at NBYDC (Goal VIII.A.1.b)
- Medication administration without missing a prescribed dose (Goal VIII.A.2.a.)
- Timely administration of newly prescribed medications at YSC (Goal VIII.A.2.b.)
- Explanation of missed doses of medication at NBYDC (Goal VIII.A.2.c.ii.)
- Locked and confidential boxes, writing implements, and Request for Care forms are readily available to youth (Goal VIII.A.3.a.)
- Review, assessment, and implementation of recommended plans of care following the return of youth from off-site health encounters (Goal VIII.A.4.a.)
- CPR certification for licensed medical providers (Goal VIII.A.4.b.)
- Transfer of youth to a hospital for medical treatment when advanced care is required (Goal VIII.A.4.e.),
- Timely referral of youth with rashes to an advanced care provider (Goal VIII.A.5.a.)
- Administration of recommended immunizations (Goal VIII.A.7.a.)
- Content and timeliness of annual medical assessments (Goal VIII.A.7.b.)
- Medical management of youth with HIV/AIDS (Goal VIII.A.8.b.)
- Autonomy of health services (Goal VIII.A.10.a.)

SECTION FOUR: DYRS PROGRAMS AND SERVICES

COLLABORATIVE AND COORDINATED SERVICES

Credible Messenger Initiative

In an effort to build safer and stronger communities, DYRS invests in neighborhoods and people that help to make up the communities that our youth call home through the Credible Messenger Initiative. The Credible Messenger Initiative is a transformative mentoring program for youth committed to DYRS. Credible Messengers are community members who share similar experiences with the youth and families served by DYRS. The Credible Messenger approach draws from restorative justice practices and peace-building principles. Through this initiative, credible messengers serve as one-on-one transformative mentors and family engagement specialists.



In FY 2016, DYRS partnered with the Community Foundation for the National Capital Region (CFNCR) to administer a competitive grant process designed to select six community-based organizations rooted in neighborhoods/wards where DYRS youth and families live. Six Credible Messenger awardees began serving youth and families in the first quarter of FY 2017. Credible Messengers meet with youth in group sessions twice per week and in one-on-one sessions at least once each week. In FY 2018, Credible Messenger served 327 youth and families.

Credible Messenger: FY 2018 Engagement and Enrollment

Type of Participants	Enrollments	Unique Participants	Average Length of Stay (days)
Committed Youth	508	298	137.5
Families	216	162	135.6
Previously Committed Youth	89	70	134.9
*Totals	813	489	136.7

**Note: Youth may have multiple enrollments in multiple Participant Types. Therefore, Totals are the total number of unique participants in Credible Messenger (across all Participant Types), not the sum of unique participants in each Participant Type.*

DC YouthLink

In 2009, DC YouthLink was developed as a coalition of community-based organizations selected to provide a variety of services, generally aligned with PYJ domains, to justice-involved youth.

In FY 2018, three providers served 153 DYRS youth and their families with services such as tutoring, mentoring, family support, GED, and mental health services. Substance abuse education was the most popular service, followed by tutoring. DC YouthLink service providers received incentives based on the achievement of youth milestones such as high school graduation, acquiring employment, or staying connected to the service for 90 days or more.



DC YouthLink: FY 2018 Engagement and Enrollment

Service Type	Enrollments	Unique Participants	Average Length of Stay (days)
Substance Abuse Education	85	71	131
Tutoring	111	88	40
Family Support	40	36	245
*Totals	236	177	109

**Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in DC YouthLink (across all Service Types), not the sum of unique participants in each Service Type.*

Achievement Centers

In FY 2014, DYRS opened its first Achievement Center in Northwest Washington, DC. DYRS opened another Achievement Center in Southeast Washington, DC in FY 2016. Consistent with Positive Youth Justice (PYJ), the Achievement Centers foster career development, life skills, and healthy living while also providing support to families and youth as they develop into healthy, independent, and capable people who can thrive and enjoy a high quality of life. The Achievement Centers also serve as the home of the Youth Engagement Specialists who work one-on-one with youth to help them succeed.



In FY 2018, the Achievement Centers offered a selection of 16 services, including both drop-in and structured wraparound services for youth, their relatives, previously committed youth, and community members. Youth connected to the Achievement Centers participated in various programs such as culinary arts, physical fitness activities, workforce development, and academic assistance programs that included GED classes and other skills-based programming. In FY 2018, the Achievement Centers worked with 105 committed youth, 263 community members and relatives, and 33 previously committed youth.

Achievement Center: FY 2017 Engagement and Enrollment

Service Type	Enrollments			Unique Participants			Average Length of Stay (days)		
	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members
Arts Enrichments	12	-	-	11	-	-	87.8	-	-
Barbering	9	1	27	8	1	26	26.6	0	139.6
Comedy	-	3	5	-	3	5	-	566.7	275.8
Cosmetology	6	1	29	6	1	29	9.5	12	65.9
Costume Design	-	1	11	-	1	10	-	31	154.3
Culinary Arts	1	-	50	1	-	48	0	-	104.4
Digital Arts	6	1	33	6	1	29	7	181	66.1
Digital Literacy	-	1	24	-	1	23	-	35	99.1
Driver's Education	12	4	75	12	3	70	7.3	112	97.4
Film-Making	-	9	21	-	9	20	-	267.6	252.8
G.U.G.O.	75	1	-	57	1	-	82.4	0	-
Life Skills	13	-	-	11	-	-	100.4	-	-
Marketing	6	-	-	5	-	-	85	-	-
Martial Arts	1	1	6	1	1	6	16	695	563.2
Music Production	9	6	20	7	6	20	58.8	269.7	66.9
Social Media	-	3	6	-	3	6	-	469.7	324.5
TV Production	2	1	34	2	1	29	0	79	100.1
*Totals	152	33	341	105	18	263	65.9	261.1	120.9

*Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in the Achievement Centers programs (across all Service Types), not the sum of unique participants in each Service Type.



Stay the Course.

Office of Education and Workforce Development

The DYRS Office of Education and Workforce Development (OEWD) creates and implements programs grounded in Positive Youth Justice principles that support youth engagement in school and work. OEWD strives to provide committed youth with the appropriate services, supports, and opportunities within the community that promote education, workforce development, and employment.

In FY 2018, 10 DYRS youth obtained unsubsidized employment at several DYRS partner agencies and area businesses

that included Starbucks, Safeway, Jimmy Johns, and the Labor Force industry. In addition, nine youth received certifications in the fields of construction and video production.

Regarding educational outcomes, nine youth earned a high school diploma or GED in FY 2018. Additionally, four youth enrolled in post-secondary educational institutions, which included Lincoln University and the University of the District of Columbia.

Covenant of Peace

In FY 2016, DYRS introduced the Covenant of Peace, an anti-violence initiative geared toward addressing the systemic issues in and around violence. The goal of the Covenant of Peace is to reduce violence in the District of Columbia and beyond by addressing interpersonal conflict with DYRS committed youth both in its secure facilities and in the community. The initiative involves intense focus groups led by DYRS staff and a group of Credible Messengers – neighborhood-based leaders with similar life experiences and proven track records of positive community involvement. These credible messengers are tasked with facilitating group sessions with youth, where they explore and challenge the root causes of violence. At the end of the sessions, youth sign a covenant, an agreement to abstain from violence and a commitment to speak against acts of violence.



SECTION FIVE: LOOKING FORWARD

When the DC Department of Youth Rehabilitation Services (DYRS) was established in 2004, city officials charged the agency with leading the reform of the District’s juvenile justice system and serving as a nationwide model for excellence. In FY 2018, DYRS persevered in meeting this charge and continued its tradition of bringing innovation to the District’s juvenile justice system. DYRS continues to demonstrate that promoting public safety and helping youth reach their fullest potential, by transitioning them into the role of self-sufficient adults, is best achieved by leveraging community and families for services and supports.

In FY 2019 and in alignment with the agency’s commitment to foster innovation to the District’s juvenile justice system, DYRS will continue to develop community-based programming options for youth in efforts to safely maintain more youth at home and in their local communities. The evolving Credible Messenger Initiative, as well as DYRS’s growing restorative justice practices, will help DYRS build the community capacity necessary to help youth succeed while keeping them in or near their home communities.

Key Terms and Acronyms

Abscondence: Youth status when they have left a DYRS-authorized placement without permission or not returned as required, as well as youth who have lost communication with care coordinators and the youth's whereabouts are unknown.

Achievement Center (AC): Provides drop-in activities along with structured programming and classes that foster career development, life skills and healthy living, and community service. The programs include classes and activities that educate youth, prepare them to enter the workforce, and teach them valuable life and leadership skills.

Awaiting Placement: Status of committed youth when they are waiting for a DYRS placement.

Child and Adolescent Functional Assessment Scale (CAFAS): An assessment that tracks how youth are doing in all areas of life. These include school/work, home, community, behavior toward others, moods/emotions, self-harmful behavior, substance use, and thinking problems. Each youth has a CAFAS every 90 days to help with planning at their Team Decision Making (TDM) meeting.

Commitment: A Court Order from the District of Columbia Superior Court remanding adjudicated youth to the care and custody of DYRS after unsuccessful probation or because a youth is identified by the Court as a young person in need of more intensive services and supervision than probation can provide.

Committed Youth: Youth who have been adjudicated and committed to DYRS's care and custody for a period of time determined by a District of Columbia Superior Court Judge.

Community-Based Residential Facility: A local or out-of-state, staff-secure residential facility.

Court Social Services Department (CSSD): A division of the District of Columbia Superior Court that is responsible for supervising juvenile probation in the District.

Covenant of Peace: An anti-violence initiative geared toward addressing systemic issues of violence by engaging DYRS youth in intensive group workshops based on seven pillars for self-empowerment.

Credible Messenger: A programming initiative connecting community members who share similar life experiences with the youth and families served by DYRS. Credible Messengers are community leaders, experienced youth advocates, and individuals with similar life experiences who serve in a variety of capacities to coach, guide, mentor, and advocate for youth and families in both group and individual settings.

DC YouthLink (DCYL): A coalition of community-based service providers contracted to serve DYRS youth. Services focus on Positive Youth Development (PYD) principles and Positive Youth Justice (PYJ) domains.

New Beginnings Youth Development Center (NBYDC): DYRS's 60-bed residential treatment center located at 8400 River Road in Laurel, Maryland.

Person in Need of Supervision (PINS): A youth who is in need of care or rehabilitation, is regularly missing school without reason, has committed an offense that can only be committed by children, or regularly disobeys their parent, guardian, or other custodians.

Positive Youth Development (PYD): An intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups and families in a manner that is productive and constructive; recognizes, utilizes and enhances youth's strengths; and promotes positive outcomes for youth by providing opportunities, fostering positive relationships and providing the support needed to build on their leadership strengths.

Positive Youth Justice (PYJ): A framework for youth justice intervention informed by PYD. The Positive Youth Justice Model targets juvenile offenders and focuses on assets needed by all youth – learning/doing, attaching/belonging – and developing these assets within the context of six separate life domains: work, education, relationships, community, health and creativity.

Psychiatric Residential Treatment Facility (PRTF): An out-of-community, and often secure, treatment facility for youth with significant mental health, behavioral or substance abuse needs.

Residential Treatment Center (RTC): An out-of-community, and often secure treatment facility for youth with significant behavioral concerns.

Structured Decision-Making Tool (SDM): A tool used to classify a youth's likelihood of offending into three categories (low, medium or high). The SDM Tool is only used to establish a youth's level of restrictiveness in the initial placement upon being committed to DYRs.

Youth Services Center (YSC): The District of Columbia's 88-bed short-term detention center located at 1000 Mount Olivet Road, NE in Washington, DC.



 [fb.com/dyrsdc](https://www.facebook.com/dyrsdc)

 [@DYRSDC](https://twitter.com/DYRSDC)

 [DYRS_IG](https://www.instagram.com/DYRS_IG)

 [dyrs.dc.gov](https://www.dyrs.dc.gov)

 dyrs@dc.gov



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



General Questions 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 2020. If so, when will the annual report be released? If not, does DYRS plan to resume releasing public reports on an annual basis?

DYRS released a 2018 Annual Report on April 4, 2019, which is provided in a separate attachment. The Agency plans on releasing a 2019 Annual Report during this calendar year.



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



Placement and Monitoring 22

For *each month* in FY18, FY19 and FY20, 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
Oct-16	28.74	5	14.06	0	47.81
Nov-16	26.63	6.17	12.5	0	45.3
Dec-16	24.16	7.45	11.23	0	42.84
Jan-17	27.87	8.1	13	0	48.97
Feb-17	27.71	9	10.18	0	46.89
Mar-17	28.03	8.77	7.87	0	44.68
Apr-17	25.77	9	9.5	0	44.27
May-17	24.68	9	10.26	0	43.94
Jun-17	21.03	8.23	10	0	39.27
Jul-17	17	5.81	9.42	0	32.23
Aug-17	19	6.1	6.26	0	31.35
Sep-17	19	3.6	5.6	0	28.2
Oct-17	17.94	2.84	9.48	0	30.26
Nov-17	17.5	2.8	9.83	0	30.13
Dec-17	20.87	3.55	9.42	0	33.84
Jan-18	20.45	4.26	8.06	0	32.77
Feb-18	21.43	4.82	6.57	0	32.82
Mar-18	21.94	6	7	0	34.94
Apr-18	21.03	6	7.03	0	34.07
May-18	16.23	4.16	0	0	20.39
Jun-18	12.9	3	0	0	15.9
Jul-18	10.16	3	0	0	13.16
Aug-18	10	2.65	0	0	12.65
Sep-18	8.63	3	0	5.87	17.5
Oct-18	8.03	1.71	0	26.29	36.03



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Nov-18	9.4	0	0	29.6	39
Dec-18	9.16	0	0	33	42.16
Jan-19	9.29	0	0	31.97	41.26
Feb-19	7.12	0	0	30.96	38.08
Mar-19	9.13	0	0	25.39	34.52
Apr-19	10.83	0	0	22.43	33.26
May-19	10.39	0	0	19.9	30.29
Jun-19	12.93	0	0	17.2	30.13
Jul-19	15.81	0	0	18.39	34.2
Aug-19	16.71	0	0	18.39	35.1
Sep-19	15.47	0	0	19.27	34.74
Oct-19	15.19	0	0	19.84	35.03
Nov-19	12.8	0	0	19.1	31.9
Dec-19	15.89	0	0	19.13	35.02

*6 youth in FY19 not accounted for as they do not fall into any of the above categories



**COUNCIL OF THE DISTRICT OF COLUMBIA
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Placement and Monitoring 23

23. Please provide the total number of administrative complaints or grievances (including Project Hands complaints) that the agency received in FY19 and FY20 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.
 - For each complaint, please state the amount of time in days it took to respond to the complaint. For each complaint, please state how youth were notified about the outcome of his or her complaint.

FY2019: October 1, 2018 to September 30, 2019

	Shelter Homes	Local Group Homes	Out of State Group Homes	RTC's	Extended family Care – Foster Homes	Annual Totals
Administrative Compliance Studies	4	2	3	3	0	12
Unusual Incident Reports	443	537	56	9	214	1,259.00

- Hope House data is captured under local group homes.



**COUNCIL OF THE DISTRICT OF COLUMBIA
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PREHEARING QUESTIONS AND ANSWERS**



FY2020: October 1, 2019 to January 8, 2020

	Shelter Homes	Local Group Homes	Out of State Group Homes	RTC's	Extended family Care – Foster Homes	Annual Totals
Administrative Compliance Studies	3	0	2	0	0	5
Unusual Incident Reports	252	156	6	2	40	456

- Hope House data is captured under local group homes

Allegations of Non-compliance

- A. *When the Contract Administrator is notified or discovers that a vendor is not compliant with terms of the contract or the Human Care Agreement (HCA), the Contract Administrator must document, and investigate the violation.*
- B. *Conditions that may lead to an investigation include, but are not limited to:*
- 1. Information that indicates the abuse and/or neglect of a DYRS youth;*
 - 2. Information that there may be a substantial risk to the health, safety or wellbeing of a DYRS youth (i.e. failure to report allegations of maltreatment, no heat in the winter, infestation of rodents, etc.);*
 - 3. Continued deficiency of an HCA provision after written direction to comply from the Contract Service Specialist;*
 - 4. Information that indicates possible financial mismanagement, including misrepresentation of financial information;*
 - 5. Breach of a youth's confidentiality or privacy;*
 - 6. Failure to maintain appropriate staffing ratios or fill positions funded by the HCA;*
 - 7. Failure to maintain licensing required by the HCA and Title 29 of the DCMR;*
 - 8. Failure to meet acceptable performance standards.*



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



Investigating Allegations of Non-Compliance

1. *The Contract Administrator must investigate an alleged 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.*
2. *Upon discovery of an incident, immediately schedule a conference with Program Manager or his/her designee to develop investigation questions;*
3. *Send email to the facility to request preliminary information, and inform facility of your pending visit;*
4. *Visit the facility with alleged violation or incident concern;*
5. *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.);*
6. *Document staff on site at time of the incident and at the time of the investigative visit;*
7. *Document interviews with staff or youth;*
8. *Determine whether there was a violation of DCMR, HCA or Contract;*
9. *Draft an investigation findings memo;*
10. *Attach all relevant documentation and communication surrounding the reported incident;*
11. *Submit a draft report to supervisor for vetting and finalization;*
12. *After supervisory vetting (proof-reading, editing, formatting, etc.);*
13. *Disseminate report to appropriate recipients (DYRS leadership, OCP, etc.).*
14. *Upload all documentation into the shared drive.*

Continued Monitoring and Abatement

1. *Whenever a Contract Administrator documents a performance deficiency, it must also be noted in the HCA Compliance/Evaluation Tool used at regular cite visits. The*



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



Contract Administrator will continue to monitor and document performance deficits until deficits are abated.

2. *Completed compliance/evaluation documents, including any performance deficiencies, must be sent to the vendor, requiring the vendor to respond and include plans for abatement.*
3. *All evaluation documentation, including vendor responses, must be sent to the program manager for review and uploaded into the shared drive.*



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



Services for Committed Youth 24, 25, 26

24. 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 agency provides therapeutic programs and services to youth held at both secure facilities. While programmings and interventions largely mirror each other at both facilities, there are, however, differences due to the separate functions at each facility. Youth Service Center is a Detention Center with an average length of stay of 21-30 days, whereas New Beginnings Youth Development Center is considered a secure therapeutic community where the average length of stay averages 9-12 months. The extended length of stay at New Beginnings allows for more intensive therapeutic interventions.

25. Please provide a detailed explanation of the Level System at New Beginnings, and describe:
- a. the most current Level System policy;
 - i. Is this policy provided to youth at NB?
 - b. how the Level System is explained to the youth at New Beginnings;
 - c. how many levels there are;
 - d. On average, how many days long is each level;
 - e. How often are youth able to petition for a higher level;
 - f. If youth are ever prohibited from petitioning to a higher level;
 - g. What is involved in a level petition?
 - h. What are youth expected to do to get to a higher level?
 - i. Who is involved in the level petition decision?
 - j. If youth are ever “stepped back” to a lower level? If so, for what reason? Is this the decision of unit staff or of a hearing officer?
 - k. At what level does discharge planning start?
 - l. What does discharge planning involve? Does it include transition plans for housing, education, mental health, health insurance, community-based supports for youth?

Level System at New Beginnings

The level systems at New Beginnings is the Lotus behavioral management tool. The Mission of the Lotus program is to uphold the DYRS Vision of “Love.” It encourages the youth in our



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care to recognize their strengths, build positive, healthy relationships, make amends to those that were harmed, establish goals and identify ways to effectively reach those goals. It builds upon the strengths of the youth, encourages them to be honest, open and identifies needs to be addressed challenging areas.

We understand that our youth succeed when they have meaningful and sustainable relationships with the adults that are in their lives. Therefore, we demonstrate love, support and a listening ear for the youth in our care. We also focus on treating the family as a whole. We encourage family therapy and engagement. We believe that there is hope for every young adult in our care. Therefore, it is essential that we involve the youth and family in the treatment process of those entrusted in our care.

The Lotus Program involves a graduated system where youth progress through a series of staff-led and self-exploration interventions.

This program focus on the following areas:

- Effective pro-social skills
- Decision-making skills
- Personal values and beliefs
- Building upon strengths
- Identifying and providing skills

The therapeutic process includes:

- Individual and group assignments
- Family involvement
- Individual treatment planning
- Experimental learning activities

The youth participates in a structured daily and weekly schedule. The schedule includes the following:

- Education
- Recreation
- Behavioral Health Groups, one on one therapy sessions and family therapy
- Unit Team-Oriented Activities/ Group sessions
- Evidence-Based Programs
- Vocational Programs
- Restorative Justice



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- Positive Youth Development Groups/ Positive Youth Justice Groups utilizing the 6 domains: Education, Relationship, Health, Creativity, Community and Work.

The Youth Treatment Team at New Beginnings consist of:

- Youth
- Treatment Manager
- Deputy of Treatment
- Case Manager-JJIC
- Behavior Health Specialist
- Health Services Program Manager
- Youth Advocate
- School Advocate

The focus areas consists of:

- Life Skills
- Leadership Skills
- Anger Management
- Sexual Education
- Self-Esteem
- Healthy Relationships
- Healthy Communication
- Conflict Resolution

The treatment and groups are facilitated utilizing the following:

- Trauma-Informed Care
- Emotion Regulation Therapy (ERT)
- Positive Youth Justice (PYJ)
- Positive Youth Development (PYD)
- Washington Aggression Interruption Training (WAIT)
- Power Source Training

Vocational Programs/ Certification consists of:

- Barbering Program
- Digital Art Program



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- Automotive Program
- Music Production
- Construction
- Video Production
- First Aid Certification
- Safe SERV. Certification

The Phase/ Level Process consists of the following:

Every youth starts on the Orientation Phase. This Phase/ Level Process is 2 weeks. Once the youth successfully completes the Orientation Phase; they progress to Phase 1/ Level I.

Title 16 Youth

- The Lotus Program consists of 6 Phases. Each phase is 45 days.
- Each youth are assigned two (2) advocates one (1) on the AM and one (1) on the PM.
- Each youth are reviewed for advancement every 45 days and must complete all phase requirements.
- Daily Progress Sheets are completed daily on the AM/ PM Shift. Therefore, each week the youth’s total score is tallied from this sheet determines the youth progress, weekly membership and whether they earned the opportunity to progress to the next phase.
- The youth are required to petition for the next phase and receive feedback on their progress.
- The youth are informed of the status of advancing to the next phase.

Lotus DC Model for committed youth

- The Lotus DC Model consists of 6 Levels and Home Petition. The levels are as follows:
 - Level 1-45 days
 - Level 2-45 days
 - Level 3-30 days
 - Level 4-30 days
 - Level 5-30 days
 - Level 6-30 days
 - Home Petition -2 weeks



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- Youth are expected to maintain the home petition status. Discharge Process begins at this time. The discharge meeting is scheduled. The Discharge process is approximately a month.
- Each youth is assigned two (2) advocates one (1) on the AM and one (1) on the PM.
- Daily Progress Sheets are completed daily on the AM/ PM Shift. Therefore, each week the youth’s total score is tallied from this sheet, determining the youth’s progress. The youth have to meet the expectations of the unit, school, and gym to progress to the next level.
- The youth are required to complete assignments during each level.
- The youth present the assignments during their petition meeting and receives feedback on their progress. The Treatment Manager, staff assigned to youth perspective units, school advocates, and mental health specialists are present during their petition for their next level.
- The youth will be informed of the status of advancing to the next level.

- Yes, the youth receive a copy of the handbook during the Intake Process.

- How is the Level System explained to the youth at New Beginnings?
 - This process is explained by the Treatment Team. Each youth that are assigned to our facility are welcome and met by the Deputy of Treatment and Health Services Program Manager. The assigned Treatment Manager/ JJIC are also invited to the meeting. The level system are explained during this meeting. The Unit Treatment Team also follows-up to assist the youth with getting started on the level process and answered any questions. The advocates also assist with assignments throughout the petitioning process.

- How many levels there are:

Orientation and six (6) phases

- On average, how many days long is each level
 - Orientation Phase for Title 16 Committed Youth-2 weeks
 - Phase 1-Phase 6 is 45 days for the Title 16 Youth

Committed Youth

 - Level 1-youth have the opportunity to petition for level 2 in 45days
 - Level 2-youth have the opportunity to petition for level 3 in 45days
 - Level 3-youth have the opportunity to petition for level 4 in 30 days
 - Level 4-youth have the opportunity to petition for level 5 in 30 days
 - Level 5-youth have the opportunity to petition for level 6 in 30 days



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- Level 6-youth have the opportunity to petition for home petition status in 14 days
- Home Petition –youth are required to petition every 14 days to maintain home petition status. At this time, the discharge process will start.

- **Expectations to move to the next phase includes:**
 - Attend schedule unit and compound group sessions.
 - Participate in all required medical/ mental health services.
 - Participate in academic/ vocational programs.
 - Consistent applies learned skills daily
 - Membership and level points
 - Meets with advocates
 - Complete group/ level assignments

- The discharge process will consist of the following:
 - A discharge meeting will be scheduled. This meeting will include the Treatment Manager, JJIC, TDM Facilitator, Care Coordinator, Parents/ Guardians, Mental Health Specialist, School Advocate, Unit Advocate, Credible Messenger, Community Family Engagement and Vocational Specialist, Support Staff, Stakeholder and anyone that the youth request to support him in this process.
 - At this time, all services will be put in place to meet the youth needs to be successful in transitioning into the community. We discussed treatment needs, school, mental health, medication, services, family therapy, individual therapy, vocational programs, job opportunities, community compliance expectations, medical insurance, daily schedule, transportation, strengths. Challenges and addressed any concerns.

 - Petitioning is done on Tuesday of each week. At this time, the youth that is up for their levels for the month are allowed to petition
 - Youth are not prohibited from petitioning. The youth are encouraged to petition for feedback even if they feel that they are not going to earn their level.
 - Youth can receive a step back if they assault staff or youth. This is also stated in the youth handbook. When a major incident occurs; the manager completes a notice of hearing. The youth receives an incident report for the infraction, and a notice of hearing is served to the youth. The youth is presented the notice of hearing; it is explained, the youth signs it and receives a copy. If the



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youth refuses to sign; a witness will sign the notice of hearing. The signed copy is scanned and turned in to the hearing officer/ compliance officer. At this time, the manager will make a recommendation for the behavior indicated in the report. A hearing will be conducted and the hearing officer will report out on the findings. Therefore, the hearing officer determines if the youth will be stepped back.

26. Please describe your plan to limit the time frame the population of awaiting placement youth are held in DYRS custody. Additionally, what policies exist, if any, to address the number of young people awaiting placement in secure confinement? Is DYRS creating a policy to address these students, and if so, when does the agency anticipate implementing this policy? If a policy exists, please provide it.

During the Pre-Commitment stage, each youth is assigned a Youth Assessment Care Coordinator that will continue to work closely with probation officers and support staff to secure all necessary paperwork and evaluations required for placement consideration for medium and high-level placements.

Community placement is the least restrictive environment to meet the youth's needs consistent with public safety, and will first be considered before a decision is made to place a youth outside of his/her community. Youth who are a low level for placement will be placed at home within appropriate timeframes with supportive community services (Credible Messengers, Family Engagement, Mental Health, etc.) in place.

The DYRS Placement Unit will continue to work closely with the DYRS Office of Contracting and Performance Management Unit (OCPMU) to ensure that all placement human care agreements are current, and that procurement/alternative funding is secured for placements.

Local group homes will be utilized to stabilize youth in the community when needed. Once supportive services are in place in the community, youth will return home, or another identified placement for continued monitoring for compliance and supervision with the youth's CPA (community placement agreement).

General review steps include:

1. Review the case to see if community-based services are augmented to manage the youth in the community consistent with public safety
2. Reviewing which youth can await placement at home consistent with public safety



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3. Review the placement population to see if any youth can be stepped down and receive community-based services consistent with public safety to free up space in the placements.
4. If youth are awaiting approval to be placed out of state, the receiving state will be contacted to expedite approval.

**FY 20
Personnel 1 > 110,000**

Prgm Code	Activity	Department Name	Posn Nbr	Name
1011	1000	HUMAN RESOURCES	00045409	Moore Jr.,Lennie V.
			00035551	Kago,Loise W
1018	1000	TRAINING	00030645	Smith,Rosa Anise
1021	1000	CONTRACTS AND PROCUREMENT	00020555	Guillen,Jo Ann
1031	1000	FACILITIES MAINTENANCE	00039024	Boberg,William A
1041	1000	INFORMATION MANAGEMENT	00005212	Damme,Akihiro
			00035842	Del Valle,Ernesto**
1091	1000	DEPUTY DIRECTOR FOR OPERATIONS	00046582	Scalise,Krista
			00083200	Thomas,Charles L.
1094	1000	CONTRACT MONITORING AND COMPLI	00023464	Sandy,John Peter
7011	7000	DIRECTOR OF DYRS	00030639	Lacey,Clinton Tarrant
		OFFICE OF THE DIRECTOR	00085307	Harlee-Harper,Linda K.
7021	7000	OFFICE OF THE CHIEF OF STAFF	00004301	Al-Joburi,Adam W
			00082337	Stanback,Clarence
7031	7000	COMMUNICATIONS AND PUBLIC AFFA	00042580	Dickson,Akeya Shirley
7041	7000	OFFICE OF INTERNAL INTEGRITY	00025583	Moore BS MS,Harpreet Rodi
7051	7000	OFFICE OF THE GENERAL COUNSEL	00041767	Appiah,Lindsey O.
			00045628	Hall,Chanel G.
9022	9000	DC YOUTH LINK	00020285	Moody,Silvia
			00077718	McDaniel,Dana R**
9027	9000	Performance Mgmt & Improvement	00041059	White,Tony
9031	9000	CASE MANAGEMENT	00012273	De Arteaga,Jose
			00077973	Callaway,Latonya Elaine
9041	9000	NEW BEGINNINGS	00039896	McGhee,Mack D.
			00082624	Hamlett Jr.,Mark
9042	9000	YOUTH SERVICES CENTER	00017450	Dowell,Shawn D.
9052	9000	MEDICAL	00003152	Tebid Mbah,Esabella
			00016973	Bayote,Arinzechi N
			00017102	Gelmann,Joelle
			00017581	Keke-Ekekwe,Christiana C
			00030762	Crowe,Adrian B
			00033025	Gorantla,Surekha
			00039707	Greene,Anita E
			00041418	Adefolalu,Anire A
			00042651	Obichere,Uchenna A
			00043287	Tyler-Beynum,Khandra
			00078149	Samuda,Daunett
			00083084	Eze,Chidinma B
			00095756	Hugh,Eric S
9053	9000	BEHAVIORAL HEALTH	00000334	Key,Kenya D
			00037124	Sillitti,Romita
			00082335	McMillian,Ivory Melanie
112F	100F	Human Support Services DYRS	00037563	Baxter,Antonio J

***FY 20 Fringe was calculated at 27.15%**

**** Separated Employees**

Title	Grade	FTE	Salary		Fringe	Overtime
Human Resources Officer III	15	1	159,691.20	0.27	43,356.16	
Supervisory Human Resources Sp	13	1	123,738.00	0.27	33,594.87	
Training Officer	14	1	111,240.00	0.27	30,201.66	
Administrative Officer	14	1	121,540.00	0.27	32,998.11	
Prog Mgr, Prop Mgmt & Real Est	14	1	117,365.47	0.27	31,864.73	
Chief Information Officer	15	1	160,767.20	0.27	43,648.29	
INFORMATION TECHNOLOGY SPECIAL	14	1	133,537.00	0.27	36,255.30	
Chief Operating Officer	16	1	179,002.67	0.27	48,599.22	
Administrative Law Judge	14	1	123,577.00	0.27	33,551.16	
Program Manager (Contracts and	13	1	116,473.77	0.27	31,622.63	
Director, Department of Youth	E5	1	198,395.51	0.27	53,864.38	
Deputy Director	16	1	185,960.90	0.27	50,488.38	
Chief of Staff	16	1	146,113.25	0.27	39,669.75	
Deputy Chief of Staff	15	1	125,525.69	0.27	34,080.22	
Public Information Officer	14	1	123,600.00	0.27	33,557.40	
Supervisory Investigator	13	1	110,820.58	0.27	30,087.79	
SUPERVISORY ATTORNEY ADVISOR	2	1	173,349.00	0.27	47,064.25	
ATTORNEY ADVISOR	13	1	110,144.00	0.27	29,904.10	
EDUCATION TRAINING COOR	13	1	113,002.00	0.27	30,680.04	
Assistant Program Manager	13	1	110,636.18	0.27	30,037.72	
Program Analyst	13	1	113,002.00	0.27	30,680.04	
PROGRAM MANAGER	14	1	126,277.76	0.27	34,284.41	
PROGRAM MANAGER	14	1	115,000.00	0.27	31,222.50	
Correctional Institutional Adm	15	1	154,500.00	0.27	41,946.75	
PROGRAM MANAGER	14	1	119,900.20	0.27	32,552.90	2030.78
PROGRAM MANAGER	14	1	119,900.20	0.27	32,552.90	
Nurse Practitioner	12	1	117,141.00	0.27	31,803.78	2105.07
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	1758.55
Supervisory Nurse Practitioner	13	1	131,286.13	0.27	35,644.18	2.91
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	94.9
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	1037.51
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	2054.42
Dental Officer	2	1	159,128.00	0.27	43,203.25	
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	670.57
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	555.33
Health Services Medical Office	MD5	1	232,078.57	0.27	63,009.33	
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	2992.5
Nurse Practitioner	12	1	121,046.00	0.27	32,863.99	773.59
Clinical Nurse III	10	1	110,316.00	0.27	29,950.79	2277.23
Deputy Director, Health Servic	16	1	182,314.12	0.27	49,498.28	
Supv Behavioral Health Prog Mn	14	1	150,979.46	0.27	40,990.92	
Health Services Program Manage	13	1	124,391.80	0.27	33,772.37	
AGENCY FISCAL OFFICER	15	1	148,496.00	0.27	40,316.66	

Services for Committed Youth - FY19

Provider	Goals
Youth Engagement Specialists/Achievement Center Staff	Support, mentoring, and life skills
Gideon Global	To achieve barber license/trade, customer service skills and entrepreneurship skills
Center City Community Technology Development	Develop skills in graphic design and digital arts
KBEC	Introduce youth to the fundamental concepts, skills and techniques in basic cookery and culinary arts.
Grow Up Grow Out	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Dexterity Driving School	Provide classroom instruction that will prepare students for their knowledge test to obtain their permit.
Sensory Services	Provide comprehensive knowledge of music through performance, creation, and experience
Women Who Boss	Entrepreneurship program advocating physical financial and mental wellness through weekly and monthly activities.
Urban Encouragement	This program is designed to teach youth the art of film making and theatre production, including but not limited costume design, drama workshops, advertising, and other disciplines related to film making
Pleasant Services	Provide comprehensive knowledge of music through performance, creation, and experience
Out of the Box Imagery	Deliver Restorative Justice Photography services
Application Controls, Inc.	Deliver HVAC Vocational Training.

Extensions of Hope	Wig design, hair weaving, braiding, hair care and education services.
Sasha Bruce	This program focuses on healthy lifestyles based on nutrition, hygiene, sexual behaviors, and mental health
YAP	This program has a focus on young women and girls and focuses on the development of healthy self-image, quality relationships, and positive development
EAT	This program teaches youth the business aspects of fashion merchandizing including price setting, marketing and development of products with a focus on entrepreneurship
Georgetown Tutoring	Individualized goal-focused academic tutoring across a wide range of subjects. Tutoring includes school subject, credit recovery, test preparation, college testing preparation.
East River Family Strengthening Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
East River Family Strengthening Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
ERCPCP-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
ERCPCP-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.

Good Projects-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Good Projects-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
InnerCity Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
InnerCity Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Life Deeds, Inc-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Life Deeds, Inc-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Sasha Bruce Youthwork, Inc-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Sasha Bruce Youthwork, Inc-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Majestic Studios	Photography skills
Treknot	Construction skills
WFD Internship	Placement services provided by DYRS staff

WFD Unsubsidized Employment	Placement services provided by DYRS staff
WFD Work Preparation	Placement services provided by DYRS staff
Restorative Diversion	Program to meet the needs of youth involved in serious gun-related offenses

Services for Committed Youth - FY20 YTD (1/9/20)

Provider	Goals
Back 2 Basics	To achieve barber license/trade, customer service skills and entrepreneurship skills
Center City Community Technology Development	Develop skills in graphic design and digital arts
Ateya Productions	This program strengthens and identifies areas of improvement in an individual, and developing strategy plans and resources to achieve personal goals.
Dramatic Solutions	This program assists in developing a life vision map, and action plans and resources to achieve success.
Creative Solutions	This program assists youth in mastering social media training, song writing, creating radio clean music, and studio techniques and etiquette when recording.
ES Fitness	This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates.
Dolls & Dreams	This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices.
YAAY Me Inc.	This program develops youth's portfolio in becoming a CEO of their own company and crafting a business pitch.
Urban Encouragement	This program is designed to teach youth the art of film making and theatre production, including but not limited costume design, drama workshops, advertising, and other disciplines related to film making

Georgetown Tutoring	Individualized goal-focused academic tutoring across a wide range of subjects. Tutoring includes school subject, credit recovery, test preparation, college testing preparation.
Alliance of Concerned Men-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Alliance of Concerned Men-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Far Southeast Family Strengthening Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Far Southeast Family Strengthening Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
ERCPCP-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
ERCPCP-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Grow Up Grow Out-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Grow Up Grow Out-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community

<p>InnerCity Collaborative-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>InnerCity Collaborative-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Life Deeds, Inc-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Life Deeds, Inc-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Sasha Bruce Youthwork, Inc-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Sasha Bruce Youthwork, Inc-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>

Service Type/ Nature of Program	Average Cost per youth	Total Fund Allocated FY19
Achievement Ce		
DYRS Programming	N/A - DYRS staff fulfill this role	
Vocational Training	\$11,750	\$117,497
Vocational training	\$13,997	\$139,970
Culinary Arts	#DIV/0!	\$98,607
Transformative Mentoring / Restorative Justice Services	\$9,687	\$513,395.00
Vocational Training	\$6,383	\$165,965
Arts Enrichment	\$1,820	\$29,123
Women's Entrepreneurship	\$2,332	\$34,980
Vocational Training	\$9,091	\$99,999
Deliver Music Production and Songwriting.	\$3,854	\$7,708
Youth Photography	\$2,687	\$13,433
HVAC	\$6,845	\$27,378

Hair Care Services - Wig Design, Braiding, etc.	\$2,196	\$15,374
Health and Wellness	\$579	\$25,473
Life Skill's / Women's Empowerment	\$592	\$20,128
Fashion Desion/ Entrepreneurship	\$857	\$4,286
DC YouthLink		
Education/Tutoring	\$1,387	\$41,610
Credible Messer		
Transformative Mentoring / Restorative Justice Services	\$4,287	\$364,369.19
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	\$5,169	\$444,524.25
Transformative Mentoring / Restorative Justice Services		

Transformative Mentoring / Restorative Justice Services		
	\$5,636	\$422,716.70
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services		
	\$4,732	\$364,372.19
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services		
	\$3,437	\$364,373.19
Transformative Mentoring / Restorative Justice Services		
	\$3,854	\$466,361.82
Transformative Mentoring / Restorative Justice Services		
WFD		
WFD	\$2,766.67	\$16,600.00
WFD	\$6,456.00	\$32,280.00
WFD	n/a	

WFD	n/a	
WFD	n/a	
Other Program		
Restorative Programming	\$15,000.00	

Service Type/ Nature of Program	Average Cost per youth	Total Funds Allocated FY20
Achievement Ce		
Vocational Training	Unable to provide cost, as it relates to the total number of youth participation annually	\$125,000
Vocational training	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
Cultural Arts	Unable to provide cost, as it relates to the total number of youth participation annually	\$80,000
Life Skills	Unable to provide cost, as it relates to the total number of youth participation annually	\$70,000
Music Production	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
Physical Fitness and Nutrition	Unable to provide cost, as it relates to the total number of youth participation annually	\$69,355
Girls Programming	Unable to provide cost, as it relates to the total number of youth participation annually	\$75,000
Entrepreneurial Skills	Unable to provide cost, as it relates to the total number of youth participation annually	\$145,000
Vocational Training	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
DC YouthLink		

Education assistance -- Tutoring	Unable to provide cost, as it relates to the total number of youth participation annually	\$70,000
Credible Messer		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$600,463.00
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$611,711.28
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$612,611.00
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$516,230.00
Transformative Mentoring / Restorative Justice Services		

<p>Transformative Mentoring / Restorative Justice Services</p>	<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>	<p>\$600,466.00</p>
<p>Transformative Mentoring / Restorative Justice Services</p>		<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>
<p>Transformative Mentoring / Restorative Justice Services</p>	<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>	
<p>Transformative Mentoring / Restorative Justice Services</p>		<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>
<p>Transformative Mentoring / Restorative Justice Services</p>	<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>	
<p>Transformative Mentoring / Restorative Justice Services</p>		<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>

Program/service	# of Committed Youth	# of Post Committed Youth	# of Community
Center			
Youth Engagement Specialists	97	11	
Barbering	10	0	
Digital Arts	10	0	
Culinary	0	0	
Mentoring	33	1	
Driver's Education	25	1	
Music Production	8	8	
Life Skills	15	0	
Film Creation and Making	9	2	
Cypher Workshop	2	0	
Youth Photography	5	0	
HVAC	4	0	

Hair Care Services - Wig Design, Braiding, etc.	6	1	
Healthy Lifestyles	31	13	
Women's Empowerment	23	11	
Entrepreneurial Skills	5	0	
Tutoring	24	6	
Mentoring	52	7	
Mentoring	23	3	
Mentoring	45	20	
Mentoring	17	4	

Mentoring	46	5	
Mentoring	21	3	
Mentoring	58	7	
Mentoring	11	1	
Mentoring	52	9	
Mentoring	34	11	
Mentoring	55	26	
Mentoring	29	11	
Video Production	6	0	
Carpentry Program	5	0	
	15	1	

	12	2	
	23	2	
ning			
Gun Down Programming	16	0	

Program/service	# of Committed Youth	# of Post Committed Youth	# of Community
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Barbering	3	0	
Digital Arts	2	2	1
Cultural Arts	6	0	
Behavioral Health & Wellness / Restorative Justice	0	0	0
Music Production	6	6	
Physical Fitness & Nutrition	3	0	
Girl's Programming	5	0	1
Entrepreneurial Skills	1	1	
TV, Film & Video Production	3	1	

Tutoring	7	0	
nger			
Mentoring	0	0	
Mentoring	0	0	
Mentoring	16	0	
Mentoring	3	0	
Mentoring	36	8	
Mentoring	19	3	
Mentoring	0	0	
Mentoring	0	0	

Mentoring	37	6	
Mentoring	4	1	
Mentoring	36	5	
Mentoring	17	5	
Mentoring	41	13	
Mentoring	19	3	

Outcomes

Youth learn basic life skills

Youth earn barbering license to obtain ongoing employment opportunities and business ownership

Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project

Employment, Certification in ServSafe, American Culinary Federal; Participants learn how to cook. ServSafe certifications are available. 6 participants earned ServSafe certifications

Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements.

Participants learned the content for knowledge test; participant earned a driver's license;

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

This program develops youth's ability to build linkages within the community, self esteem, and promotes economic development of youth.

Youth acquire a final project/portfolio for marketing and exposure to film making industry moguls to develop skills and market expertise (performances).

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

Improve creativity, expression, versatility, and techniques that help youth have a personal experience with others and a greater knowledge of photography.

HVAC Safety & Tools, Residential Electricity, Applied Mathematics in an HVAC Context, Principles of Electricity, Piping & Heating Systems

Learn how to be successful business owners in the hair salon industry, and learn how they grow their businesses, making them prosper and thrive, all in the face of ever present competitors. As a hair salon owner, you want to satisfy your customers' hairstyling needs – from hair coloring, perming, lengthening, doing make-overs, and more – with the use of environment-friendly products and practices. Attain your goals, in line with your customers' wants and needs, and at a price that brings you profit.

This program develops youth's ability to build linkages within the community, self esteem, and promotes economic development of youth.

This program develops youth's ability to build linkages within the community, self esteem, and promotes economic development of youth.

Employment, Program Design, develop vocational skills leading to entrepreneurship.

Youth achieve grade point average and attendance improvement that lead to attainment of diploma.

Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements.

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Youth obtain and retain WFD internship with local employment partners and participate in career exploration.

Youth receive assistance in placement and retention in Unsubsidized Employment.

Youth receive assistance in work preparation via orientation, resume writing, interviewing skills and financial literacy.

Provide a safe environment for youth to participate in programming at the Achievement Center on weekends. The outcome is designed to deter DYRS youth from obtaining and/or utilizing guns in the future.

Outcomes

Youth earn barbering license to obtain ongoing employment opportunities and business ownership

Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project

This program strengthens and identifies areas of improvement in an individual, and developing strategy plans and resources to achieve personal goals.

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates.

This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices.

Youth will develop portfolio in becoming a CEO of their own company and crafting a business pitch.

Youth acquire a final project/portfolio for marketing and exposure to film making industry moguls to develop skills and market expertise (performances).

Youth achieve grade point average and attendance improvement that lead to attainment of diploma.

Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements.

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Prgm Code	Activity	Department Name	Posn Nbr
1011	1000	HUMAN RESOURCES	00001706
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1018	1000	TRAINING	00000346
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			00035048
			00035373
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1021	1000	CONTRACTS AND PROCUREMENT	00002919
			00011919
			00020555
1031	1000	FACILITIES MAINTENANCE	00000746
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			00011222
			00013997
			00018425
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1032	1000	WAREHOUSE	00015517
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			00033424
1041	1000	INFORMATION MANAGEMENT	00005212
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			00035842
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			00040716
1056	1000	RISK MANAGEMENT SERVICES	00020407
			00036221
			00040886
			00097062
1071	1000	FLEET MANAGEMENT	00022742
			00033431
			00038386
1091	1000	DEPUTY DIRECTOR FOR OPERATIONS	00001030
			00012968
			00015892
			00046582
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1092	1000	RESOURCE ALLOCATION	00003031
			00039112
			00077136
			00083171
			00083176
1093	1000	QUALITY ASSURANCE AND RESEARCH	00001007
			00005696
			00026338
			00037954
			00085308
1094	1000	CONTRACT MONITORING AND COMPLI	00023464
			00033011
			00035389
			00035390
			00078207
1096	1000	Licensing	00035601
			00037468
			00040256
7011	7000	DIRECTOR OF DYRS	00030639
		OFFICE OF THE DIRECTOR	00041049
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			00097176

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7021	7000	OFFICE OF THE CHIEF OF STAFF	00004301
			00082337
7031	7000	COMMUNICATIONS AND PUBLIC AFFA	00009342
			00022245
			00042580
7041	7000	OFFICE OF INTERNAL INTEGRITY	00025583
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7051	7000	OFFICE OF THE GENERAL COUNSEL	00041766
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9011	9000	DEPUTY DIRECTOR FOR YOUTH PROG	00024713
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9021	9000	PARENT AND FAMILIES	00024557
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9022	9000	DC YOUTH LINK	00015547
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9024	9000	WORKFORCE DEVELOPMENT	00025363
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9026	9000	Youth Engagement	00001805
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9027	9000	Performance Mgmt & Improvement	00008084
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112F	100F	Human Support Services DYRS	00037563
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122F	100F	Human Support Services DHS	00006179
		Human Support Services DYRS	00021568
Grand Total			

General Questions 2a,2b

Name	Title	Grade	FTE
Fax,Allison H.	Human Resources Specialist	12	1
Cohen,Heath	Human Resources Specialist	12	1
COURTNEY,CHRISTINA M	Human Resources Specialist	9	1
Vacant	Human Resources Specialist	12	1
Kago,Loise W	Supervisory Human Resources Sp	13	1
Reid,Kiwahna R	Human Resources Specialist	12	1
Wajid-Ali,Alesha G	Human Resources Specialist	12	1
Oakley,Rosa M	Human Resources Specialist	12	1
Davis,Cieara N	Human Resources Specialist	11	1
Moore Jr.,Lennie V.	Human Resources Officer III	15	1
Vacant	Supervisory HR Specialist (Emp	13	1
Briscoe,Vernee	Human Resources Specialist	12	1
Gerima,Zelalem H	Human Resources Specialist	11	1
Vacant	EDUCATION TRAINING COOR	13	1
Ohler,Catherine M	Training Specialist	12	1
Smith,Rosa Anise	Training Officer	14	1
Granville,Christina	Training Specialist	13	1
Martin,Louis Din	TRAINING SPEC	12	1
Ford,Andre Lamont	TRAINING SPEC	13	1
Llanos,Joyce	Program Analyst	13	1
Roberson,Felicia M	Program Analyst	12	1
Guillen,Jo Ann	Administrative Officer	14	1
Pringle,Gloria	OFFICE ASST TYPING	7	1
Resper,Marty I	MAINTENANCE WORKER	7	1
Johnson,Donald S	MAINTENANCE WORKER	8	1
Harvest,Denise A.	Maintenance Mechanic	10	1
Matthews,Carl B	Maintenance Mechanic Leader	11	1
Taylor,Allisa	Management Analyst	12	1
Manca,Salvatore	Electronics Technician	11	1
Jackson,Charles W	Electronics Technician	11	1
Graf,Philip D	LOCKSMITH	10	0.5
Sogbo,Eugene	MAINTENANCE WORKER	8	1
Goodman,Sheilah Rene	Program Support Specialist	9	1
Jackson,Orlando	MAINTENANCE WORKER	8	1
Samples,Justin	Supvy Facility Operations Spec	13	1
Martin,Lawrence C	MAINTENANCE WORKER	7	1
Washington,Aaron	ELECTRICIAN	10	1
Watkins,George	MAINTENANCE WORKER	8	1
Boberg,William A	Prog Mgr, Prop Mgmt & Real Est	14	1
Mudd,Frederick D	PAINTER	9	1
Gregory,Jason	Maintenance Mechanic Leader	11	1
Murillo,Julio C	MAINTENANCE WORKER	8	1

Reigle,Steven E	PIPEFITTER	10	1
Robinson,Leroy D.	MAINTENANCE WORKER	7	0.5
Chowdhey,Najmul H	Program Support Specialist	11	1
Wade,Eric X	Materials Handler Supervisor	7	1
Grays,Preston F	Materials Handler	7	1
Damme,Akihiro	Chief Information Officer	15	1
Konchada,Sridevi	IT Specialist (Applications So	13	1
Del Valle,Ernesto	INFORMATION TECHNOLOGY SPECIAL	14	1
Mulugeta,Daniel	IT Specialist (Syst. Admin.)	13	1
Vacant	INFORMATION TECHNOLOGY SPECIAL	14	1
Sidbury,Porche	Risk Manager	12	1
Amaechi,Emmanuel	SAFETY & OCCUP HLTH SPEC	12	1
Coley,Dwayne J.	Sanitarian	12	1
Owens Sr.,Andre	Management Analyst	11	1
Bennett,Monica	SUPV MOTOR VEHICLE OPR	6	1
Shaw,Christopher V.	MOTOR VEHICLE OPERATOR	7	1
Morris,Anthony M	Materials Handler	7	1
Rusek,Kish Kantasingh	Supervisory Grants Management	13	1
Walker,Anwar R.	Grants Management Specialist	13	1
McNeal,Alicia M.	Program Analyst	13	1
Scalise,Krista	Chief Operating Officer	16	1
Dash-Hill,Dana L	Management Analyst	12	1
Thomas,Charles L.	Administrative Law Judge	14	1
Smiley,Lisa K	Program Analyst	13	1
Borges,Anthony	Resource Allocation Analyst	13	1
Holden,Waverly J	Resource Allocation Analyst	12	1
Dominguez,Sophia M	Resource Allocation Analyst	12	1
Jackson,Tore' P	Resource Allocation Analyst	12	1
McNeil,Megan	Policy and Research Officer	13	1
Demarest,Melanie	Program Analyst	12	1
Vacant	Strategic Planning & Perf. Mgm	15	1
Thomas,Joshua M	Program Analyst	13	1
Moreland,Naquasha Tanea	Management Analyst	12	1
Sandy,John Peter	Program Manager (Contracts and	13	1
Smith,Zachery P	Contract Services Specialist	12	1
Davis,George S	Contract Services Specialist	11	1
Banner,Nakia T	STAFF ASSISTANT	9	1
McCrae,James A	Contract Services Specialist	12	1
Chandler,Derrick D.	Compliance and Licensing Speci	12	1
Beane Jr.,James W.	Program Manager (Licensing)	12	1
Graham,Lisa Yolanda	Compliance and Licensing Speci	12	1
Lacey,Clinton Tarrant	Director, Department of Youth	E5	1
Vann,Diamond	Management & Program Analyst	14	1
Vacant	Administrative Officer	14	1
Harllee-Harper,Linda K.	Deputy Director	16	1
Hines,Jamaill R.	Management Analyst	11	1
Vacant	Management Analyst	11	1

Vacant	Management Analyst	12	0.5
Al-Joburi,Adam W	Chief of Staff	16	1
Stanback,Clarence	Deputy Chief of Staff	15	1
Valli,Attilio Mario	Public Affairs Specialist	12	1
Vacant	Public Affairs Specialist	12	1
Dickson,Akeya Shirley	Public Information Officer	14	1
Moore BS MS,Harpreet Rodi	Supervisory Investigator	13	1
Leonard,Tashera	Investigator	12	1
Moore-Ingram,Catrice	Program Analyst	11	1
Chambers,Dwayne K.	Investigator	12	1
Holland,Lawrence K	Investigator	12	1
Pressley,Hanifa	Attorney-Adviser (Hearing Exam	13	1
Appiah,Lindsey O.	SUPERVISORY ATTORNEY ADVISOR	2	1
Hall,Chanel G.	ATTORNEY ADVISOR	13	1
Kinlow,Tiye A.	ATTORNEY ADVISOR	12	1
Vacant	Deputy Director	16	1
Vacant	Deputy Director	16	1
Keith,Rendell	Youth Engagement Specialist	9	1
Whiteing,Keith	Youth/Peer Advocate	7	1
Del Valle,Nataly A	Youth/Peer Advocate	7	0.5
Vacant	PROGRAM MANAGER	14	1
Moody,Silvia	EDUCATION TRAINING COOR	13	1
Carrillo,Sebastian	Referral Specialist	11	1
Dotson,Charles	Program Analyst	13	1
Brown,Norman O	Assistant Program Manager	13	1
Baker,Patrone	Program Monitor	9	1
McDaniel,Dana R	Assistant Program Manager	13	1
Mahdi,Musa	Program Monitor	11	1
Vacant	Management Analyst	12	1
Powell,Phyllis D	Youth Workforce Dev Spec	12	1
Collins,Joshua	Management Analyst	11	1
Vacant	Education Services Specialist	13	1
Akoto,Kweku K	Youth Engagement Specialist	9	1
Fields,Yolanda Y	Program Support Specialist	9	1
Williams,Janay N.	Assistant Program Manager	13	1
Weeks,Samuel	Investigator	9	1
Catalan,Kandis M	Youth Engagement Specialist	9	1
Mackell,Michael	Youth Engagement Specialist	9	1
Morrow,Norman	Youth Engagement Specialist	9	1
Crenshaw III,Anderson J	Program Analyst	11	1
Martin,Paula A	Program Support Assistant	7	1
Taylor,Marion N	Management Analyst	11	1
Richardson,Mario V	Youth Engagement Specialist	9	1
Lewis,Kenya	Youth Engagement Specialist	9	1
Floyd,Kiana L-G	Youth Engagement Specialist	9	1
Parker,Anesha R	Management and Program Analyst	12	1
Hay,Tianna C	Management Analyst	11	1

Vacant	PROGRAM MANAGER	14	1
Fisher,Nancy B	Correctional Program Specialis	13	1
Vacant	Management Analyst	11	1
White,Tony	Program Analyst	13	1
Powell,Shameka D	Social Worker	11	1
Thorpe Jr.,Leroy Joseph	Social Worker	12	1
Small,Donna M	Case Manager	9	1
Richardson Scott,Alma	Social Worker	12	1
HARRIS,WENDELL E	Y/F Team Meeting Facilitator	11	1
Williams,Yvonne A	SUPV SOCIAL WORKER	13	1
Milner,Raymond D	Program Support Assistant	7	1
Vacant	Case Manager	9	1
De Arteaga,Jose	PROGRAM MANAGER	14	1
Bell,Valerie	Program Support Assistant	7	1
Vacant	Program Support Specialist	9	1
Vance,Francois	Case Manager	11	1
Nichols,Ashley	Program Support Specialist	9	1
Vacant	Case Manager	11	1
ADEIGBE,IBUKUN	Case Manager	11	1
Thompson,Jasmine	Youth Advocate	9	1
Haynes,Adrienne	Case Manager	11	1
Vacant	Program Manager (Case Manageme	14	1
Russell,Elaine	Youth Advocate	9	1
Avent,Tracy B	Court Liaison Specialist	9	1
HAMMOND,JEFFREY P	Case Manager	11	1
Rodriguez,Rebecca L	Case Manager	11	1
Alfred,Alycia K	Youth Advocate	9	1
White,Carolyn Prince	Case Manager	7	1
Wright,Darren	Youth Advocate	9	1
Regis,Jefferson	Management Analyst (Interstate	12	1
Mundey,Elena M	Social Worker	11	1
Vacant	Assistant Program Manager	13	1
Perry,Crystal E.	Y/F Team Meeting Facilitator	11	1
Crespo,Sandra N	Management & Program Analyst	14	1
Wilson,Rukie	Case Manager	11	1
Callaway,Latonya Elaine	PROGRAM MANAGER	14	1
Lee,Nathan I	Case Manager	9	1
Spraggins,Sharee N.	Case Manager	9	1
Radcliff,Teyneesa L	Case Manager	9	1
Vacant	Supervisory Social Worker	13	1
Reyes,Arlene	Social Services Officer	13	1
Ogokeh,Moses	Social Worker	11	1
Allen,Francis	Case Manager	9	1
Berrah,Hind L.	Social Services Officer	13	1
Burnim,Adrian V	Social Services Officer	13	1
Fisher,Ursula	Social Services Officer	13	1
Richardson,Adrian	Social Services Officer	13	1

Sanchez,Sammy	Program Analyst	12	1
Nash,Jomo K.	Investigator	9	1
Williams,Maurice T.	Investigator	9	1
Vacant	Supvy Youth Development Rep.	11	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Jackson,Elaine	YOUTH DEVELOPMENT REPRESENTATI	8	1
Golden,Dionne D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hawkins,Michael	YOUTH DEVELOPMENT REPRESENTATI	7	1
Allen,Joseph E	YOUTH DEVELOPMENT REPRESENTATI	7	1
Boone,Sharronda D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson,Darshawn	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson,Victor W	YOUTH DEVELOPMENT REPRESENTATI	8	1
Jefferies,Keonna D	YOUTH DEVELOPMENT REPRESENTATI	7	1
Johnson,Latisha	YOUTH DEVELOPMENT REPRESENTATI	8	1
Turner,Marjorie R	JUV JUSTICE INST COUNSELOR	11	1
Smith Mcpherson,Gladys M	YOUTH DEVELOPMENT REPRESENTATI	8	1
White,Kendra N	RECREATION THERAPIST	11	1
Turner,Nichelle DeVonne	YOUTH DEVELOPMENT REPRESENTATI	7	1
Curley,Jene'	YOUTH DEVELOPMENT REPRESENTATI	7	1
Vacant	Program Support Specialist	9	1
Jack,Boma Isokariari	YOUTH DEVELOPMENT REPRESENTATI	8	1
Chambers,Paula A	Supvy Youth Development Rep.	11	1
James,Lauren M.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Beard,Latoya M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Brown,Felicia Pryor	Youth Treatment Manager	12	1
Pugh,Dwayne I	YOUTH DEVELOPMENT REPRESENTATI	8	1
Joyner,Veronica D	YOUTH DEVELOPMENT REPRESENTATI	8	1
board,kenya o.i	YOUTH DEVELOPMENT REPRESENTATI	7	1
Dempson,Johnny P.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Baptiste,Edwin	YOUTH DEVELOPMENT REPRESENTATI	8	1
Layton,Julius C	Supvy. Youth Development Rep.	12	1
Boyd Scott,Yolanda R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Frazer,Louani B	YOUTH DEVELOPMENT REPRESENTATI	8	1
Harrington,Lenisha	YOUTH DEVELOPMENT REPRESENTATI	8	1
Wilson,Jai	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hill,Monica D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	Supvy Youth Development Rep.	11	1
Richardson,Tyonda M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Jones,Maurice	YOUTH DEVELOPMENT REPRESENTATI	8	1
WAITERS Jr.,ERNEST L	Supvy. Youth Development Rep.	12	1
Jackson,Rita Ann	YOUTH DEVELOPMENT REPRESENTATI	8	1
Wilkinson,Charles N	YOUTH DEVELOPMENT REPRESENTATI	7	1
Brown,Yolanda S	Supvy. Youth Development Rep.	12	1
Baker,Catherine T	YOUTH DEVELOPMENT REPRESENTATI	7	1
Bell,Jerry	YOUTH DEVELOPMENT REPRESENTATI	8	1
Bruce,Brianna A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hall,Altimese R	YOUTH DEVELOPMENT REPRESENTATI	8	1

Hayman, Kevin C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Bullock, Scott M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Lloyd, Anthony M	Youth Treatment Manager	12	1
Lomax, Ernest D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Evering, Stephanie M	Juvenile Justice Institutional	11	1
Ball, Samuel	YOUTH DEVELOPMENT REPRESENTATI	7	1
Maple, Karen P	YOUTH DEVELOPMENT REPRESENTATI	8	1
Buxton, Calvin D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Waters, Karen Marie	YOUTH DEVELOPMENT REPRESENTATI	8	1
Paulk, Anthony J	YOUTH DEVELOPMENT REPRESENTATI	8	1
Outlaw, Gregory L.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Peoples, Dinah L	YOUTH DEVELOPMENT REPRESENTATI	8	1
Smith, Cortlandt A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Sanders, Stacy A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Harris, Anthony	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson, Shuketha R	Supvy. Youth Development Rep.	12	1
Vacant	Supvy Youth Development Rep.	11	1
Watts, Breyonna A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Allen, Orlando O	YOUTH DEVELOPMENT REPRESENTATI	8	1
Lyde, Kevin	YOUTH DEVELOPMENT REPRESENTATI	7	1
Raper, William A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Shahid, Hassan S	YOUTH DEVELOPMENT REPRESENTATI	8	1
Simms, Melinda T	YOUTH DEVELOPMENT REPRESENTATI	9	1
Person, Kenneth	Assistant Program Manager	13	1
Garcia, Rachel	Supvy Youth Development Rep.	11	1
Latimer, Jerome E	YOUTH DEVELOPMENT REPRESENTATI	7	1
WESTRY, TAWANA D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Pierce, Mark	YOUTH DEVELOPMENT REPRESENTATI	7	1
Harris, Kelvin	YOUTH DEVELOPMENT REPRESENTATI	7	1
Lockwood, Tarrell	YOUTH DEVELOPMENT REPRESENTATI	7	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Keys, Latasia C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Williams, Tasha M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson, tyrus	YOUTH DEVELOPMENT REPRESENTATI	7	1
Sinclair, Ronald	YOUTH DEVELOPMENT REPRESENTATI	8	1
Webb Sr., Arvin	YOUTH DEVELOPMENT REPRESENTATI	8	0.5
Callahan, Madina J	YOUTH DEVELOPMENT REPRESENTATI	7	1
Mack, Marquise A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ferreira, Jose Ramon	YOUTH DEVELOPMENT REPRESENTATI	7	1
White, Sherman	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hughes, Anthony E	YOUTH DEVELOPMENT REPRESENTATI	8	1
Beatty, Brittany Monet	YOUTH DEVELOPMENT REPRESENTATI	7	1
GOODEN, Tyrik Juan	YOUTH DEVELOPMENT REPRESENTATI	8	1
Nash, Yvonne	YOUTH DEVELOPMENT REPRESENTATI	7	1
Howard, Tameeka L.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Jackson Jr., Charles Wilbert	Recreation Spec (Institutional	9	1
Mack, Saed V.	YOUTH DEVELOPMENT REPRESENTATI	7	1

BOWERS,DEMETRIUS ANTONIO	YOUTH DEVELOPMENT REPRESENTATI	7	1
Greene,Arnold	YOUTH DEVELOPMENT REPRESENTATI	7	1
White,Javon	YOUTH DEVELOPMENT REPRESENTATI	8	1
Brown,Donneatrice L	YOUTH DEVELOPMENT REPRESENTATI	8	1
Tatum,Tiffany	YOUTH DEVELOPMENT REPRESENTATI	7	1
Temple,Marjorie A C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Williams,Maurice C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Russell,Debra Y	YOUTH DEVELOPMENT REPRESENTATI	7	1
White,Douglas G	Supvy. Youth Development Rep.	12	1
Walker,Alexis Anne	Youth Treatment Manager	12	1
Allen,David B	YOUTH DEVELOPMENT REPRESENTATI	8	1
MORGAN,JERMALL	YOUTH DEVELOPMENT REPRESENTATI	8	1
Pulley,Sharon D	Youth Treatment Manager	12	1
McGhee,Mack D.	Correctional Institutional Adm	15	1
Kolawole,Babatunde S v	Compliance Specialist	12	1
Bruce,Karl W	Youth Treatment Manager	12	1
Ponder,Robert	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ratliff,Jennifer E	Youth Treatment Manager	12	1
Shelton,Corey D	YOUTH DEVELOPMENT REPRESENTATI	7	1
Terry,Tammie Sherrall	STAFF ASSISTANT	11	1
Mays Jr.,Sammy	YOUTH DEVELOPMENT REPRESENTATI	7	1
Holmes,Aaron K.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Moffitt,Laticia P	YOUTH DEVELOPMENT REPRESENTATI	8	1
Moore,Eric D.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Clover,Chandra	YOUTH DEVELOPMENT REPRESENTATI	7	1
Lampkin,Ashantung	YOUTH DEVELOPMENT REPRESENTATI	8	0.5
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Jones,Lashaun K	Supvy Youth Development Rep.	11	1
Henderson,Rodney L	YOUTH DEVELOPMENT REPRESENTATI	7	1
Gholston,Johnetta Bradley	YOUTH DEVELOPMENT REPRESENTATI	8	1
Boggs,Eric M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson,Wendell R	YOUTH DEVELOPMENT REPRESENTATI	7	1
Kearney,Ted A	Supvy Youth Development Rep.	11	1
Guyton,Jarrell A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Mason,Monique J.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Simpson,Tarik	YOUTH DEVELOPMENT REPRESENTATI	9	1
Hamlett Jr.,Mark	PROGRAM MANAGER	14	1
Brown,Lashae	YOUTH DEVELOPMENT REPRESENTATI	7	1
Alston,Michael	YOUTH DEVELOPMENT REPRESENTATI	8	1
Duru,Donatus U	YOUTH DEVELOPMENT REPRESENTATI	8	1
Sultan,Talut F	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ward,Sherrita	YOUTH DEVELOPMENT REPRESENTATI	8	1
Brown,James	YOUTH DEVELOPMENT REPRESENTATI	8	1
Jones-Russell,Gary D	YOUTH DEVELOPMENT REPRESENTATI	7	1
Harper,Taneisha	YOUTH DEVELOPMENT REPRESENTATI	7	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Huff,Kiana A.	YOUTH DEVELOPMENT REPRESENTATI	7	1

Bradshaw Jr.,Carlton L	YOUTH DEVELOPMENT REPRESENTATI	7	1
Witherspoon,Emanuel A.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Ferguson,Umar A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Tillery-Bey,Anthony T	YOUTH DEVELOPMENT REPRESENTATI	7	1
Johnson,Verteneion Q	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Ashford,Cheteria Y	YOUTH DEVELOPMENT REPRESENTATI	8	1
Bedney,Kennetta C	YOUTH DEVELOPMENT REPRESENTATI	7	1
Jenkins,Sherman J	YOUTH DEVELOPMENT REPRESENTATI	7	1
Connally,Artishia M	YOUTH DEVELOPMENT REPRESENTATI	7	1
STITH,KEVIN V	YOUTH DEVELOPMENT REPRESENTATI	8	1
Walker,Lamont	YOUTH DEVELOPMENT REPRESENTATI	8	1
Mccollum,Alberta A	JUV JUSTICE INST COUNSELOR	11	1
Carter,Lawrence	Supvy. Youth Development Rep.	12	1
WHITEING,VIVA F	YOUTH DEVELOPMENT REPRESENTATI	8	1
Smith,Donta	Supvy Youth Development Rep.	11	1
Chambers Jr.,Evans C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Chambers,Demetria K	YOUTH DEVELOPMENT REPRESENTATI	8	1
Dunlap,Charles T	Supvy Youth Development Rep.	11	1
Nelson,Andre R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ford,Gaylya A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Korede,Jacob O	YOUTH DEVELOPMENT REPRESENTATI	8	1
Crawley,David G	YOUTH DEVELOPMENT REPRESENTATI	8	1
Wingate-Bey,Aesha	YOUTH DEVELOPMENT REPRESENTATI	8	1
Longshore,Anthony C	YOUTH DEVELOPMENT REPRESENTATI	8	1
Chamberlain,Jasper	Supvy. Youth Development Rep.	12	1
Boddie,Maurice	YOUTH DEVELOPMENT REPRESENTATI	8	1
Leonard,Francesca	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Claude,Japheth L.	Supvy. Youth Development Rep.	12	1
Duncan,Leroy A.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Awosika,Dayo	YOUTH DEVELOPMENT REPRESENTATI	8	1
YOUNG,YOLANDA V	YOUTH DEVELOPMENT REPRESENTATI	7	1
Weaver,Ricky A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Philson,Roxanne K	YOUTH DEVELOPMENT REPRESENTATI	8	1
Benton,Tennille R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson,Alvis T	YOUTH DEVELOPMENT REPRESENTATI	9	1
Mcqueen III,Pearly	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Wiggins,Daryl K	YOUTH DEVELOPMENT REPRESENTATI	7	1
Mccoy,Beverly J	JUV JUSTICE INST COUNSELOR	11	1
Gaines,Bobby Joe	YOUTH DEVELOPMENT REPRESENTATI	8	1
Robinson,Regina M	YOUTH DEVELOPMENT REPRESENTATI	9	1
Ray,Dominic P	YOUTH DEVELOPMENT REPRESENTATI	8	1
Akinrimade,Ambrose A	YOUTH DEVELOPMENT REPRESENTATI	9	1
Recinos,Yajaira A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Fox,Monique	YOUTH DEVELOPMENT REPRESENTATI	7	1

Dixon,Daniel	YOUTH DEVELOPMENT REPRESENTATI	8	1
Dial,Lamont	YOUTH DEVELOPMENT REPRESENTATI	7	1
Shields,Gregory V	YOUTH DEVELOPMENT REPRESENTATI	9	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	8	1
Kea,Felicia P	YOUTH DEVELOPMENT REPRESENTATI	9	1
Staton,Ronald	Residency Placement Specialist	12	1
Dowell,Shawn D.	PROGRAM MANAGER	14	1
Colbert,Ashley N	YOUTH DEVELOPMENT REPRESENTATI	7	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Leach,Jewel A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Petty,Robert L	YOUTH DEVELOPMENT REPRESENTATI	8	1
Jackson,Demetrius W	YOUTH DEVELOPMENT REPRESENTATI	8	1
Muhammad,Gregory	YOUTH DEVELOPMENT REPRESENTATI	8	1
Murphy,Kirsten C	YOUTH DEVELOPMENT REPRESENTATI	7	1
Flowers,Secquana R.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Johnson,Ericka	YOUTH DEVELOPMENT REPRESENTATI	8	1
Blair,Keirra R.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Murray,Dwayne Cornelius	YOUTH DEVELOPMENT REPRESENTATI	8	1
McEwen,Brian A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hunt,Alisha E	Supvy. Youth Development Rep.	12	1
Govan,JeTonya	YOUTH DEVELOPMENT REPRESENTATI	8	1
Benjamin,Michael	YOUTH DEVELOPMENT REPRESENTATI	7	1
Johnson-Smith,Donna R	YOUTH DEVELOPMENT REPRESENTATI	9	1
Davis,Demetrius R	Supvy. Youth Development Rep.	12	1
Stephens Gist,Tracy T	YOUTH DEVELOPMENT REPRESENTATI	8	1
Barrett,Letetia T	YOUTH DEVELOPMENT REPRESENTATI	8	1
James,Marvin P	YOUTH DEVELOPMENT REPRESENTATI	8	1
Morine,Demar	YOUTH DEVELOPMENT REPRESENTATI	7	1
Parker,Kerry Mia	YOUTH DEVELOPMENT REPRESENTATI	8	1
Smith,Sheila A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Graves,India C.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Onyeiwu,Edwin	YOUTH DEVELOPMENT REPRESENTATI	9	1
Williams,Cleveland	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
McDaniel,Charles	YOUTH DEVELOPMENT REPRESENTATI	8	1
Lewis,Dennis J	STAFF ASSISTANT	11	1
Butler,David	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Brown,Leo	YOUTH DEVELOPMENT REPRESENTATI	8	1
Terry,Howard	YOUTH DEVELOPMENT REPRESENTATI	8	1
Taylor,Aaron	YOUTH DEVELOPMENT REPRESENTATI	7	1
Hall,Charlotte	YOUTH DEVELOPMENT REPRESENTATI	7	1
Mcdonald,Karen T	YOUTH DEVELOPMENT REPRESENTATI	8	1
Thomas Jr.,Kenneth G.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Richardson,Kiana I	Supvy Youth Development Rep.	11	1
Mosley Sr,Lamont	YOUTH DEVELOPMENT REPRESENTATI	7	1
Smothers,Robert	YOUTH DEVELOPMENT REPRESENTATI	7	1

Fitzgerald,David	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ohameje,Nwachukwu O	YOUTH DEVELOPMENT REPRESENTATI	8	1
Matthews,Tracia	YOUTH DEVELOPMENT REPRESENTATI	9	1
CHAMBERS,CARROLL M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Everett,Charles A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Mncube,Nkosinathi L	YOUTH DEVELOPMENT REPRESENTATI	8	1
Miller,Vanity	YOUTH DEVELOPMENT REPRESENTATI	7	1
Dent,Michelle Janice	YOUTH DEVELOPMENT REPRESENTATI	8	1
Alexander,Joras Lendal	YOUTH DEVELOPMENT REPRESENTATI	8	1
Hazel,LaTonya	YOUTH DEVELOPMENT REPRESENTATI	7	1
Murchinson,Clinton	YOUTH DEVELOPMENT REPRESENTATI	8	1
Starkey,Jeffery L.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Alford,Sean	YOUTH DEVELOPMENT REPRESENTATI	8	1
Boney,Patrick D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Ball,Shannon	Supvy Youth Development Rep.	11	1
Minor Jr.,Kenneth Curtis	YOUTH DEVELOPMENT REPRESENTATI	8	1
Curtis,Quiana	YOUTH DEVELOPMENT REPRESENTATI	7	1
Deal,Kertrell L	Compliance Specialist	12	1
Clark,Wanda	YOUTH DEVELOPMENT REPRESENTATI	8	1
Payne,Tanga R	Supvy Youth Development Rep.	11	1
Vacant	JUV JUSTICE INST COUNSELOR	11	1
Wright,Bruce A	Supervisory Program Specialist	12	1
Davis,Alexis	Program Support Specialist	9	1
Johnson,Kierra	YOUTH DEVELOPMENT REPRESENTATI	8	1
McCall,Gwendolyn A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Buford,Joi D	PROGRAM MANAGER	13	1
Bryant,DaNeatra	YOUTH DEVELOPMENT REPRESENTATI	7	1
Salters,Jonathan P	YOUTH DEVELOPMENT REPRESENTATI	9	1
PERKINS,CHRISTINA M	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Speed,Kevin	YOUTH DEVELOPMENT REPRESENTATI	8	1
MELTON,MELVIN C	YOUTH DEVELOPMENT REPRESENTATI	8	1
HERNDON,BENNETT W	YOUTH DEVELOPMENT REPRESENTATI	7	1
Foster,Melvin	YOUTH DEVELOPMENT REPRESENTATI	8	1
Winbush,Brittany M	YOUTH DEVELOPMENT REPRESENTATI	7	1
Young,Lakisha	YOUTH DEVELOPMENT REPRESENTATI	8	1
Summers,Kana D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Wimberly,Marco A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	Supvy Youth Development Rep.	11	1
Felton,Carrie E	YOUTH DEVELOPMENT REPRESENTATI	8	1
King,Melvin	YOUTH DEVELOPMENT REPRESENTATI	7	1
THORNE,RAMONIA G	YOUTH DEVELOPMENT REPRESENTATI	8	1
Beard,Chauncey E	YOUTH DEVELOPMENT REPRESENTATI	7	1
Anaele,Cyracus C.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Jefferies,Wayne	YOUTH DEVELOPMENT REPRESENTATI	8	1
PHILLIPS,ANDRE T	YOUTH DEVELOPMENT REPRESENTATI	9	1

Brittingham,Bianca	YOUTH DEVELOPMENT REPRESENTATI	8	1
dixon,brittany	YOUTH DEVELOPMENT REPRESENTATI	7	1
Powell Sr.,Kelvin F	YOUTH DEVELOPMENT REPRESENTATI	8	1
Sheffield,Woodrow D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Page,Marcus	YOUTH DEVELOPMENT REPRESENTATI	7	1
DeGraffinreidte,Darlene	YOUTH DEVELOPMENT REPRESENTATI	8	1
Zanders,Mikkia N	YOUTH DEVELOPMENT REPRESENTATI	8	1
Fraley,Linda D	YOUTH DEVELOPMENT REPRESENTATI	8	1
Tibbs,Tara A.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Montague,Wendy R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Moore,Kenneth J	YOUTH DEVELOPMENT REPRESENTATI	8	1
Stevenson,Donald OTK	YOUTH DEVELOPMENT REPRESENTATI	9	1
Williams,Tamar M.	YOUTH DEVELOPMENT REPRESENTATI	9	1
Wallace,Jamaal A	Supvy Youth Development Rep.	11	1
Richardson,Jamia R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Lancaster,Cherylene D.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Walker,Jasmine M	YOUTH DEVELOPMENT REPRESENTATI	7	1
Haskins,Legonn R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Bullock,Jermaine J.	Supvy Youth Development Rep.	11	1
Sweetney,Brittiney A.	YOUTH DEVELOPMENT REPRESENTATI	7	1
Smith,Patricia A	Supvy Youth Development Rep.	11	1
Brown,Jacqueline R	Supvy Youth Development Rep.	11	1
Lee,Jerome B	YOUTH DEVELOPMENT REPRESENTATI	8	1
Singleton,Danaille R	YOUTH DEVELOPMENT REPRESENTATI	8	1
Deer,Helen N	YOUTH DEVELOPMENT REPRESENTATI	9	1
BOWLDING,SHAKITA A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Brevard,Darlene M.	Recreation Spec (Institutional	9	1
Pringle,Larry N	RECREATION THERAPIST	11	1
MCNAIR,TRIGG S	Supvy Youth Development Rep.	11	1
Wright,Charmony N.	Juvenile Justice Institutional	11	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	0.5
Davis,Amanda	YOUTH DEVELOPMENT REPRESENTATI	7	1
Smith,Tiana A	YOUTH DEVELOPMENT REPRESENTATI	7	1
Brewton,Hiram K	YOUTH DEVELOPMENT REPRESENTATI	7	1
Belt,Asiah D	YOUTH DEVELOPMENT REPRESENTATI	7	1
Ingram,Makeda	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1
Curry-Mills,Lelonie N	YOUTH DEVELOPMENT REPRESENTATI	7	1
Scott,Emmanuel	YOUTH DEVELOPMENT REPRESENTATI	7	1
Wiggins,Gregory Darnell	Supvy Youth Development Rep.	11	1
Coard,Latonya Y	Program Support Assistant	7	1
Davies,Isaacba	Education Services Specialist	12	1
Ford,Tiffany A	YOUTH DEVELOPMENT REPRESENTATI	8	1
Foster,Darrell D	Assistant Program Manager	13	1
McMahon,Tamekia W.	YOUTH DEVELOPMENT REPRESENTATI	8	1
Maynard,Shannon	YOUTH DEVELOPMENT REPRESENTATI	8	1
Vacant	YOUTH DEVELOPMENT REPRESENTATI	7	1

Crawford,Tameisha M	Assistant Program Manager	11	1
Harris,Latika N	YOUTH DEVELOPMENT REPRESENTATI	9	1
Finley,April K	YOUTH DEVELOPMENT REPRESENTATI	9	1
Cousar Jr.,Clarence	YOUTH DEVELOPMENT REPRESENTATI	7	1
Gardner,Catherine G	Management & Program Analyst	14	1
Ransome,Michael	COOK	7	1
Boyd,Jean E	Food Preparation & Service Sup	8	1
Galloway,Andre Q	COOK	7	1
Hooks,Kevin	COOK	7	1
Curtis,Shuree C	COOK	8	1
Harrison,Linda J	COOK	7	1
Davis III,Allen	COOK LEADER	8	1
White,Brian A.	COOK	7	1
Hines,Kenod D	COOK	7	1
Gomez,Angie	COOK	7	1
Crawford,Helen	COOK	7	1
Smith,Deirdre G	COOK	7	1
Denis,Diana P	COOK	7	1
Powell,Andre D	Food Preparation & Service Sup	8	1
Nelson,Robert A	COOK	7	1
Barnes,Tanishia T	COOK	7	1
Adu,Kwaku	COOK LEADER	8	1
Yates,Alexia S.	COOK	7	1
Austin,Kimelia A	Supervisory Dietitian	11	1
Tebid Mbah,Esabella	Nurse Practitioner	12	1
Ekane,Leonard N	Clinical Nurse II	9	1
Deloney,Renee H	Clinical Nurse II	9	1
Doucet,Syreeta R.	Clinical Nurse II	9	1
Atkins,Eddie L	Substance Abuse Coordinator	12	1
Ugbor,Godwin Okechukwu	Certified Nursing Assistant	6	1
Bayote,Arinzechi N	Nurse Practitioner	12	1
Gelmann,Joelle	Supervisory Nurse Practitioner	13	1
Keke-Ekekwe,Christiana C	Nurse Practitioner	12	1
Brice,Laverne C	STAFF ASSISTANT	11	1
Jackson,Michelle	Clinical Nurse II	9	1
Jaen,Josefina	Clinical Nurse II	9	1
Crowe,Adrian B	Nurse Practitioner	12	1
Gorantla,Surekha	Nurse Practitioner	12	1
Akodu,Adenike O	Clinical Nurse II	9	1
Greene,Anita E	Dental Officer	2	1
Adefolalu,Anire A	Nurse Practitioner	12	1
Bryant,Tiffaney C	Dental Assistant	5	1
Obichere,Uchenna A	Nurse Practitioner	12	1
Tyler-Beynum,Khandra	Health Services Medical Office	MD5	1
Samuda,Daunett	Nurse Practitioner	12	1
Spriggs,Sarina L	Medical Records Technician	9	1
Gregory,Charmonda R	Licensed Practical Nurse	7	1

Eze,Chidinma B	Nurse Practitioner	12	1
Vaughn,Annette	Program Analyst	12	1
Hugh,Eric S	Clinical Nurse III	10	1
Key,Kenya D	Deputy Director, Health Servic	16	1
Vacant	MENTAL HEALTH SPECIALIST	12	1
Logan,Tanya R	MENTAL HEALTH SPECIALIST	12	1
Perkins,Camille A	Management Analyst	12	1
George,Rashida	Program Analyst	13	1
Sabblah,Gordon Mawuadem Kofi	Social Worker	12	1
Sillitti,Romita	Supv Behavioral Health Prog Mn	14	1
Vacant	MENTAL HEALTH SPECIALIST	12	1
Jefferson,Corinne G	MENTAL HEALTH SPECIALIST	12	1
Bordley-Barnes,Shaynelle R.	MENTAL HEALTH SPECIALIST	12	1
Nettles,Michael W	MENTAL HEALTH SPECIALIST	12	1
Brewington,Shiresse Morgan	Social Worker	12	1
Hall,Stephanie M	Management Analyst	12	1
McMillian,Ivory Melanie	Health Services Program Manage	13	1
Vacant	MENTAL HEALTH SPECIALIST	12	1
May,Phoebe L	MENTAL HEALTH SPECIALIST	12	1
Paige,Kimberly	MENTAL HEALTH SPECIALIST	12	1
Calixte,Peta-Gaye S	MENTAL HEALTH SPECIALIST	12	1
Faulkner,Adrian C	Health Services Program Manage	13	1
Baxter,Antonio J	AGENCY FISCAL OFFICER	15	1
Ahn,Daniel	SENIOR BUDGET ANALYST	13	1
Inoni,Loretta L	BUDGET ANALYST	12	1
Monk,Michelle	ACCOUNTS PAYABLE TECH	9	1
Vacant	ACCOUNTANT	11	1
			582.5

Salary	Fringe	Continuing/Term/Temp
97,375.00	26,437.31	Continuing
85,570.00	23,232.26	Continuing
65,747.00	17,850.31	Continuing
78,487.00	21,309.22	Continuing
123,738.00	33,594.87	Continuing
78,487.00	21,309.22	Continuing
83,209.00	22,591.24	Continuing
87,931.00	23,873.27	Continuing
73,383.00	19,923.48	Continuing
159,691.20	43,356.16	Continuing
112,531.00	30,552.17	Continuing
80,848.00	21,950.23	Continuing
65,475.00	17,776.46	Continuing
87,703.00	23,811.36	Continuing
97,375.00	26,437.31	Continuing
111,240.00	30,201.66	Continuing
101,758.00	27,627.30	Continuing
76,126.00	20,668.21	Continuing
96,136.00	26,100.92	Continuing
90,514.00	24,574.55	Continuing
80,848.00	21,950.23	Continuing
121,540.00	32,998.11	Continuing
55,485.00	15,064.18	Continuing
62,462.40	16,958.54	Continuing
58,843.20	15,975.93	Continuing
75,004.80	20,363.80	Continuing
81,619.20	22,159.61	Continuing
76,126.00	20,668.21	Continuing
85,784.00	23,290.36	Continuing
75,094.00	20,388.02	Continuing
1,875.12	509.10	Temp
60,611.20	16,455.94	Continuing
57,587.00	15,634.87	Continuing
57,075.20	15,495.92	Continuing
93,776.35	25,460.28	Continuing
52,353.60	14,214.00	Continuing
75,004.80	20,363.80	Continuing
60,611.20	16,455.94	Continuing
117,365.47	31,864.73	Continuing
71,302.40	19,358.60	Continuing
74,755.20	20,296.04	Continuing
58,843.20	15,975.93	Continuing

75,004.80	20,363.80	Continuing
47,118.24	12,792.60	Continuing
77,337.00	20,997.00	Continuing
66,560.00	18,071.04	Continuing
54,031.00	14,669.42	Continuing
160,767.20	43,648.29	Continuing
104,569.00	28,390.48	Continuing
133,537.00	36,255.30	Continuing
93,325.00	25,337.74	Continuing
103,657.00	28,142.88	Continuing
96,820.00	26,286.63	Continuing
95,014.00	25,796.30	Continuing
95,014.00	25,796.30	Continuing
71,406.81	19,386.95	Continuing
67,163.20	18,234.81	Continuing
57,408.00	15,586.27	Continuing
59,092.80	16,043.70	Continuing
106,090.00	28,803.44	Continuing
96,136.00	26,100.92	Continuing
93,325.00	25,337.74	Continuing
179,002.67	48,599.22	Continuing
80,848.00	21,950.23	Continuing
123,577.00	33,551.16	Continuing
98,947.00	26,864.11	Continuing
87,703.00	23,811.36	Continuing
85,570.00	23,232.26	Continuing
78,487.00	21,309.22	Continuing
78,487.00	21,309.22	Continuing
93,776.35	25,460.28	Continuing
76,126.00	20,668.21	Continuing
143,646.00	38,999.89	Continuing
93,325.00	25,337.74	Continuing
80,848.00	21,950.23	Continuing
116,473.77	31,622.63	Continuing
83,209.00	22,591.24	Continuing
79,314.00	21,533.75	Continuing
60,851.00	16,521.05	Continuing
85,570.00	23,232.26	Continuing
85,570.34	23,232.35	Continuing
107,119.94	29,083.06	Continuing
87,931.00	23,873.27	Continuing
198,395.51	53,864.38	Continuing
106,977.00	29,044.26	Continuing
97,853.00	26,567.09	Continuing
185,960.90	50,488.38	Continuing
71,406.00	19,386.73	Continuing
61,521.00	16,702.95	Continuing

57,033.60	15,484.62	Continuing
146,113.25	39,669.75	Continuing
125,525.69	34,080.22	Continuing
90,292.00	24,514.28	Continuing
76,126.00	20,668.21	Continuing
123,600.00	33,557.40	Continuing
110,820.58	30,087.79	Continuing
83,209.00	22,591.24	Continuing
73,383.00	19,923.48	Continuing
97,375.00	26,437.31	Continuing
78,487.00	21,309.22	Continuing
103,470.00	28,092.11	Continuing
173,349.00	47,064.25	Continuing
110,144.00	29,904.10	Continuing
98,239.00	26,671.89	Continuing
159,396.00	43,276.01	Continuing
159,396.00	43,276.01	Continuing
60,522.00	16,431.72	Continuing
48,896.00	13,275.26	Continuing
46,866.60	12,724.28	Continuing
129,411.00	35,135.09	Continuing
113,002.00	30,680.04	Continuing
67,452.00	18,313.22	Continuing
104,569.00	28,390.48	Continuing
97,850.00	26,566.28	Continuing
60,522.00	16,431.72	Continuing
110,636.18	30,037.72	Continuing
66,542.00	18,066.15	Temp
76,126.00	20,668.21	Temp
90,292.00	24,514.28	Continuing
69,429.00	18,849.97	Continuing
87,703.00	23,811.36	Continuing
71,106.00	19,305.28	Continuing
57,587.00	15,634.87	Continuing
105,029.51	28,515.51	Continuing
60,851.00	16,521.05	Continuing
71,106.00	19,305.28	Continuing
62,286.00	16,910.65	Continuing
69,342.00	18,826.35	Continuing
79,314.00	21,533.75	Continuing
53,663.00	14,569.50	Continuing
71,406.81	19,386.95	Continuing
64,050.00	17,389.58	Continuing
60,522.00	16,431.72	Continuing
58,758.00	15,952.80	Continuing
97,375.00	26,437.31	Continuing
79,314.00	21,533.75	Continuing

87,703.00	23,811.36	Continuing
98,947.00	26,864.11	Continuing
76,126.00	20,668.21	Continuing
113,002.00	30,680.04	Continuing
81,505.00	22,128.61	Continuing
97,668.00	26,516.86	Continuing
71,106.00	19,305.28	Continuing
105,339.00	28,599.54	Continuing
81,508.00	22,129.42	Continuing
107,178.12	29,098.86	Continuing
56,841.00	15,432.33	Continuing
55,230.00	14,994.95	Continuing
126,277.76	34,284.41	Continuing
60,019.00	16,295.16	Continuing
51,059.00	13,862.52	Continuing
79,370.00	21,548.96	Continuing
54,323.00	14,748.69	Continuing
61,521.00	16,702.95	Continuing
68,680.00	18,646.62	Continuing
62,286.00	16,910.65	Continuing
75,094.00	20,388.02	Continuing
129,411.00	35,135.09	Continuing
67,578.00	18,347.43	Continuing
67,578.00	18,347.43	Continuing
81,508.00	22,129.42	Continuing
68,680.00	18,646.62	Continuing
71,106.00	19,305.28	Continuing
60,019.00	16,295.16	Continuing
69,342.00	18,826.35	Continuing
97,668.00	26,516.86	Continuing
85,781.00	23,289.54	Continuing
76,126.00	20,668.21	Continuing
72,956.00	19,807.55	Continuing
103,657.00	28,142.88	Continuing
72,956.00	19,807.55	Continuing
115,000.00	31,222.50	Continuing
58,758.00	15,952.80	Continuing
65,814.00	17,868.50	Continuing
64,050.00	17,389.58	Continuing
97,853.00	26,567.09	Continuing
93,776.56	25,460.34	Continuing
85,781.00	23,289.54	Continuing
62,286.00	16,910.65	Continuing
93,776.35	25,460.28	Continuing
97,390.62	26,441.55	Continuing
93,776.00	25,460.18	Continuing
93,776.35	25,460.28	Continuing

83,209.00	22,591.24	Continuing
52,691.00	14,305.61	Continuing
65,747.00	17,850.31	Continuing
82,927.00	22,514.68	Continuing
52,209.00	14,174.74	Continuing
62,451.00	16,955.45	Continuing
67,338.00	18,282.27	Continuing
58,097.00	15,773.34	Continuing
53,681.00	14,574.39	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
68,967.00	18,724.54	Continuing
52,209.00	14,174.74	Continuing
64,080.00	17,397.72	Continuing
85,784.00	23,290.36	Continuing
70,596.00	19,166.81	Continuing
90,041.00	24,446.13	Continuing
58,097.00	15,773.34	Continuing
53,681.00	14,574.39	Continuing
51,059.00	13,862.52	Continuing
72,225.00	19,609.09	Continuing
77,371.44	21,006.35	Continuing
52,209.00	14,174.74	Continuing
64,080.00	17,397.72	Continuing
81,544.94	22,139.45	Continuing
72,225.00	19,609.09	Continuing
70,596.00	19,166.81	Continuing
52,209.00	14,174.74	Continuing
65,709.00	17,839.99	Continuing
64,080.00	17,397.72	Continuing
81,544.78	22,139.41	Continuing
72,225.00	19,609.09	Continuing
65,709.00	17,839.99	Continuing
60,822.00	16,513.17	Continuing
65,709.00	17,839.99	Continuing
68,967.00	18,724.54	Continuing
82,927.00	22,514.68	Continuing
67,338.00	18,282.27	Continuing
60,822.00	16,513.17	Continuing
81,545.05	22,139.48	Continuing
72,225.00	19,609.09	Continuing
53,681.00	14,574.39	Continuing
84,048.00	22,819.03	Continuing
53,681.00	14,574.39	Continuing
72,225.00	19,609.09	Continuing
59,193.00	16,070.90	Continuing
68,967.00	18,724.54	Continuing

68,967.00	18,724.54	Continuing
67,338.00	18,282.27	Continuing
81,544.42	22,139.31	Continuing
62,451.00	16,955.45	Continuing
68,680.00	18,646.62	Continuing
53,681.00	14,574.39	Continuing
67,338.00	18,282.27	Continuing
72,225.00	19,609.09	Continuing
59,193.00	16,070.90	Continuing
65,709.00	17,839.99	Continuing
52,209.00	14,174.74	Continuing
72,225.00	19,609.09	Continuing
53,681.00	14,574.39	Continuing
65,709.00	17,839.99	Continuing
59,193.00	16,070.90	Continuing
81,544.78	22,139.41	Continuing
82,927.00	22,514.68	Continuing
52,209.00	14,174.74	Continuing
65,709.00	17,839.99	Continuing
56,625.00	15,373.69	Continuing
65,709.00	17,839.99	Continuing
72,225.00	19,609.09	Continuing
77,748.00	21,108.58	Continuing
93,776.00	25,460.18	Continuing
86,520.00	23,490.18	Continuing
53,681.00	14,574.39	Continuing
67,338.00	18,282.27	Continuing
56,625.00	15,373.69	Continuing
55,153.00	14,974.04	Continuing
52,209.00	14,174.74	Continuing
55,230.00	14,994.95	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
52,209.00	14,174.74	Continuing
70,596.00	19,166.81	Continuing
62,070.30	16,852.09	Continuing
53,681.00	14,574.39	Continuing
65,709.00	17,839.99	Continuing
53,681.00	14,574.39	Continuing
64,080.00	17,397.72	Continuing
65,709.00	17,839.99	Continuing
53,681.00	14,574.39	Continuing
68,967.00	18,724.54	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
69,342.00	18,826.35	Continuing
52,209.00	14,174.74	Continuing

55,153.00	14,974.04	Continuing
56,625.00	15,373.69	Continuing
60,822.00	16,513.17	Continuing
68,967.00	18,724.54	Continuing
56,625.00	15,373.69	Continuing
72,225.00	19,609.09	Continuing
64,080.00	17,397.72	Continuing
53,681.00	14,574.39	Continuing
84,000.00	22,806.00	Continuing
84,048.00	22,819.03	Continuing
68,967.00	18,724.54	Continuing
67,338.00	18,282.27	Continuing
89,475.48	24,292.59	Continuing
154,500.00	41,946.75	Continuing
87,440.00	23,739.96	Continuing
85,340.59	23,169.97	Continuing
60,822.00	16,513.17	Continuing
89,699.42	24,353.39	Continuing
52,209.00	14,174.74	Continuing
67,452.00	18,313.22	Continuing
53,681.00	14,574.39	Continuing
53,681.00	14,574.39	Continuing
64,080.00	17,397.72	Continuing
68,967.00	18,724.54	Continuing
53,681.00	14,574.39	Continuing
59,274.00	16,092.89	Continuing
52,209.00	14,174.74	Continuing
80,249.88	21,787.84	Continuing
56,625.00	15,373.69	Continuing
64,080.00	17,397.72	Continuing
67,338.00	18,282.27	Continuing
53,681.00	14,574.39	Continuing
77,437.45	21,024.27	Continuing
53,681.00	14,574.39	Continuing
52,209.00	14,174.74	Continuing
72,354.00	19,644.11	Continuing
119,900.20	32,552.90	Continuing
53,681.00	14,574.39	Continuing
64,080.00	17,397.72	Continuing
72,225.00	19,609.09	Continuing
62,451.00	16,955.45	Continuing
59,193.00	16,070.90	Continuing
59,193.00	16,070.90	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
53,681.00	14,574.39	Continuing

53,681.00	14,574.39	Continuing
53,681.00	14,574.39	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
72,225.00	19,609.09	Continuing
52,209.00	14,174.74	Continuing
65,709.00	17,839.99	Continuing
58,097.00	15,773.34	Continuing
53,681.00	14,574.39	Continuing
53,681.00	14,574.39	Continuing
67,338.00	18,282.27	Continuing
62,451.00	16,955.45	Continuing
85,784.00	23,290.36	Continuing
97,996.14	26,605.95	Continuing
68,967.00	18,724.54	Continuing
86,569.44	23,503.60	Continuing
72,225.00	19,609.09	Continuing
68,967.00	18,724.54	Continuing
70,554.09	19,155.44	Continuing
62,451.00	16,955.45	Continuing
68,967.00	18,724.54	Continuing
67,338.00	18,282.27	Continuing
72,225.00	19,609.09	Continuing
60,822.00	16,513.17	Continuing
67,338.00	18,282.27	Continuing
82,924.87	22,514.10	Continuing
64,080.00	17,397.72	Continuing
68,967.00	18,724.54	Continuing
52,209.00	14,174.74	Continuing
82,479.03	22,393.06	Continuing
55,153.00	14,974.04	Continuing
72,225.00	19,609.09	Continuing
53,681.00	14,574.39	Continuing
72,225.00	19,609.09	Continuing
62,451.00	16,955.45	Continuing
65,709.00	17,839.99	Continuing
79,546.00	21,596.74	Continuing
72,225.00	19,609.09	Continuing
52,209.00	14,174.74	Continuing
53,681.00	14,574.39	Continuing
85,784.00	23,290.36	Continuing
72,225.00	19,609.09	Continuing
74,152.00	20,132.27	Continuing
67,338.00	18,282.27	Continuing
79,546.00	21,596.74	Continuing
65,709.00	17,839.99	Continuing
58,097.00	15,773.34	Continuing

64,080.00	17,397.72	Continuing
56,625.00	15,373.69	Continuing
77,748.00	21,108.58	Continuing
87,703.00	23,811.36	Continuing
72,354.00	19,644.11	Continuing
95,111.00	25,822.64	Continuing
119,900.20	32,552.90	Continuing
53,681.00	14,574.39	Continuing
52,209.00	14,174.74	Continuing
68,967.00	18,724.54	Continuing
64,080.00	17,397.72	Continuing
68,967.00	18,724.54	Continuing
60,822.00	16,513.17	Continuing
53,681.00	14,574.39	Continuing
65,709.00	17,839.99	Continuing
68,967.00	18,724.54	Continuing
52,209.00	14,174.74	Continuing
67,338.00	18,282.27	Continuing
64,080.00	17,397.72	Continuing
81,544.78	22,139.41	Continuing
62,451.00	16,955.45	Continuing
56,625.00	15,373.69	Continuing
79,546.00	21,596.74	Continuing
85,373.20	23,178.82	Continuing
72,225.00	19,609.09	Continuing
68,967.00	18,724.54	Continuing
65,709.00	17,839.99	Continuing
56,625.00	15,373.69	Continuing
65,709.00	17,839.99	Continuing
67,338.00	18,282.27	Continuing
53,681.00	14,574.39	Continuing
79,546.00	21,596.74	Continuing
60,822.00	16,513.17	Continuing
76,126.00	20,668.21	Continuing
65,709.00	17,839.99	Continuing
69,429.00	18,849.97	Continuing
67,338.00	18,282.27	Continuing
52,209.00	14,174.74	Continuing
67,338.00	18,282.27	Continuing
72,225.00	19,609.09	Continuing
55,153.00	14,974.04	Continuing
56,625.00	15,373.69	Continuing
68,967.00	18,724.54	Continuing
52,209.00	14,174.74	Continuing
69,105.30	18,762.09	Continuing
53,681.00	14,574.39	Continuing
55,153.00	14,974.04	Continuing

59,193.00	16,070.90	Continuing
65,709.00	17,839.99	Continuing
74,152.00	20,132.27	Continuing
68,967.00	18,724.54	Continuing
61,521.00	16,702.95	Continuing
53,681.00	14,574.39	Continuing
68,967.00	18,724.54	Continuing
55,153.00	14,974.04	Continuing
65,709.00	17,839.99	Continuing
67,338.00	18,282.27	Continuing
53,681.00	14,574.39	Continuing
60,822.00	16,513.17	Continuing
68,967.00	18,724.54	Continuing
67,338.00	18,282.27	Continuing
65,709.00	17,839.99	Continuing
82,926.65	22,514.59	Continuing
62,451.00	16,955.45	Continuing
53,681.00	14,574.39	Continuing
89,997.00	24,434.19	Continuing
65,709.00	17,839.99	Continuing
73,655.44	19,997.45	Continuing
97,853.00	26,567.09	Continuing
97,996.13	26,605.95	Continuing
59,219.00	16,077.96	Continuing
59,193.00	16,070.90	Continuing
65,709.00	17,839.99	Continuing
100,342.60	27,243.02	Continuing
56,625.00	15,373.69	Continuing
70,556.00	19,155.95	Continuing
65,709.00	17,839.99	Continuing
52,209.00	14,174.74	Continuing
67,338.00	18,282.27	Continuing
65,709.00	17,839.99	Continuing
53,681.00	14,574.39	Continuing
65,709.00	17,839.99	Continuing
55,153.00	14,974.04	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
82,927.00	22,514.68	Continuing
67,338.00	18,282.27	Continuing
52,209.00	14,174.74	Continuing
65,709.00	17,839.99	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
72,225.00	19,609.09	Continuing
75,950.00	20,620.43	Continuing

60,822.00	16,513.17	Continuing
58,097.00	15,773.34	Continuing
67,338.00	18,282.27	Continuing
65,709.00	17,839.99	Continuing
56,625.00	15,373.69	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
65,709.00	17,839.99	Continuing
72,225.00	19,609.09	Continuing
65,709.00	17,839.99	Continuing
68,758.00	18,667.80	Continuing
72,354.00	19,644.11	Continuing
73,542.00	19,966.65	Continuing
65,709.00	17,839.99	Continuing
55,153.00	14,974.04	Continuing
53,681.00	14,574.39	Continuing
64,080.00	17,397.72	Continuing
76,015.83	20,638.30	Continuing
55,153.00	14,974.04	Continuing
75,748.26	20,565.65	Continuing
83,546.86	22,682.97	Continuing
70,596.00	19,166.81	Continuing
65,709.00	17,839.99	Continuing
70,556.00	19,155.95	Continuing
52,209.00	14,174.74	Continuing
64,050.00	17,389.58	Continuing
87,909.10	23,867.32	Continuing
75,865.68	20,597.53	Continuing
70,818.00	19,227.09	Continuing
52,209.00	14,174.74	Continuing
55,153.00	14,974.04	Continuing
52,209.00	14,174.74	Continuing
52,209.00	14,174.74	Continuing
55,153.00	14,974.04	Continuing
64,080.00	17,397.72	Continuing
52,209.00	14,174.74	Continuing
63,985.00	17,371.93	Continuing
56,625.00	15,373.69	Continuing
78,280.00	21,253.02	Continuing
53,663.00	14,569.50	Continuing
97,379.29	26,438.48	Continuing
64,080.00	17,397.72	Continuing
93,776.35	25,460.28	Continuing
72,225.00	19,609.09	Continuing
62,451.00	16,955.45	Continuing
52,209.00	14,174.74	Continuing

75,865.68	20,597.53	Continuing
70,556.00	19,155.95	Continuing
70,556.03	19,155.96	Continuing
53,681.00	14,574.39	Continuing
103,657.00	28,142.88	Continuing
52,353.60	14,214.00	Continuing
73,153.60	19,861.20	Continuing
48,984.00	13,299.16	Continuing
54,038.40	14,671.43	Continuing
67,683.20	18,375.99	Continuing
60,777.60	16,501.12	Continuing
72,592.00	19,708.73	Continuing
52,353.60	14,214.00	Continuing
59,092.80	16,043.70	Continuing
59,092.80	16,043.70	Continuing
62,462.40	16,958.54	Continuing
59,092.80	16,043.70	Continuing
59,092.80	16,043.70	Continuing
63,481.60	17,235.25	Continuing
54,038.40	14,671.43	Continuing
54,038.40	14,671.43	Continuing
66,601.60	18,082.33	Continuing
50,668.80	13,756.58	Continuing
76,859.88	20,867.46	Continuing
117,141.00	31,803.78	Continuing
99,231.00	26,941.22	Continuing
106,074.00	28,799.09	Continuing
102,653.00	27,870.29	Continuing
80,848.00	21,950.23	Continuing
49,887.00	13,544.32	Continuing
121,046.00	32,863.99	Continuing
131,286.13	35,644.18	Continuing
121,046.00	32,863.99	Continuing
79,314.00	21,533.75	Continuing
106,073.53	28,798.96	Continuing
106,074.00	28,799.09	Continuing
121,046.00	32,863.99	Continuing
121,046.00	32,863.99	Continuing
106,074.00	28,799.09	Continuing
159,128.00	43,203.25	Continuing
121,046.00	32,863.99	Continuing
53,581.00	14,547.24	Continuing
121,046.00	32,863.99	Continuing
232,078.57	63,009.33	Continuing
121,046.00	32,863.99	Continuing
55,230.00	14,994.95	Continuing
82,214.00	22,321.10	Continuing

121,046.00	32,863.99	Continuing
85,570.00	23,232.26	Continuing
110,316.00	29,950.79	Continuing
182,314.12	49,498.28	Continuing
82,326.00	22,351.51	Continuing
87,440.00	23,739.96	Continuing
80,848.00	21,950.23	Continuing
98,947.00	26,864.11	Continuing
100,225.00	27,211.09	Continuing
150,979.46	40,990.92	Continuing
82,326.00	22,351.51	Continuing
89,997.00	24,434.19	Continuing
87,440.00	23,739.96	Continuing
82,326.00	22,351.51	Continuing
102,782.00	27,905.31	Continuing
76,126.00	20,668.21	Continuing
124,391.80	33,772.37	Continuing
84,883.00	23,045.73	Continuing
92,554.00	25,128.41	Continuing
87,440.00	23,739.96	Continuing
87,440.00	23,739.96	Continuing
99,910.00	27,125.57	Continuing
148,496.00	40,316.66	Continuing
107,022.00	29,056.47	Continuing
92,553.00	25,128.14	Continuing
71,106.00	19,305.28	Continuing
70,818.00	19,227.09	Continuing
44428068.62	12062220.63	

Vacancy Status	Employee Length of Service	Court Order
	1	
	6	
	14	
Interviewing		
	6	
	0	
	0	
	16	
	8	
	11	
Candidate Selected		
	1	
	1	
Posted Position		
	13	
	1	
	0	
	0	
	7	
	2	
	14	
	3	
	27	
	14	
	1	
	14	
	31	
	4	
	1	
	4	
	10	
	3	
	12	
	0	
	2	
	1	
	2	
	3	
	4	
	20	
	1	
	4	

	30	
	0	
	28	
	11	
	1	
	6	
	0	
	14	
	2	
Candidate Selected		
	2	
	14	
	11	
	5	
	21	
	5	
	11	
	9	
	0	
	2	
	7	
	1	
	11	
	11	
	3	
	4	
	1	
	1	
	4	
	0	
On Hold		
	6	
	5	
	9	
	5	
	7	
	10	
	7	
	6	
	5	
	9	
	4	
	4	
Frozen		
	4	
	0	
Frozen		

On Hold		
	7	
	5	
	5	
Posting Position		
	4	
	5	
	0	
	10	
	4	
	7	
	4	
	7	
	0	
	3	
On Hold		
On Hold		
	3	
	2	
	4	
Reclassifying PD		
	14	
	3	
	3	
	0	
	3	
	7	
	0	
Candidate Selected		
	6	
	3	
Interviewing		
	8	
	4	
	6	
	3	
	6	
	1	
	7	
	7	
	13	
	13	
	6	
	3	
	1	
	1	
	11	

On Hold		
	10	
Meeting with hiring manager		
	11	
	5	
	39	
	30	
	28	
	12	
	11	
	14	
Interviewing		
	17	
	31	
Repurposing Position		
	8	
	10	
Candidate Selected		
	4	
	5	
	1	
Candidate Selected		
	13	
	15	
	12	
	1	
	10	
	29	
	7	
	16	
	7	
Candidate Selected		
	6	
	1	
	6	
	5	
	2	
	2	
	1	
Meeting with hiring manager		
	1	
	5	
	3	
	2	
	5	
	9	
	8	

	0	
	0	
	12	
Candidate Selected		Jerry M Mandate
Candidate Selected		Jerry M Mandate
	4	Jerry M Mandate
	15	Jerry M Mandate
	4	Jerry M Mandate
	1	Jerry M Mandate
	7	Jerry M Mandate
	5	Jerry M Mandate
	14	Jerry M Mandate
	0	Jerry M Mandate
	4	Jerry M Mandate
	30	
	19	Jerry M Mandate
	12	
	10	Jerry M Mandate
	3	Jerry M Mandate
Interviewing		
	27	Jerry M Mandate
	14	Jerry M Mandate
	0	Jerry M Mandate
	2	Jerry M Mandate
	6	Jerry M Mandate
	32	Jerry M Mandate
	31	Jerry M Mandate
	0	Jerry M Mandate
	7	Jerry M Mandate
	5	Jerry M Mandate
	32	Jerry M Mandate
	13	Jerry M Mandate
	8	Jerry M Mandate
	4	Jerry M Mandate
	6	Jerry M Mandate
	14	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	7	Jerry M Mandate
	4	Jerry M Mandate
	14	Jerry M Mandate
	21	Jerry M Mandate
	1	Jerry M Mandate
	1	Jerry M Mandate
	1	Jerry M Mandate
	27	Jerry M Mandate
	2	Jerry M Mandate
	16	Jerry M Mandate

	16	Jerry M Mandate
	7	Jerry M Mandate
	3	Jerry M Mandate
	2	Jerry M Mandate
	15	
	1	Jerry M Mandate
	13	Jerry M Mandate
	9	Jerry M Mandate
	3	Jerry M Mandate
	15	Jerry M Mandate
	0	Jerry M Mandate
	27	Jerry M Mandate
	1	Jerry M Mandate
	14	Jerry M Mandate
	3	Jerry M Mandate
	15	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	0	Jerry M Mandate
	15	Jerry M Mandate
	4	Jerry M Mandate
	15	Jerry M Mandate
	22	Jerry M Mandate
	28	Jerry M Mandate
	2	
	1	Jerry M Mandate
	1	Jerry M Mandate
	14	Jerry M Mandate
	3	Jerry M Mandate
	2	Jerry M Mandate
	0	Jerry M Mandate
Posted Position		Jerry M Mandate
	7	Jerry M Mandate
	14	Jerry M Mandate
	1	Jerry M Mandate
	14	Jerry M Mandate
	6	Jerry M Mandate
	1	Jerry M Mandate
	8	Jerry M Mandate
	1	Jerry M Mandate
	4	Jerry M Mandate
	14	Jerry M Mandate
	1	Jerry M Mandate
	14	Jerry M Mandate
	0	Jerry M Mandate
	0	Jerry M Mandate
	12	
	0	Jerry M Mandate

	2	Jerry M Mandate
	3	Jerry M Mandate
	3	Jerry M Mandate
	14	Jerry M Mandate
	3	Jerry M Mandate
	14	Jerry M Mandate
	4	Jerry M Mandate
	1	Jerry M Mandate
	7	Jerry M Mandate
	1	Jerry M Mandate
	10	Jerry M Mandate
	7	Jerry M Mandate
	31	Jerry M Mandate
	3	
	27	
	6	Jerry M Mandate
	4	Jerry M Mandate
	8	Jerry M Mandate
	1	Jerry M Mandate
	3	
	1	Jerry M Mandate
	2	Jerry M Mandate
	4	Jerry M Mandate
	14	Jerry M Mandate
	1	Jerry M Mandate
	7	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	3	Jerry M Mandate
	6	Jerry M Mandate
	5	Jerry M Mandate
	19	Jerry M Mandate
	1	Jerry M Mandate
	8	Jerry M Mandate
	1	Jerry M Mandate
	0	Jerry M Mandate
	5	Jerry M Mandate
	4	
	1	Jerry M Mandate
	4	Jerry M Mandate
	7	Jerry M Mandate
	4	Jerry M Mandate
	2	Jerry M Mandate
	2	Jerry M Mandate
	0	Jerry M Mandate
	3	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	1	Jerry M Mandate

	1	Jerry M Mandate
	1	Jerry M Mandate
	1	Jerry M Mandate
	1	Jerry M Mandate
	21	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	11	Jerry M Mandate
	4	Jerry M Mandate
	1	Jerry M Mandate
	2	Jerry M Mandate
	14	Jerry M Mandate
	4	Jerry M Mandate
	26	
	7	Jerry M Mandate
	9	Jerry M Mandate
	2	Jerry M Mandate
	31	Jerry M Mandate
	21	Jerry M Mandate
	7	Jerry M Mandate
	5	Jerry M Mandate
	17	Jerry M Mandate
	10	Jerry M Mandate
	9	Jerry M Mandate
	4	Jerry M Mandate
	8	Jerry M Mandate
	11	Jerry M Mandate
	4	Jerry M Mandate
	9	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	7	Jerry M Mandate
	2	Jerry M Mandate
	10	Jerry M Mandate
	1	Jerry M Mandate
	28	Jerry M Mandate
	5	Jerry M Mandate
	7	Jerry M Mandate
	32	Jerry M Mandate
	23	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	1	Jerry M Mandate
	26	
	37	Jerry M Mandate
	17	Jerry M Mandate
	10	Jerry M Mandate
	23	Jerry M Mandate
	12	Jerry M Mandate
	4	Jerry M Mandate

	5	Jerry M Mandate
	6	Jerry M Mandate
	29	Jerry M Mandate
Resumes Submitted for Review to hiring manager		Jerry M Mandate
	15	Jerry M Mandate
	38	
	12	
	1	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	16	Jerry M Mandate
	5	Jerry M Mandate
	16	Jerry M Mandate
	3	Jerry M Mandate
	1	Jerry M Mandate
	5	Jerry M Mandate
	8	Jerry M Mandate
	0	Jerry M Mandate
	8	Jerry M Mandate
	6	Jerry M Mandate
	5	Jerry M Mandate
	4	Jerry M Mandate
	3	Jerry M Mandate
	27	Jerry M Mandate
	15	Jerry M Mandate
	28	Jerry M Mandate
	18	Jerry M Mandate
	14	Jerry M Mandate
	3	Jerry M Mandate
	6	Jerry M Mandate
	15	Jerry M Mandate
	1	Jerry M Mandate
	27	Jerry M Mandate
	3	Jerry M Mandate
Interviewing		Jerry M Mandate
	7	Jerry M Mandate
	14	
	15	Jerry M Mandate
Resumes Submitted for Review to hiring manager		Jerry M Mandate
	10	Jerry M Mandate
	32	Jerry M Mandate
	2	Jerry M Mandate
	3	Jerry M Mandate
	17	Jerry M Mandate
	0	Jerry M Mandate
	5	Jerry M Mandate
	1	Jerry M Mandate
	2	Jerry M Mandate

	3	Jerry M Mandate
	15	Jerry M Mandate
	14	Jerry M Mandate
	14	Jerry M Mandate
Interviewing		Jerry M Mandate
	6	Jerry M Mandate
	7	Jerry M Mandate
	2	Jerry M Mandate
	12	Jerry M Mandate
	12	Jerry M Mandate
	1	Jerry M Mandate
	3	Jerry M Mandate
	8	Jerry M Mandate
	8	Jerry M Mandate
	15	Jerry M Mandate
	8	Jerry M Mandate
	5	Jerry M Mandate
	1	Jerry M Mandate
	7	
	11	Jerry M Mandate
	8	Jerry M Mandate
Interviewing		
	12	
	2	
	2	Jerry M Mandate
	14	Jerry M Mandate
	8	
	3	Jerry M Mandate
	13	Jerry M Mandate
	14	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	14	Jerry M Mandate
	14	Jerry M Mandate
	1	Jerry M Mandate
	14	Jerry M Mandate
	2	Jerry M Mandate
	14	Jerry M Mandate
	14	Jerry M Mandate
	14	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	8	Jerry M Mandate
	0	Jerry M Mandate
	6	Jerry M Mandate
	0	Jerry M Mandate
	0	Jerry M Mandate
	12	Jerry M Mandate
	14	Jerry M Mandate

	4	Jerry M Mandate
	4	Jerry M Mandate
	11	Jerry M Mandate
	13	Jerry M Mandate
	3	Jerry M Mandate
	7	Jerry M Mandate
	8	Jerry M Mandate
	14	Jerry M Mandate
	6	Jerry M Mandate
	14	Jerry M Mandate
	13	Jerry M Mandate
	4	Jerry M Mandate
	14	Jerry M Mandate
	1	Jerry M Mandate
	13	Jerry M Mandate
	2	Jerry M Mandate
	1	Jerry M Mandate
	5	Jerry M Mandate
	6	Jerry M Mandate
	2	Jerry M Mandate
	17	Jerry M Mandate
	15	Jerry M Mandate
	10	Jerry M Mandate
	14	Jerry M Mandate
	7	Jerry M Mandate
	0	Jerry M Mandate
	14	
	13	
	14	Jerry M Mandate
	10	
Candidate Selected		Jerry M Mandate
	2	Jerry M Mandate
	0	Jerry M Mandate
	2	Jerry M Mandate
	2	Jerry M Mandate
	5	Jerry M Mandate
Candidate Selected		Jerry M Mandate
	1	Jerry M Mandate
	3	Jerry M Mandate
	0	Jerry M Mandate
	3	
	5	
	5	Jerry M Mandate
	4	
	7	Jerry M Mandate
	3	Jerry M Mandate
Candidate Selected		Jerry M Mandate

	10	
	8	Jerry M Mandate
	6	Jerry M Mandate
	1	Jerry M Mandate
	22	
	2	
	29	
	0	
	3	
	27	
	13	
	14	
	2	
	13	
	12	
	14	
	14	
	7	
	1	
	3	
	3	
	18	
	0	
	6	
	3	
	2	
	6	
	0	
	1	
	6	
	6	
	2	
	7	
	21	
	4	
	2	
	10	
	7	
	7	
	13	
	5	
	2	
	1	
	0	
	1	
	3	
	6	

	1	
	4	
	3	
	1	
Candidate Selected		
	1	
	37	
	3	
	11	
	0	
Interviewing		
	6	
	3	
	0	
	6	
	1	
	5	
Interviewing		
	1	
	1	
	0	
	2	
	4	
	3	
	1	
	28	
Identified for savings		

FY2020 Top 25 Overtime Earners

	Employee Name	Position Number	Position Title
1	<u>Jack, Boma Isokariari</u>	12533	YOUTH DEVELOPMENT REPRESENTATIVE
2	<u>Richardson, Tyonda M</u>	25500	YOUTH DEVELOPMENT REPRESENTATIVE
3	<u>Hall, Altimese R</u>	27116	YOUTH DEVELOPMENT REPRESENTATIVE
4	<u>Onyeiwu, Edwin</u>	23633	YOUTH DEVELOPMENT REPRESENTATIVE
5	<u>Deer, Helen N</u>	39893	YOUTH DEVELOPMENT REPRESENTATIVE
6	<u>Simms, Melinda T</u>	35340	YOUTH DEVELOPMENT REPRESENTATIVE
7	<u>STITH, KEVIN V</u>	2805	YOUTH DEVELOPMENT REPRESENTATIVE
8	<u>Alston, Michael</u>	85210	YOUTH DEVELOPMENT REPRESENTATIVE
9	<u>White, Kendra N</u>	9731	RECREATION THERAPIST
10	<u>Akinrimade, Ambrose A</u>	14292	YOUTH DEVELOPMENT REPRESENTATIVE
11	<u>James, Marvin P</u>	22865	YOUTH DEVELOPMENT REPRESENTATIVE
12	<u>Hughes, Anthony E</u>	38379	YOUTH DEVELOPMENT REPRESENTATIVE
13	<u>Williams, Cleveland</u>	24206	YOUTH DEVELOPMENT REPRESENTATIVE
14	<u>Hill, Monica D</u>	25179	YOUTH DEVELOPMENT REPRESENTATIVE
15	<u>McMahon, Tamekia W.</u>	82806	YOUTH DEVELOPMENT REPRESENTATIVE
16	<u>Williams, Maurice C</u>	38604	YOUTH DEVELOPMENT REPRESENTATIVE
17	<u>Ingram, Makeda</u>	77126	YOUTH DEVELOPMENT REPRESENTATIVE
18	<u>Colbert, Ashley N</u>	17579	YOUTH DEVELOPMENT REPRESENTATIVE
19	<u>Weaver, Ricky A</u>	8092	YOUTH DEVELOPMENT REPRESENTATIVE
20	<u>Jackson, Elaine</u>	2860	YOUTH DEVELOPMENT REPRESENTATIVE
21	<u>Dempson, Johnny P.</u>	19995	YOUTH DEVELOPMENT REPRESENTATIVE
22	<u>Holmes, Aaron K.</u>	77120	YOUTH DEVELOPMENT REPRESENTATIVE
23	<u>Gholston, Johnetta Bradley</u>	77708	YOUTH DEVELOPMENT REPRESENTATIVE
24	<u>Maynard, Shannon</u>	85209	YOUTH DEVELOPMENT REPRESENTATIVE
25	<u>Ray, Dominic P</u>	13137	YOUTH DEVELOPMENT REPRESENTATIVE

*Fringe Calculated at 28.6%

ners (YTD)

Prgm Code	Activity	Salary	Fringe	Total Overtime (YTD)
9042	9000	72,225.00	20,656.35	8,449.64
9042	9000	67,338.00	19,258.67	8,232.32
9042	9000	68,967.00	19,724.56	7,546.78
9041	9000	79,546.00	22,750.16	7,533.71
9041	9000	70,556.00	20,179.02	7,291.34
9041	9000	77,748.00	22,235.93	6,817.29
9042	9000	67,338.00	19,258.67	6,606.40
9041	9000	64,080.00	18,326.88	6,599.30
9042	9000	90,041.00	25,751.73	5,874.35
9042	9000	79,546.00	22,750.16	5,850.03
9041	9000	65,709.00	18,792.77	5,807.80
9042	9000	65,709.00	18,792.77	5,670.09
9042	9000	60,822.00	17,395.09	5,567.23
9042	9000	68,967.00	19,724.56	5,477.52
9041	9000	72,225.00	20,656.35	5,074.62
9041	9000	64,080.00	18,326.88	5,060.41
9042	9000	64,080.00	18,326.88	5,054.92
9042	9000	53,681.00	15,352.77	5,006.12
9041	9000	72,225.00	20,656.35	4,975.47
9041	9000	62,451.00	17,860.99	4,772.89
9041	9000	65,709.00	18,792.77	4,751.29
9041	9000	53,681.00	15,352.77	4,740.76
9042	9000	64,080.00	18,326.88	4,637.22
9041	9000	62,451.00	17,860.99	4,635.42
9041	9000	67,338.00	19,258.67	4,558.80

Name	<u>Title</u>
Adeigbe, Ibukun	Care Coordinator
Ahn, Daniel	Senior Budget Analyst
Akoto, Kweku	Youth Engagement Specialist
Alfred, Alicia	Y/F Team Meeting Facilitator
Al-joburi, Adam	Chief of Staff
Allen, Francis	Youth Development Representative
Amaechi, Emmanuel	Safety & Occupational Health Specialist
Appiah, Lindsey	Supervisory Attorney Advisor
Atkins, Eddie	Substance Abuse Coordinator
Austin, Kimelia	Supervisory Dietician
Avent, Tracy	Court Liaison Specialist
Baker, Patrone	Program Monitor
Banner, Nakia	Staff Assistant
Baxter, Antonio	Agency Fiscal Officer
Beard, Latoya	Youth Development Representative
Beane, James	Program Manager (Licensing)
Bell, Valerie	Program Support Assistant
Bennett, Monica	Supervisory Motor Vehicle Operator
Berrah, Hind	Case Manager
Boberg, William	Prog Mgr, Prop Mgmt & Real Est
Bordley, Shaynelle	Mental Health Specialist
Boyd, Jean	Food Preparation & Service Sup
Brewington, Shiresse	Social Worker
Brice, LaVerne	Staff Assistant
Briscoe, Vernee	HR Executive Assistant
Brown, Felicia	Unit Treatment Manager-Reflections
Brown, Jacqueline	Supervisory Youth Development Representative
Brown, Norman	Assistant Program Manager
Brown, Yolanda	Supervisory Youth Development Representative
Bruce, Karl	Supervisory Youth Development Representative
Buford, Joi	Supervisory Youth Development Representative
Bullock, Jermaine	Supervisory Youth Development Representative
Burnim, Adrian	Social Services Officer
Buxton, Calvin	Supervisory Youth Development Representative
Calixte, Peta-Gaye	Mental Health Specialist
Catalan, Kandis	Youth Engagement Specialist
Carrillo, Sebastian	Referral Specialist
Chandler, Derrick	Supervisory Youth Development Representative
Caldwell, Hyman	Training Specialist
Callaway, Latonya	Social Services Officer
Carter, Lawrence	Supervisory Youth Development Representative
Chamberlain, Jasper	Supervisory Youth Development Representative
Chambers, Dwayne	Investigator
Chowdhry, Najmul	Youth Development Representative
Claude, Japeth	Supervisory Youth Development Representative
Coard, Latonya	Program Support Assistant
Cohen, Heath	Management Liaison Specialist
Coley, Dwayne	Sanitarian
Collins, Joshua	Management Analyst
Crawford, Tameisha	Youth Development Representative
Crenshaw, Anderson	Management & Program Analysis Officer
Crespo, Sandra	Capital City Fellow

Damme, Aki	Chief Information Officer
Davies Isaacba	Education Services Specialist
Davis, Alexis	Program Support Specialist
Davis, Cieara	Management Liaison Specialist
Davis, Demetrius	Youth Treatment Manager
Davis, George	Contract Services Specialist
Davis, Ramon	Supervisory Youth Development Representative
DeArteaga, Jose	Program Manager
Deal, Kertrell	Compliance Specialist
Del Valle, Ernesto	Information Technology Specialist
Del Valle, Nataly	Youth/Peer Advocate
Dickson, Akeya	Public Information Officer
Dominquez, Sophia	Resource Allocation Analyst
Dowell, Shawn	Correctional Institution Administrator
Dotson, Charles	Supervisory Workforce Development Specialist
Evering, Stephanie	
Faulkner, Adrian	Case Manager
Fax, Allison	Program Analyst
Fields, Yolanda	Program Support Specialist
Fisher, Nancy	Correctional Program Specialist
Fisher, Ursula	Case Manager
Floyd, Kiana	Intern
Foster, Darrell	Deputy Superintendent of Treatment
Garcia, Rachel	Supervisory Youth Development Representative
Gardner, Catherine	Management Analyst
Garrett, Nkenge	Re-Entry Coordinator
Gellman, Joelle	Supervisory Clinical Nurse
George, Rashida	Program Analyst
Gerima, Zelalem	Human Resources Specialist
Goodman, Sheilah	Program Support Specialist
Graf, Philip	Locksmith
Graham, Lisa	Compliance and Licensing Specialist
Granville, Christina	Training Specialist
Grays, Preston	Materials Handler
Gregory, Jason	Maintenance Mechanic Leader
Guillen, Joann	Contract & Procurement Officer
Hall, Chanel	Assistant General Counsel
Hall, Stephanie	Capital City Fellow
Hamlett, Mark	Correctional Institution Administrator
Hammond, Jeffrey	Case Manager
HarlleeHarper, Linda	Senior Deputy Director
Harris, Wendell	Youth/Family Team Meeting Facilitator
Harvest, Denise	Maintenance Mechanic
Haynes, Adrienne	Case Manager
Hay, Tianna	Compliance and Licensing Specialist
Hector, Merline	Mental Health Specialist
Hines, Jamaill	Management Analyst
Holden, Waverly	Resource Allocation Analyst
Holland, Lawrence	Investigator
HR Main Line	DYRS Human Resources Main Line
Hunt, Alisha	Youth Treatment Manager
Inoni, Loretta	Budget Analyst
Jackson, Charles W.	Electronics Technician
Jackson, Michelle	Supervisory Clinical Nurse

Jefferson, Corinne	Mental Health Specialist
Johnson, Shuketha	Supervisory Youth Development Representative
Jomo, Nash	Investigator
Jones, Lashaun	Supervisory Youth Development Representative
Kago, Loise	Management Liaison Specialist
Kearney, Ted	Supervisory Youth Development Representative
Keith, Rendell	Youth Peer Advocate
Key, Kenya	Deputy Director of Behavioral Health Services
Kinlow, Tiye	Attorney Advisor
Kolawole, Victor	Compliance Specialist
Konchada, Sridevi	Information Technology Specialist
Lacey, Clinton	Agency Director
Layton, Julius	Supervisory Youth Development Representative
Lee, Nathan	Case Manager
Leonard, Tashera	Investigator
Lewis, Dennis	Program Support Specialist
Lewis, Kenya	Youth Engagement Specialist
Llanos, Joyce	Program Analyst
Lloyd, Anthony	Youth Treatment Manager
Logan, Tanya	Mental Health Specialist
Mackell, Michael	Youth Engagement Specialist
Mahdi, Musa	Credible Messenger Program Monitor
Manca, Salvatore	Electronics Technician
Martin, Louis	Training Specialist
Martin, Paula	Program Support Assistant
Matthews, Carl	Maintenance Mechanic Leader
May, Phoebe	Mental Health Specialist
McCollum, Angela	Juvenile Justice Institutional Counselor
McCoy, Beverly	Juvenile Justice Institutional Counselor
McCrae, James	Contract Services Specialist
McGhee, Mack	Chief of Secure Programs
McMillian, Ivory	Health Services Program Manager
McNeal, Alicia	Management Analyst
McNeil, Megan	Management and Program Analyst
Milner, Raymond	Youth Development Specialist
Moody, Silvia	Education Training Coordinator
Moore-Ingram, Catrice	Program Analyst
Moore, Harpreet	Supervisory Investigator
Moore, Lennie	Human Resources Officer
Moreland, Naquasha	Management Analyst
Morgan, Arlene	Social Services Officer
Morris, Anthony	Materials Handler
Morrow, Norman	Youth Engagement Specialist
Mulugeta, Daniel	Information Technology Specialist
Munday, Elena	Social Worker
Myles, Rena	Supervisory Youth Development Representative
Nettles, Michael	Mental Health Specialist
Nichols, Ashley	Program Support Specialist
Oakley, Rosa	Management Liaison Specialist
Ohler, Catherine	Management Liaison Specialist
Ogokeh, Moses	Social Worker
Owens, Andre	Supervisory Youth Development Representative

Paige, Kimberly	Mental Health Specialist
Parker, Anesha	Contractor
Payne, Tanga	Supervisory Youth Development Representative
Perkins, Camille	Management Analyst
Perry, Crystal	Youth Family Team Meeting Facilitator
Person, Kenneth	Juvenile Justice Institutional Counselor
Powell, Andre	Culinary Foreman
Powell, Shameka	Social Worker
Powell, Phyllis	Youth Workforce Dev Spec
Pressley, Hanifa	Attorney-Adviser (Hearing Examiner)
Pringle, Larry	Recreation Therapist
Pulley, Sharon	Youth Treatment Manager
Radcliff, Teyneesa	Case Manager
Ratliff, Jennifer	Supervisory Youth Development Representative
Regis, Jefferson	Management Analyst
Reid, Kiwanha	Human Resources Specialist
Reigle, Steven	Pipefitter
Richardson, Adrian	Social Services Officer
Richardson, Kiana	Supervisory Youth Development Representative
Richardson, Mario	Youth Engagement Specialist
Richardson-Scott, Alma	Social Worker
Roberson, Felicia	Program Analyst
Robinson, Antonio	Youth Engagement Specialist
Rodriguez, Rebecca	Care Coordinator
Rusek, Kish	Supervisory Grants Management Specialist
Russell, Elaine	Youth Advocate
Sabblah, Gordon	Social Worker
Salters, Jonathan	Youth Development Representative
Samples, Justin	Supervisory Facility Operations Specialist
Sanchez, Sammy	Administrative Assistant
Sandy, John	Program Manager
Scalise, Krista	Chief Operations Officer
Seide, Jordyn	Capital City Fellow
Shaw, Christopher	Motor Vehicle Operator
Sheffield, Woodrow	Youth Development Representative
Sidbury, Porche	Risk Management
Sillitti, Romita	Supervisory Behavioral Health Program Manager
Small, Donna	Case Manager
Smiley, Lisa	Resource Allocation Analyst
Smith, Adele	Contract Specialist (OCP)
Smith, Donta	Supervisory Youth Development Representative
Smith, Patricia	Supervisory Youth Development Representative
Smith, Rosa	Training Officer
Smith, Zachery	Contract Services Specialist
Spraggins, Sharee	Case Manager
Spriggs, Sarina	Medical Records Technician
Stanback, Trey	Deputy Chief of Staff
Staton, Ronald	Residency Placement Specialist
Hall, Stephanie	Capital City Fellow
Taylor, Allisa	Management Analyst
Taylor, Marion	Management Analyst
Terry, Tammie	Program Support Specialist
Thomas, Charles	Attorney Advisor
Thompson, Jasmine	Youth Advocate

Thorpe, Leroy	Social Worker
Turner, Marjorie	Juvenile Justice Institutional Counselor
Valli, Attilio	Public Affairs Specialist
Vance, Francois	Case Manager
Vann, Diamond	Management and Program Analyst
Vaughn, Annette	Health Services Program Analyst
Wade, Eric	Material Handler Foreman
Waiters, Ernest	Supervisory Youth Development Representative
Wajid-Ali, Alesha	Human Resources Specialist (Recruiting)
Walker, Alexis	Youth Treatment Manager
Walker, Anwar	Mental Health Specialist
Walker, Jasmine	Care Coordinator
Weeks, Samuel	Youth and Public Safety Unit
Whitaker, Princess	Family Engagement
White, Carolyn Prince	Case Manager
White, Douglas	Supervisory Youth Development Representative
Whiteing, Keith	Youth Peer Advocate
Williams, Janay	Deputy Superintendent
Williams, Yvonne	Supervisory Social Worker
Williams, Maurice	Investigator
Wilson, Rukie	Case Manager
Wright, Bruce	Supervisory Program Specialist
Wright, Charmony	Juvenile Justice Institutional Counselor
Wright, Darren	Youth Advocate

<u>Location</u>	<u>OfficeTelephone #</u>	<u>Cell Phone #</u>
2101 MLK		(202)674-5213
Youth Achievement Ctr	(202) 299-5675	(202) 297-9088
Youth Achievement Ctr		(202) 674-4275
New Beginnings		(202) 812 5583
Youth Achievement Ctr	(202) 299-3703	(202) 735-7012
YSC		(202) 746 8457
New Beginnings	(202) 299-3111	(202) 394-3308
Youth Achievement Ctr	(202) 299-5673	(202) 294-3252
New Beginnings	(202) 299-3123	(202) 718-7189
New Beginnings	(202) 576-8456	(202) 498-8127
2101 MLK	(202) 678-7896	(202) 257-8489
Youth Achievement Ctr		(202) 437-8617
YSC	(202) 576-8397	(202) 538-3501
Youth Achievement Ctr	(202) 299-5665	(240) 304-5968
New Beginnings		(202) 676-7633
YSC	(202) 576-8398	(202) 345-6352
Youth Achievement Ctr	(202) 299 3249	
Youth Achievement Ctr		(202) 257-6137
Youth Achievement Ctr	(202) 299 3596	(202) 251-6402
New Beginnings	(202) 299-3165	(202) 391-3756
New Beginnings	(202) 299-3146	(202) 812-5461
YSC	(202) 576-9031	
YSC		(202) 340-2155
YSC	(202) 576-8405	(202) 812-9360
New Beginnings	(202) 299-3129	(240) 431-1717
New Beginnings		(202) 409-1611
YSC	(202) 576-8493	(202) 286-0887
Youth Achievement Ctr	(202) 299-2080	(202) 549-5022
New Beginnings		(240) 893-2770
New Beginnings		(202) 465-2714
YSC		(202) 834-1096
YSC	(202) 576-8493	(202) 285-3692
2101 MLK	(202) 645-0508	(202) 368-2491
New Beginnings		(202) 538-3903
New Beginnings		(202) 251-0057
Youth Achievement Ctr	(202) 576-3188	(202) 304-6107
Youth Achievement Ctr	(202) 299-3179	(202) 285-0387
YSC		(240) 475-6795
New Beginnings	(202) 299-3116	
Youth Achievement Ctr	(202) 299 3135	(240) 304-5967
YSC		(202) 680-4394
YSC		(202) 497-9858
New Beginnings	(202) 299-3161	(240) 475-7010
New Beginnings	(202) 299-3271	(240) 713-4303
YSC	(202) 576-8493	(202) 285-0343
YSC	(202) 576-9025	(202) 549-7352
New Beginnings	(202) 576-8417	(202) 297-6046
New Beginnings	(202) 299-3110	(202) 394-3358
Youth Achievement Ctr	(202) 299-2087	(202) 262 0631
YSC		(202) 409-1628
2101 MLK	(202) 576-8424	(240) 893-2782
Youth Achievement Ctr		(202) 549-5348

Youth Achievement Ctr	(202) 299-3657	(202) 374-8756
Youth Achievement Ctr	(202) 299-3597	(202) 258-3936
YSC	(202) 576-9021	(202) 431-1137
New Beginnings	(202) 299-3203	(202) 679-0378
New Beginnings		(202) 664-0740
YSC		(240) 508-6541
YSC	(202) 576-8493	(202) 285-9327
Youth Achievement Ctr	(202) 299-5074	(202) 438-0940
YSC	(202) 576-8436	
YSC	(202) 576-8425	(202) 437-8029
Youth Achievement Ctr	(202) 678-7897	(202) 207-7124
Youth Achievement Ctr	(202) 299-5087	(202) 549-4585
Youth Achievement Ctr	(202) 299-5683	
YSC	(202) 576-8479	(202) 384-8962
Youth Achievement Ctr	(202) 299-3757	(202) 538 2247
New Beginnings	(202) 299-3288	(202) 437-1807
Youth Achievement Ctr		(202) 230-0209
Youth Achievement Ctr		(202) 746-8453
2101 MLK	(202) 576-8177	
New Beginnings	(202) 299-3278	(202) 437-8755
Youth Achievement Ctr		(202) 288-8513
Youth Achievement Ctr		(202) 255-9840
YSC	(202) 576-8412	(202) 746-1955
New Beginnings		(202) 251-9927
Youth Achievement Ctr	(202) 299-3867	(202) 230-0224
Youth Achievement Ctr	(202) 299-3591	(202) 716-8216
YSC	(202) 576-8409	(202) 394-1908
Youth Achievement Ctr	(202) 299 3169	(202) 359-7406
New Beginnings	(202) 299-3102	
New Beginnings	(202) 299-3244	
New Beginnings	(202) 299-3243	202) 538-1041
YSC		(202) 437-8795
New Beginnings	(202) 299-3719	(202) 706-1790
New Beginnings		(202) 674-0465
YSC	(202) 576-6204	(202) 394-0736
Youth Achievement Ctr	(202) 299-3756	(202) 531-3017
Youth Achievement Ctr	(202) 576-9069	(202) 549-3748
Youth Achievement Ctr		(202) 251-0426
New Beginnings	(202) 299-3205	(202) 664-0768
Youth Achievement Ctr	(202) 576-7921	(202) 437-9580
Youth Achievement Ctr	(202) 299-5077	
Youth Achievement Ctr		(202) 207-7120
YSC		(202) 549-4570
Youth Achievement Ctr		(202) 746-8396
Youth Achievement Ctr		(202) 330-9913
New Beginnings		(202) 834-1100
Youth Achievement Ctr	(202) 299-5077	(202) 368-8463
Youth Achievement Ctr	(202) 299-5044	
YSC	(202) 576-8417	(202) 676-7622
New Beginnings	(202) 299-3592	
YSC	(202) 576-8493	(240) 893-2774
Youth Achievement Ctr	(202) 299-3261	(202) 676-7704
YSC		(202) 345-6389
New Beginnings	(202) 299-3123	

YSC		(202) 445-7686
New Beginnings		(202) 230-6112
Youth Achievement Ctr		(202) 368-9870
New Beginnings		(202) 510-6694
New Beginnings	(202) 299-3119	(202) 769-9974
New Beginnings		(202) 531-3882
Youth Achievement Ctr	(202) 299-3599	(202) 345-6431
New Beginnings	(202) 299-3166	(202) 549-1318
Youth Achievement Ctr	(202) 299-3248	(202) 251-5272
New Beginnings	(202) 299-3134	
Youth Achievement Ctr	(202) 299-5672	(202) 368-7413
Youth Achievement Ctr	(202) 299-5036	(202) 341-0261
New Beginnings		(202) 345-4371
2101 MLK	(202) 576-8416	(202) 288-3723
New Beginnings	(202) 299-3182	(240) 508-0056
YSC	(202) 576-9020	
Youth Achievement Ctr	(202) 299 3604	(202) 615 8475
Youth Achievement Ctr	(202) 299-3106	
New Beginnings		(202) 550-3970
YSC		(202) 676-7627
2101 MLK	(202) 546-8407	(202)251-7215
Youth Achievement Ctr		(202) 706-1741
New Beginnings		(202) 394-2624
New Beginnings	(202) 299-3116	(202) 631-9438
Youth Achievement Ctr	(202) 299-3718	
New Beginnings	(202) 299-3240	(202) 437-8024
New Beginnings		(202) 676-7826
YSC	(202) 576-8401	
YSC	(202) 576-9019	
YSC		(202) 391-3763
New Beginnings	(202) 299-3204	(240) 280-9000
YSC	(202) 576-8420	
YSC		(202) 436-1705
Youth Achievement Ctr	(202) 299-3104	(202) 427-0798
Youth Achievement Ctr	(202) 299 3590	(202) 834-1070
2101 MLK	(202) 576-5175	
New Beginnings	(202) 299-3115	(202) 288-0239
New Beginnings	(202) 299-3180	
YSC	(202) 576-8155	(202) 676-7567
Youth Achievement Ctr	(202) 299 5016	(202) 359 4882
Youth Achievement Ctr	(202) 299-3121	
Youth Achievement Ctr		(202) 230-4278
New Beginnings		(240) 475-6698
Youth Achievement Ctr		(202) 374-7048
Youth Achievement Ctr	(202) 299 5017	(202) 286-4038
2101 MLK	(202) 576-7722	(202) 437-8211
New Beginnings		(202) 437-8409
New Beginnings		(202) 255-8858
Youth Achievement Ctr	(202) 299-3593	(202) 288-7628
YSC	(202) 576-8175	
New Beginnings	(202) 299-3118	
2101 MLK	(202) 576-8423	(202) 288-6335
YSC	(202) 576-8493	(202) 286-4166

YSC		(202) 705-9020
Youth Achievement Ctr	(202) 299-3609	(202)207-4570
YSC	(202) 576-8493	(240) 893-2785
New Beginnings	(202) 299-3128	(202) 549-7523
Youth Achievement Ctr	(202) 576-7039	(202) 531-4057
New Beginnings	(202) 299-3198	(202) 702-2132
New Beginnings	(202) 299-3208	(202) 297-1028
2101 MLK	(202) 576-8441	(202) 746-7036
Youth Achievement Ctr	(202) 299 3708	(202) 251-5847
Youth Achievement Ctr		(202) 506-0029
YSC	(202) 576-6994	
New Beginnings		(202) 525-0697
Youth Achievement Ctr		(202) 746-8409
YSC	(202) 576-8493	(202) 345-2132
Youth Achievement Ctr	(202)299 3843	(202) 368-8649
New Beginnings	(202) 299-3126	(202) 297-2452
New Beginnings	(202) 299-3241	(202) 286-2118
Youth Achievement Ctr	(202) 299-3980	(202) 255-1874
YSC	(202) 576-8493	(202) 286-5838
Youth Achievement Ctr		(202) 257 1011
2101 MLK	(202) 576-3180	(202) 549-4322
Youth Achievement Ctr	(202) 299-3107	
Youth Achievement Ctr		(202) 710 1591
2101 MLK		(202) 679-9630
Youth Achievement Ctr	202-299-3996	(202) 549-4427
Youth Achievement Ctr		(202) 315-6864
YSC		(202) 438-3776
2101 MLK	(202) 576-8390	(202) 437-9308
YSC		(202) 812-9364
Youth Achievement Ctr		(202) 258-0294
YSC		(202) 345-7198
Youth Achievement Ctr	(202) 299-5664	(202) 359-6051
Youth Achievement Ctr		(202)-631-9563
New Beginnings	(202) 299-3124	(202) 341-6701
YSC	(202) 576-8411	(240) 535-6367
New Beginnings	(202) 299-3295	(202) 702-0485
New Beginnings	(202) 299-3170	(202) 394-1781
Youth Achievement Ctr	(202) 844-5803	(202) 437-9581
Youth Achievement Ctr	(202) 299-5785	
Youth Achievement Ctr	(202) 299-3608	
YSC	(202) 576-8493	(202) 294-2535
YSC	(202) 576-8493	(202) 288-8445
New Beginnings	(202) 230-6497	(202) 230-6492
YSC		(240) 475-6795
2101 MLK	(202) 678-3340	(202) 288-6988
New Beginnings	(202) 299-3191	(202) 812-9354
Youth Achievement Ctr	(202) 299-5005	(202) 285-8442
YSC	(202) 576-8142	(202) 409-1613
Youth Achievement Ctr	(202) 299-3224	
Youth Achievement Ctr		(202) 437-7153
Youth Achievement Ctr	(202) 678-3329	(202) 431-5243
New Beginnings	(202) 299-3274	(202) 409-1614
YSC		(202) 368-4963
Youth Achievement Ctr	(202) 576-7880	(202) 676-7568

Youth Achievement Ctr		(202) 391-3762
New Beginnings	(202) 299-3199	(202) 525-0695
Youth Achievement Ctr		(202) 679-5687
Youth Achievement Ctr		(202) 277-8013
Youth Achievement Ctr	(202) 299-3977	(202) 746-8397
YSC		(202) 674-7732
New Beginnings	(202) 299-3147	(202) 438-8163
New Beginnings	(202) 299-3211	(202) 207-7277
New Beginnings	(202) 299-3212	
New Beginnings	(202) 299-3173	(202) 345-2991
New Beginnings		(202) 417-5939
Youth Achievement Ctr	(202) 899-6009	
2101 MLK	(202) 576-8423	(202) 436-6678
Youth Achievement Ctr		(202)368-9408
Youth Achievement Ctr		(202) 716-8216
Youth Achievement Ctr		(202) 438-5403
New Beginnings		(202) 412-6833
Youth Achievement Ctr		(202) 251-2426
New Beginnings	(202) 299-3233	(202) 330-2370
Youth Achievement Ctr	(202) 299-3660	(202) 345-2527
Youth Achievement Ctr		(202) 285-0807
Youth Achievement Ctr	(202) 299-3929	(202) 368-4628
Youth Achievement Ctr	(202) 508-1738	(202) 437-9474
YSC	(202) 576-9027	
Youth Achievement Ctr	(202) 299-3948	(202) 286-8407

General Questions 4A

Traveler's Name	DYRS Staff/ DYRS Youth / DYRS Youth's Family	Departure Date
Clinton Lacey	DYRS Staff	10/14/2018
Alsan Bellard	DYRS Staff	10/19/2018
Derrick Chandler	DYRS Staff	10/20/2018
Lisa Graham	DYRS Staff	10/20/2018
Willie Fullilove	DYRS Staff	10/20/2018
Janay Williams	DYRS Staff	10/20/2018
Jannifer Nevilles	DYRS Staff	10/20/2018
Mark Hamlett Jr.	DYRS Staff	10/20/2018
Diamond Vann	DYRS Staff	10/20/2018
Eric Hugh	DYRS Staff	10/21/2018
Esabella Tebid-Mbah	DYRS Staff	10/21/2018
Joelle Gelmann	DYRS Staff	10/21/2018
Sarina Spriggs	DYRS Staff	10/21/2018
Corinne Jefferson	DYRS Staff	10/21/2018
Merline Hector	DYRS Staff	10/21/2018
Rashida George	DYRS Staff	10/23/2018
Adrien Williams	Youth	10/25/2018
Alsan Bellard	DYRS Staff	11/1/2018
Kimelia Austin	DYRS Staff	11/1/2018
Caroline Wilborn	DYRS Staff	1/10/2019
Darrell Foster	DYRS Staff	1/10/2019
Legonn Haskins	DYRS Staff	1/10/2019
Janay Williams	DYRS Staff	1/10/2019
Mark Hamlett Jr.	DYRS Staff	1/10/2019
Rena Myles	DYRS Staff	1/10/2019
Diamond Vann	DYRS Staff	1/10/2019
Dana McDaniel	DYRS Staff	12/20/2018
Willie Fullilove	DYRS Staff	1/10/2019
Tammie Terry	DYRS Staff	1/10/2019
Alsan Bellard	DYRS Staff	1/10/2019
Naquasha Moreland	DYRS Staff	1/10/2019
Karen Maples	DYRS Staff	1/10/2019
Nancy Fisher	DYRS Staff	1/10/2019
Arlene Reyes	DYRS Staff	1/7/2019
Ursula Fisher	DYRS Staff	1/7/2019
Raj'hmon Smith	DYRS Youth	1/28/2019
Patrick Boney	DYRS Staff	1/28/2019
Melvin Foster	DYRS Staff	1/28/2019
Krista Scalise	DYRS Staff	3/10/2019
Rebecca Rodriguez	DYRS Staff	2/15/2019
James McCrae	DYRS Staff	2/21/2019
Tamika Roach	DYRS Youth's Family	3/9/2019
Chanta Jenifer	DYRS Youth's Family	3/9/2019
Clinton Lacey	DYRS Staff	4/10/2019

Anisa Short	DYRS Youth	3/15/2019
Keon Short	DYRS Youth's Family	3/15/2019
Kyree Short	DYRS Youth's Family	3/15/2019
Kaella Short	DYRS Youth's Family	3/15/2019
Adenike Akodu	DYRS Staff	4/7/2019
Daniel Ahn	DYRS Staff	5/15/2019
Antonio Baxter	DYRS Staff	5/18/2019
James McCrae	DYRS Staff	4/25/2019
Ana Guzman	DYRS Staff	4/17/2019
Edson Thomas	DYRS Staff	4/17/2019
Arlene Reyes	DYRS Staff	4/17/2019
Asante Laing	DYRS Staff	5/9/2019
Shamelen Henderson	DYRS Youth	5/9/2019
Sebene Roberts	DYRS Youth	5/9/2019
Jennifer Alba	DYRS Parent	5/3/2019
Adrienne Haynes	DYRS Staff	5/8/2019
Teyneesa Radcliff	DYRS Staff	5/8/2019
Latonya Callaway	DYRS Staff	5/5/2019
Janay Williams	DYRS Staff	5/5/2019
Rendell Keith	DYRS Staff	5/18/2019
Rebecca Rodriguez	DYRS Staff	5/17/2019
Clinton Lacey	DYRS Staff	4/10/2019
Jefferson Regis	DYRS Staff	9/9/2019
James McCrae	DYRS Staff	8/1/2019
Sharronda Boone	DYRS Staff	7/22/2019
Rendell Keith	DYRS Staff	7/22/2019
Andre Ford	DYRS Staff	8/18/2019
Kathy Olher	DYRS Staff	8/18/2019
Kenneth Person	DYRS Staff	9/8/2019
Shawn Dowell	DYRS Staff	9/8/2019
Japheth Claude	DYRS Staff	9/8/2019
Tyneesa Radcliff	DYRS Staff	9/17/2019
Isaacba Davies Clark	DYRS Staff	9/25/2019
Kandis Catalan	DYRS Staff	9/25/2019
Clinton Lacey	DYRS Staff	9/28/2019

Justification	Total Invoiced
Conference on Juvenile Justice Oregon	\$ 971.22
2018 National Conf on Correctional Health Care	\$ 1,796.23
Annual Compliance & Ethics Institute Conference	\$ 2,668.14
Annual Compliance & Ethics Institute Conference	\$ 2,361.83
National Symposium for Juvenile Justice Conference	\$ 1,603.02
National Symposium for Juvenile Justice Conference	\$ 863.02
National Symposium for Juvenile Justice Conference	\$ 863.02
National Symposium for Juvenile Justice Conference	\$ 863.02
National Symposium for Juvenile Justice Conference	\$ 863.02
2018 National Conf on Correctional Health Care	\$ 2,154.66
2018 National Conf on Correctional Health Care	\$ 2,154.66
2018 National Conf on Correctional Health Care	\$ 2,154.66
2018 National Conf on Correctional Health Care	\$ 2,154.66
2018 National Conf on Correctional Health Care	\$ 2,154.66
2018 National Conf on Correctional Health Care	\$ 2,154.66
IIRP World Conference	\$ 783.57
Emergency Travel due to life threatening situations	\$ 484.82
American Academy of Pediatrics (AAP) 2018 National Conf & Exhibition	\$ 2,496.27
Childhood and Adolescent Weight Management Certification Training Program	\$ 1,340.15
American Correctional Association (ACA)	\$ 1,915.37
American Correctional Association (ACA)	\$ 1,915.37
American Correctional Association (ACA)	\$ 1,915.37
American Correctional Association (ACA)	\$ 1,915.37
American Correctional Association (ACA)	\$ 1,915.37
American Correctional Association (ACA)	\$ 1,896.36
American Correctional Association (ACA)	\$ 1,915.37
Site Visits with Office of Deputy Mayor	\$ 859.07
American Correctional Association (ACA)	\$ 1,816.51
American Correctional Association (ACA)	\$ 2,382.83
American Correctional Association (ACA)	\$ 1,737.98
American Correctional Association (ACA)	\$ 2,329.21
American Correctional Association (ACA)	\$ 2,585.83
American Correctional Association (ACA)	\$ 1,811.71
Site and Youth Visit	\$ 125.62
Site and Youth Visit	\$ 406.62
Emergency Travel - Returning to Placement	\$ 387.92
Youth Transport	\$ 648.72
Youth Transport	\$ 648.72
Exective Training Program Wharton School of Executive Education at U. Penn	\$ 828.63
Youth Site Visit	\$ 1,198.75
Site Visist	\$ 1,090.83
Emergency Travel Youth Visit	\$ 443.08
Emergency Travel Youth Visit	\$ -
Credible Messengers Movement	\$ 430.42

Emergency Travel	\$ 455.24
Emergency Travel	\$ 128.00
Emergency Travel	\$ 128.00
Emergency Travel	\$ 128.00
NCCHC Spring Conference	\$ 1,140.95
GFOA Annual Conference	\$ 1,763.90
GFOA Annual Conference	\$ 2,741.74
Site Visits	\$ 1,113.13
Site Visits	\$ 294.78
Site Visits	\$ 294.78
Site Visits	\$ 294.78
Conference with Youth	\$ 830.47
Conference with Youth	\$ 581.99
Conference with Youth	\$ 830.47
Visist Youth	\$ 443.31
Site Visits	\$ 259.10
Site Visits	\$ 259.10
Youth Development Training	\$ 1,111.99
Youth Development Training	\$ 2,044.56
DYRS Youth Graduation	\$ 1,453.87
Site Visits	\$ 1,574.39
Juvenile Justice Conference	\$ 747.39
Interstate Commission Business Meeting and Training	\$ 975.73
Site Visit	\$ 983.75
Chaperone multiple Youth in Transit	\$ 235.89
Chaperone multiple Youth in Transit	\$ 235.89
Instructional Design Certificate and Training	\$ 846.71
Instructional Design Certificate and Training	\$ 846.71
National Juvenile Service Leadership Institute	\$ 1,151.25
National Juvenile Service Leadershjp Institute	\$ 1,407.75
National Juvenile Service Leadershjp Institute	\$ 1,037.70
Site Visit	\$ 452.53
Collaborative Action Network Conference	\$ 1,363.24
Site Visit	\$ 867.03
Impact Justice Criminal Justice Tour	\$ -
TOTAL:	\$ 93,030.44

Department of Youth Rehabilitation Services (JZ0)			
General Questions 5 -Intra-Districts			
Intra-District Transfers Received by DYRS			
	FY20 Total	Sending Agency	Service
	\$589,546	Office of Neighborhood Safety and Engagement	Credible Messenger
	\$16,511	DCPL	Credible Messenger
	\$165,000	Office of the State Superintendent of Education	Funding for Wellness and Nutrition Services -to provide reimbursable funding for healthy breakfast, lunch and snacks for DYRS committed youth.
Total	\$771,057		
Intra-District Transfers Sent by DYRS			
	FY20 Total	Receiving Agency	Service
	\$825,780	OCP	Pcards
	\$174,999	Department of Public Works (DPW)	Fleet Share
	\$96,506	Human Resources (DCHR)	Capital Fellows
	\$24,000	Office of the State Superintendent of Education	GED Testing Services
Total	\$1,121,285		

Post Date	Cardholder First Name	Cardholder Last Name	Transaction Date	Original Amount
01/21/2019	ANA	GUZMAN	01/18/2019	5,000.00
02/26/2019	ANA	GUZMAN	02/25/2019	\$5,000.00
02/28/2019	CARL	MATTHEWS	02/26/2019	\$5,000.00
10/04/2018	AKI	DAMME	10/03/2018	\$4,999.78
10/04/2018	JUSTIN	SAMPLES	10/03/2018	\$4,999.71
10/01/2018	CARL	MATTHEWS	09/27/2018	\$4,996.00
08/15/2019	JUSTIN	SAMPLES	08/14/2019	4,995.00
11/01/2018	ASANTE	LAING	10/31/2018	4,972.50
05/20/2019	AKI	DAMME	05/15/2019	\$4,960.00
08/19/2019	ASANTE	LAING	08/17/2019	4,941.00
04/17/2019	MACK	MCGHEE	04/16/2019	4,935.00
06/17/2019	DIAMOND	VANN	06/14/2019	\$4,920.00
09/06/2019	CAMILLE	PERKINS	09/05/2019	4,914.92
04/22/2019	ANA	GUZMAN	04/19/2019	4,912.00
09/26/2019	CAROLINE	WILBORN	09/25/2019	4,848.00
11/05/2018	ASANTE	LAING	11/02/2018	4,845.00
11/05/2018	CARL	MATTHEWS	11/02/2018	4,841.20
02/05/2019	JUSTIN	SAMPLES	02/01/2019	\$4,818.00
08/01/2019	DIAMOND	VANN	07/31/2019	4,800.00
08/30/2019	ALLISA	TAYLOR	08/29/2019	4,699.61
10/12/2018	JOSHUA	COLLINS	10/11/2018	\$4,698.00
09/25/2019	CAROLINE	WILBORN	09/24/2019	4,698.00
07/10/2019	AKI	DAMME	07/09/2019	4,692.57
09/02/2019	CAMILLE	PERKINS	08/30/2019	4,632.93
10/05/2018	WILLIAM	BOBERG	10/04/2018	\$4,514.60
10/12/2018	CARL	MATTHEWS	10/11/2018	\$4,479.40
10/22/2018	MACK	MCGHEE	10/18/2018	\$4,419.78
01/14/2019	AKI	DAMME	01/11/2019	4,399.78

10/08/2018	JUSTIN	SAMPLES	10/05/2018	\$4,262.00
01/04/2019	AKI	DAMME	01/03/2019	4,252.35
10/22/2018	WILLIAM	BOBERG	10/20/2018	\$4,201.93
12/13/2018	ASANTE	LAING	12/12/2018	4,180.65
12/14/2018	JANNIFER	NEVILLES	12/13/2018	4,142.20
10/01/2018	JUSTIN	SAMPLES	09/27/2018	\$4,110.00
03/04/2019	ALLISA	TAYLOR	03/01/2019	4,077.82
09/27/2019	CAROLINE	WILBORN	09/26/2019	4,051.00
12/07/2018	MACK	MCGHEE	12/06/2018	4,000.00
12/28/2018	WILLIAM	BOBERG	12/27/2018	3,999.00
12/14/2018	ALSAN	BELLARD	12/13/2018	3,980.00
09/24/2019	CAMILLE	PERKINS	09/23/2019	3,920.60
08/19/2019	JUSTIN	SAMPLES	08/15/2019	3,870.00
12/03/2018	DIAMOND	VANN	12/02/2018	3,850.00
03/04/2019	ALLISA	TAYLOR	03/01/2019	3,847.00
03/01/2019	MACK	MCGHEE	02/28/2019	3,722.70
10/01/2018	CAROLINE	WILBORN	09/28/2018	\$3,677.06
12/10/2018	JUSTIN	SAMPLES	12/07/2018	3,595.25
02/04/2019	CAROLINE	WILBORN	02/01/2019	\$3,592.75
09/16/2019	AKI	DAMME	09/14/2019	3,550.00
11/19/2018	ASANTE	LAING	11/18/2018	3,541.34
05/17/2019	ALLISA	TAYLOR	05/15/2019	\$3,510.00
01/07/2019	ANA	GUZMAN	01/05/2019	3,500.00
09/24/2019	TAMMIE	TERRY	09/23/2019	3,471.14
11/19/2018	ASANTE	LAING	11/18/2018	3,444.70
11/02/2018	JUSTIN	SAMPLES	10/31/2018	3,396.00
07/30/2019	DIAMOND	VANN	07/29/2019	3,390.00
08/29/2019	CARL	MATTHEWS	08/23/2019	3,356.50
11/27/2018	WILLIAM	BOBERG	11/26/2018	3,159.00
05/09/2019	JUSTIN	SAMPLES	05/08/2019	\$3,054.90
05/29/2019	AKI	DAMME	05/28/2019	\$3,000.00
04/01/2019	MACK	MCGHEE	03/29/2019	2,943.60

08/19/2019	JUSTIN	SAMPLES	08/14/2019	2,880.08
08/05/2019	JUSTIN	SAMPLES	08/02/2019	2,872.00
12/13/2018	ALSAN	BELLARD	12/12/2018	2,820.00
10/26/2018	AKI	DAMME	10/25/2018	\$2,801.00
04/01/2019	AKI	DAMME	03/29/2019	2,772.50
12/10/2018	WILLIAM	BOBERG	12/07/2018	2,694.13
03/20/2019	ALSAN	BELLARD	03/19/2019	2,639.40
10/31/2018	ASANTE	LAING	10/30/2018	\$2,610.00
11/20/2018	ALSAN	BELLARD	11/19/2018	2,600.00
11/21/2018	ALSAN	BELLARD	11/20/2018	2,600.00
08/28/2019	ASANTE	LAING	08/27/2019	2,541.22
10/19/2018	AKI	DAMME	10/18/2018	\$2,513.00
01/28/2019	CAROLINE	WILBORN	01/27/2019	2,500.00
04/12/2019	DIAMOND	VANN	04/11/2019	2,500.00
08/05/2019	ALLISA	TAYLOR	08/02/2019	2,500.00
11/12/2018	JANNIFER	NEVILLES	11/09/2018	2,500.00
11/12/2018	MACK	MCGHEE	11/10/2018	2,500.00
01/03/2019	MACK	MCGHEE	01/02/2019	2,500.00
05/24/2019	DIAMOND	VANN	05/22/2019	\$2,480.00
10/25/2018	MACK	MCGHEE	10/24/2018	\$2,478.07
06/26/2019	CAMILLE	PERKINS	06/25/2019	\$2,475.00
01/16/2019	CARL	MATTHEWS	01/15/2019	2,468.32
10/19/2018	MACK	MCGHEE	10/18/2018	\$2,430.00
02/05/2019	ANA	GUZMAN	02/04/2019	\$2,400.00
05/23/2019	MACK	MCGHEE	05/22/2019	\$2,400.00
08/12/2019	CAROLINE	WILBORN	08/09/2019	2,395.00
12/21/2018	JUSTIN	SAMPLES	12/20/2018	2,390.00
11/06/2018	CARL	MATTHEWS	11/05/2018	2,241.02

10/18/2018	MACK	MCGHEE	10/16/2018	\$2,240.00
04/29/2019	JUSTIN	SAMPLES	04/26/2019	2,231.00
11/28/2018	CAROLINE	WILBORN	11/27/2018	2,230.75
08/29/2019	CARL	MATTHEWS	08/23/2019	2,209.00
01/09/2019	MACK	MCGHEE	01/07/2019	2,202.88
10/10/2018	JOSHUA	COLLINS	10/09/2018	\$2,200.00
08/07/2019	TAMMIE	TERRY	08/06/2019	2,200.00
01/17/2019	JUSTIN	SAMPLES	01/16/2019	2,200.00
07/01/2019	MACK	MCGHEE	06/28/2019	2,200.00
11/09/2018	AKI	DAMME	11/08/2018	2,199.00
08/22/2019	ASANTE	LAING	08/21/2019	2,162.50
10/09/2018	ANA	GUZMAN	10/08/2018	\$2,144.11
04/25/2019	ALSAN	BELLARD	04/23/2019	2,132.00
09/13/2019	ASANTE	LAING	09/11/2019	2,119.43
09/24/2019	JUSTIN	SAMPLES	09/23/2019	2,080.51
03/06/2019	CAROLINE	WILBORN	03/05/2019	2,043.96
02/07/2019	JUSTIN	SAMPLES	02/07/2019	\$2,035.00
10/25/2018	CAROLINE	WILBORN	10/23/2018	\$2,019.00
09/17/2019	TAMMIE	TERRY	09/16/2019	2,000.00
10/31/2018	CARL	MATTHEWS	10/30/2018	\$2,000.00
06/25/2019	MACK	MCGHEE	06/24/2019	\$2,000.00
08/26/2019	CAROLINE	WILBORN	08/22/2019	1,996.29
07/31/2019	TAMMIE	TERRY	07/30/2019	1,972.43
12/10/2018	CAROLINE	WILBORN	12/08/2018	1,951.59
06/07/2019	CARL	MATTHEWS	06/06/2019	\$1,948.79

03/15/2019	CAROLINE	WILBORN	03/14/2019	1,946.85
07/29/2019	DIAMOND	VANN	07/26/2019	1,938.63
03/12/2019	ANA	GUZMAN	03/11/2019	1,910.35
01/28/2019	DIAMOND	VANN	01/25/2019	1,904.00
02/11/2019	AKI	DAMME	02/08/2019	\$1,899.80
09/03/2019	CAROLINE	WILBORN	09/02/2019	1,881.45
11/27/2018	ALSAN	BELLARD	11/26/2018	1,838.50
07/10/2019	JUSTIN	SAMPLES	07/09/2019	1,825.00
10/31/2018	ASANTE	LAING	10/30/2018	\$1,810.00
10/25/2018	ASANTE	LAING	10/24/2018	\$1,802.00
08/21/2019	CAROLINE	WILBORN	08/20/2019	1,800.44
10/22/2018	JOSHUA	COLLINS	10/18/2018	\$1,800.00
07/25/2019	DIAMOND	VANN	07/24/2019	1,800.00
11/01/2018	ALSAN	BELLARD	10/31/2018	1,800.00
05/20/2019	MACK	MCGHEE	05/14/2019	\$1,800.00
09/24/2019	CAROLINE	WILBORN	09/23/2019	1,786.00
11/19/2018	MACK	MCGHEE	11/17/2018	1,777.83
11/15/2018	AKI	DAMME	11/14/2018	1,774.50
11/28/2018	CAROLINE	WILBORN	11/26/2018	1,773.28
03/04/2019	ANA	GUZMAN	03/01/2019	1,755.00
03/04/2019	ANA	GUZMAN	03/01/2019	1,755.00
03/04/2019	ANA	GUZMAN	03/01/2019	1,755.00
03/04/2019	ANA	GUZMAN	03/01/2019	1,755.00

03/04/2019	ANA	GUZMAN	03/01/2019	1,755.00
05/23/2019	CAROLINE	WILBORN	05/22/2019	\$1,746.88
04/25/2019	ALSAN	BELLARD	04/23/2019	1,732.00
04/26/2019	ALLISA	TAYLOR	04/23/2019	1,723.25
08/01/2019	TAMMIE	TERRY	07/31/2019	1,708.50
10/22/2018	JUSTIN	SAMPLES	10/20/2018	\$1,698.00
11/09/2018	WILLIAM	BOBERG	11/08/2018	1,687.50
11/28/2018	ANA	GUZMAN	11/27/2018	1,676.12
10/26/2018	JOSHUA	COLLINS	10/25/2018	\$1,674.27
08/30/2019	CAMILLE	PERKINS	08/29/2019	1,650.33
10/11/2018	ALSAN	BELLARD	10/10/2018	\$1,649.25
01/28/2019	WILLIAM	BOBERG	01/25/2019	1,640.00
02/07/2019	JUSTIN	SAMPLES	02/06/2019	\$1,640.00
03/27/2019	CARL	MATTHEWS	03/26/2019	1,640.00
10/19/2018	CAROLINE	WILBORN	10/18/2018	\$1,624.00
10/19/2018	CAROLINE	WILBORN	10/18/2018	\$1,624.00
10/15/2018	JANNIFER	NEVILLES	10/12/2018	\$1,600.00
03/14/2019	JUSTIN	SAMPLES	03/13/2019	1,600.00
05/21/2019	JUSTIN	SAMPLES	05/20/2019	\$1,600.00
12/05/2018	JUSTIN	SAMPLES	12/04/2018	1,598.00
01/14/2019	AKI	DAMME	01/12/2019	1,596.00
11/01/2018	JOSHUA	COLLINS	11/01/2018	1,594.05
11/01/2018	JANNIFER	NEVILLES	10/30/2018	1,588.78
10/31/2018	JANNIFER	NEVILLES	10/30/2018	\$1,580.85
10/31/2018	JANNIFER	NEVILLES	10/30/2018	\$1,580.85
11/19/2018	JANNIFER	NEVILLES	11/16/2018	1,576.72
08/07/2019	CAROLINE	WILBORN	08/05/2019	1,560.00
09/26/2019	JUSTIN	SAMPLES	09/25/2019	1,550.00
11/14/2018	JANNIFER	NEVILLES	11/13/2018	1,538.75
12/12/2018	JUSTIN	SAMPLES	12/10/2018	1,525.05
12/18/2018	MACK	MCGHEE	12/17/2018	1,503.97
10/01/2018	CARL	MATTHEWS	09/28/2018	\$1,500.00

10/24/2018	WILLIAM	BOBERG	10/24/2018	\$1,500.00
05/02/2019	CAROLINE	WILBORN	05/01/2019	\$1,500.00
11/30/2018	JUSTIN	SAMPLES	11/29/2018	1,500.00
12/03/2018	JUSTIN	SAMPLES	11/30/2018	1,500.00
03/25/2019	ALSAN	BELLARD	03/22/2019	1,500.00
05/02/2019	ASANTE	LAING	05/01/2019	\$1,500.00
09/18/2019	CAMILLE	PERKINS	09/17/2019	1,500.00
09/24/2019	CAMILLE	PERKINS	09/24/2019	1,500.00
12/13/2018	CARL	MATTHEWS	12/12/2018	1,495.00
07/03/2019	CAMILLE	PERKINS	07/02/2019	1,494.00
07/25/2019	ASANTE	LAING	07/24/2019	1,489.04
10/05/2018	JUSTIN	SAMPLES	10/05/2018	\$1,478.00
06/24/2019	CAMILLE	PERKINS	06/21/2019	\$1,453.00
09/09/2019	CAROLINE	WILBORN	09/06/2019	1,452.31
02/05/2019	CARL	MATTHEWS	02/04/2019	\$1,440.00
11/05/2018	JUSTIN	SAMPLES	11/02/2018	1,439.64
08/26/2019	TAMMIE	TERRY	08/23/2019	1,436.26
03/25/2019	DIAMOND	VANN	03/22/2019	1,436.00
08/27/2019	TAMMIE	TERRY	08/26/2019	1,433.34
03/12/2019	AKI	DAMME	03/12/2019	1,430.34
11/19/2018	ANA	GUZMAN	11/15/2018	1,430.00
08/22/2019	JUSTIN	SAMPLES	08/21/2019	1,420.65

03/19/2019	CAROLINE	WILBORN	03/18/2019	1,420.00
10/04/2018	BRENDA	PADAVIL	10/03/2018	\$1,405.00
12/10/2018	DIAMOND	VANN	12/07/2018	1,401.76
02/07/2019	AKI	DAMME	02/07/2019	\$1,401.30
11/28/2018	DIAMOND	VANN	11/27/2018	1,400.00
08/29/2019	JUSTIN	SAMPLES	08/28/2019	1,399.80
12/28/2018	ANA	GUZMAN	12/27/2018	1,398.15
06/24/2019	CARL	MATTHEWS	06/21/2019	\$1,390.00
02/06/2019	CAROLINE	WILBORN	02/05/2019	\$1,379.23
08/05/2019	DIAMOND	VANN	08/04/2019	1,372.40
11/15/2018	JANNIFER	NEVILLES	11/14/2018	1,369.74
03/21/2019	ALSAN	BELLARD	03/20/2019	1,358.00
11/23/2018	WILLIAM	BOBERG	11/21/2018	1,357.59
08/26/2019	CARL	MATTHEWS	08/23/2019	1,345.24
01/28/2019	CAROLINE	WILBORN	01/25/2019	1,336.34
07/04/2019	MACK	MCGHEE	07/03/2019	1,329.84
04/29/2019	JUSTIN	SAMPLES	04/26/2019	1,328.00
08/26/2019	TAMMIE	TERRY	08/24/2019	1,314.78
02/25/2019	MACK	MCGHEE	02/22/2019	\$1,308.99
10/15/2018	JOSHUA	COLLINS	10/13/2018	\$1,299.40
01/02/2019	JANNIFER	NEVILLES	01/01/2019	1,294.75
10/09/2018	AKI	DAMME	10/08/2018	\$1,284.68
12/06/2018	ANA	GUZMAN	12/03/2018	1,259.28
08/29/2019	CARL	MATTHEWS	08/23/2019	1,259.00
11/08/2018	JUSTIN	SAMPLES	11/07/2018	1,252.73
03/11/2019	JUSTIN	SAMPLES	03/08/2019	1,250.00
08/20/2019	ASANTE	LAING	08/20/2019	1,240.72
01/28/2019	CAROLINE	WILBORN	01/25/2019	1,240.32
12/17/2018	ASANTE	LAING	12/14/2018	1,234.28
05/16/2019	DIAMOND	VANN	05/15/2019	\$1,232.00
11/05/2018	JANNIFER	NEVILLES	11/04/2018	1,230.00
11/16/2018	JANNIFER	NEVILLES	11/15/2018	1,219.72
01/17/2019	DIAMOND	VANN	01/16/2019	1,200.00

12/11/2018	ALSAN	BELLARD	12/10/2018	1,199.97
11/14/2018	MACK	MCGHEE	11/13/2018	1,199.85
10/25/2018	JANNIFER	NEVILLES	10/24/2018	\$1,198.42
05/17/2019	AKI	DAMME	05/16/2019	\$1,178.31
05/30/2019	DIAMOND	VANN	05/29/2019	\$1,175.00
11/21/2018	DIAMOND	VANN	11/21/2018	1,169.40
04/23/2019	MACK	MCGHEE	04/22/2019	1,169.08
07/09/2019	CAROLINE	WILBORN	07/08/2019	1,165.96
05/16/2019	DIAMOND	VANN	05/15/2019	\$1,157.00
09/09/2019	TAMMIE	TERRY	09/05/2019	1,155.58
03/27/2019	CAROLINE	WILBORN	03/26/2019	1,135.57
11/27/2018	ALSAN	BELLARD	11/26/2018	1,135.00
10/25/2018	AKI	DAMME	10/25/2018	\$1,131.45
10/26/2018	AKI	DAMME	10/26/2018	\$1,131.45
11/02/2018	CARL	MATTHEWS	11/01/2018	1,130.00
05/10/2019	CARL	MATTHEWS	05/09/2019	\$1,128.70
11/08/2018	AKI	DAMME	11/06/2018	1,123.64
12/06/2018	MACK	MCGHEE	12/05/2018	1,122.08
01/08/2019	CAROLINE	WILBORN	01/07/2019	1,120.00
12/11/2018	ANA	GUZMAN	12/10/2018	1,120.00
08/19/2019	ASANTE	LAING	08/16/2019	1,115.99
11/19/2018	JANNIFER	NEVILLES	11/17/2018	1,109.32
08/19/2019	CAROLINE	WILBORN	08/15/2019	1,102.00
11/08/2018	JANNIFER	NEVILLES	11/07/2018	1,100.52
02/28/2019	JUSTIN	SAMPLES	02/26/2019	\$1,092.93
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$1,091.40
08/23/2019	CAMILLE	PERKINS	08/22/2019	1,090.23
11/05/2018	ANA	GUZMAN	11/02/2018	1,090.00

04/15/2019	MACK	MCGHEE	04/11/2019	1,088.24
07/12/2019	CAROLINE	WILBORN	07/10/2019	1,080.70
10/18/2018	CAROLINE	WILBORN	10/17/2018	\$1,080.00
08/26/2019	ALLISA	TAYLOR	08/23/2019	1,080.00
12/05/2018	CAROLINE	WILBORN	12/04/2018	1,077.60
09/13/2019	JUSTIN	SAMPLES	09/12/2019	1,070.00
09/13/2019	CAMILLE	PERKINS	09/12/2019	1,064.00
01/18/2019	MACK	MCGHEE	01/17/2019	1,062.29
09/17/2019	JUSTIN	SAMPLES	09/17/2019	1,060.00
11/23/2018	JANNIFER	NEVILLES	11/21/2018	1,056.39
08/26/2019	TAMMIE	TERRY	08/22/2019	1,055.47
03/11/2019	JUSTIN	SAMPLES	03/06/2019	1,049.40
12/06/2018	MACK	MCGHEE	12/05/2018	1,043.85
09/23/2019	ALLISA	TAYLOR	09/19/2019	1,043.14
01/28/2019	CAROLINE	WILBORN	01/25/2019	1,039.44
05/17/2019	CARL	MATTHEWS	05/16/2019	\$1,037.74
12/31/2018	JANNIFER	NEVILLES	12/30/2018	1,035.80
01/15/2019	MACK	MCGHEE	01/14/2019	1,035.00
08/23/2019	TAMMIE	TERRY	08/22/2019	1,025.33
05/17/2019	MACK	MCGHEE	05/15/2019	\$1,022.56
02/11/2019	CAROLINE	WILBORN	02/07/2019	\$1,018.67
08/15/2019	DIAMOND	VANN	08/14/2019	1,018.00
07/10/2019	JUSTIN	SAMPLES	07/09/2019	1,012.50
12/13/2018	MACK	MCGHEE	12/12/2018	1,009.83
10/08/2018	ANA	GUZMAN	10/05/2018	\$1,000.00
09/13/2019	TAMMIE	TERRY	09/12/2019	1,000.00
02/01/2019	AKI	DAMME	01/31/2019	\$1,000.00
06/19/2019	CAROLINE	WILBORN	06/18/2019	\$999.64
11/21/2018	WILLIAM	BOBERG	11/20/2018	995.00
08/23/2019	CAMILLE	PERKINS	08/22/2019	991.00
04/09/2019	JUSTIN	SAMPLES	04/07/2019	987.66

12/17/2018	MACK	MCGHEE	12/14/2018	987.40
05/13/2019	JUSTIN	SAMPLES	05/10/2019	\$987.08
11/19/2018	JANNIFER	NEVILLES	11/16/2018	985.84
02/27/2019	ALSAN	BELLARD	02/26/2019	\$980.00
03/15/2019	MACK	MCGHEE	03/15/2019	974.00
01/17/2019	AKI	DAMME	01/17/2019	963.90
11/21/2018	MACK	MCGHEE	11/20/2018	961.28
12/19/2018	JANNIFER	NEVILLES	12/18/2018	961.15
02/19/2019	MACK	MCGHEE	02/18/2019	\$957.20
10/24/2018	MACK	MCGHEE	10/23/2018	\$949.62
10/29/2018	AKI	DAMME	10/26/2018	\$943.50
10/25/2018	AKI	DAMME	10/25/2018	\$942.80
10/22/2018	ASANTE	LAING	10/19/2018	\$940.00
01/17/2019	MACK	MCGHEE	01/16/2019	932.75
07/22/2019	AKI	DAMME	07/19/2019	926.55
03/20/2019	JUSTIN	SAMPLES	03/19/2019	925.00
08/16/2019	JUSTIN	SAMPLES	08/15/2019	922.99
03/21/2019	JUSTIN	SAMPLES	03/19/2019	922.00
09/06/2019	TAMMIE	TERRY	09/05/2019	914.00
08/21/2019	CAROLINE	WILBORN	08/20/2019	909.68
12/24/2018	ASANTE	LAING	12/21/2018	905.46
08/30/2019	TAMMIE	TERRY	08/28/2019	900.00
12/10/2018	ANA	GUZMAN	12/06/2018	900.00
03/11/2019	AKI	DAMME	03/10/2019	899.45
09/12/2019	AKI	DAMME	09/11/2019	898.91
03/06/2019	DIAMOND	VANN	03/06/2019	886.24
09/05/2019	CAROLINE	WILBORN	09/03/2019	885.80
09/19/2019	AKI	DAMME	09/18/2019	883.94

03/27/2019	CAROLINE	WILBORN	03/26/2019	880.65
09/11/2019	ALLISA	TAYLOR	09/10/2019	876.75
03/25/2019	AKI	DAMME	03/21/2019	874.70
01/14/2019	ASANTE	LAING	01/11/2019	869.16
10/22/2018	ASANTE	LAING	10/19/2018	\$857.26
09/13/2019	AKI	DAMME	09/12/2019	855.39
11/16/2018	AKI	DAMME	11/15/2018	855.00
08/29/2019	CAROLINE	WILBORN	08/28/2019	849.95
02/18/2019	DIAMOND	VANN	02/15/2019	\$847.44
12/27/2018	WILLIAM	BOBERG	12/26/2018	846.80
11/23/2018	MACK	MCGHEE	11/21/2018	846.04
02/08/2019	JUSTIN	SAMPLES	02/07/2019	\$845.00
03/06/2019	DIAMOND	VANN	03/05/2019	844.87
11/27/2018	MACK	MCGHEE	11/26/2018	842.79
04/05/2019	JUSTIN	SAMPLES	04/04/2019	839.58
06/12/2019	MACK	MCGHEE	06/11/2019	\$839.57
11/29/2018	JUSTIN	SAMPLES	11/28/2018	836.00
08/29/2019	CAROLINE	WILBORN	08/28/2019	820.00
10/03/2018	CAROLINE	WILBORN	10/02/2018	\$813.50
09/20/2019	TAMMIE	TERRY	09/19/2019	811.48
02/19/2019	ALSAN	BELLARD	02/17/2019	\$805.00
11/05/2018	JANNIFER	NEVILLES	11/02/2018	800.00
02/15/2019	MACK	MCGHEE	02/13/2019	\$800.00
05/16/2019	MACK	MCGHEE	05/15/2019	\$800.00
05/16/2019	MACK	MCGHEE	05/15/2019	\$800.00
08/07/2019	CAMILLE	PERKINS	08/07/2019	800.00

09/02/2019	ASANTE	LAING	08/30/2019	800.00
11/13/2018	JUSTIN	SAMPLES	11/12/2018	799.87
11/14/2018	DIAMOND	VANN	11/13/2018	799.60
09/09/2019	TAMMIE	TERRY	09/06/2019	798.50
03/22/2019	AKI	DAMME	03/21/2019	793.78
09/20/2019	TAMMIE	TERRY	09/19/2019	793.73
07/30/2019	TAMMIE	TERRY	07/29/2019	791.59
02/18/2019	CAROLINE	WILBORN	02/12/2019	\$790.56
11/12/2018	ASANTE	LAING	11/08/2018	789.48
03/13/2019	DIAMOND	VANN	03/12/2019	789.00
11/20/2018	ASANTE	LAING	11/19/2018	781.27
04/26/2019	JUSTIN	SAMPLES	04/26/2019	780.34
03/06/2019	ASANTE	LAING	03/05/2019	780.00
02/22/2019	ANA	GUZMAN	02/21/2019	\$778.16
12/24/2018	MACK	MCGHEE	12/21/2018	775.11
07/29/2019	TAMMIE	TERRY	07/26/2019	770.00
11/19/2018	JUSTIN	SAMPLES	11/15/2018	767.68
05/31/2019	DIAMOND	VANN	05/30/2019	\$764.90
12/17/2018	ANA	GUZMAN	12/14/2018	764.10
06/25/2019	CAROLINE	WILBORN	06/24/2019	\$761.85
06/12/2019	DIAMOND	VANN	06/11/2019	\$758.56
09/09/2019	CAMILLE	PERKINS	09/05/2019	757.00
09/05/2019	TAMMIE	TERRY	09/04/2019	750.00
06/27/2019	AKI	DAMME	06/26/2019	\$750.00
05/22/2019	DIAMOND	VANN	05/21/2019	\$746.25
04/30/2019	MACK	MCGHEE	04/29/2019	746.25
07/03/2019	MACK	MCGHEE	07/02/2019	742.03
11/06/2018	MACK	MCGHEE	11/05/2018	740.16

10/03/2018	ALSAN	BELLARD	10/01/2018	\$734.00
10/03/2018	CAROLINE	WILBORN	10/02/2018	\$727.68
05/31/2019	DIAMOND	VANN	05/30/2019	\$725.34
09/02/2019	CARL	MATTHEWS	08/29/2019	725.22
10/10/2018	MACK	MCGHEE	10/09/2018	\$725.00
03/22/2019	ASANTE	LAING	03/20/2019	723.96
03/22/2019	ASANTE	LAING	03/20/2019	723.96
07/12/2019	ALLISA	TAYLOR	07/11/2019	720.00
05/16/2019	MACK	MCGHEE	05/15/2019	\$720.00
12/21/2018	MACK	MCGHEE	12/21/2018	719.00
12/17/2018	DIAMOND	VANN	12/16/2018	709.76
04/30/2019	DIAMOND	VANN	04/29/2019	708.75
04/30/2019	DIAMOND	VANN	04/29/2019	708.75
11/30/2018	WILLIAM	BOBERG	11/30/2018	708.27
10/18/2018	ALSAN	BELLARD	10/17/2018	\$705.00
11/19/2018	DIAMOND	VANN	11/16/2018	702.93
03/12/2019	MACK	MCGHEE	03/11/2019	701.90
03/20/2019	ALSAN	BELLARD	03/19/2019	700.00
07/03/2019	CAMILLE	PERKINS	07/02/2019	700.00
03/13/2019	DIAMOND	VANN	03/12/2019	699.00
10/04/2018	BRENDA	PADAVIL	10/03/2018	\$694.62
03/28/2019	JUSTIN	SAMPLES	03/27/2019	684.03
01/28/2019	MACK	MCGHEE	01/26/2019	681.59
11/06/2018	ALSAN	BELLARD	11/05/2018	680.00
08/22/2019	JUSTIN	SAMPLES	08/20/2019	679.90
12/03/2018	ASANTE	LAING	12/01/2018	675.00

12/03/2018	ASANTE	LAING	12/01/2018	675.00
11/15/2018	JANNIFER	NEVILLES	11/14/2018	673.74
06/06/2019	MACK	MCGHEE	06/05/2019	\$672.30
08/01/2019	CAROLINE	WILBORN	07/31/2019	671.88
08/20/2019	AKI	DAMME	08/19/2019	670.00
02/18/2019	MACK	MCGHEE	02/16/2019	\$669.58
06/26/2019	MACK	MCGHEE	06/25/2019	\$665.31
04/15/2019	ASANTE	LAING	04/14/2019	665.00
10/08/2018	ANA	GUZMAN	10/06/2018	\$664.76
10/18/2018	ASANTE	LAING	10/17/2018	\$662.89
11/28/2018	CAROLINE	WILBORN	11/27/2018	658.67
10/10/2018	JANNIFER	NEVILLES	10/09/2018	\$658.08
12/06/2018	JANNIFER	NEVILLES	12/06/2018	658.08
09/18/2019	TAMMIE	TERRY	09/17/2019	654.00
01/17/2019	MACK	MCGHEE	01/16/2019	653.04
12/12/2018	JANNIFER	NEVILLES	12/11/2018	647.42
10/18/2018	CAROLINE	WILBORN	10/16/2018	\$647.20
07/10/2019	DIAMOND	VANN	07/09/2019	647.19
03/19/2019	JUSTIN	SAMPLES	03/18/2019	641.22
11/05/2018	MACK	MCGHEE	11/04/2018	640.04
11/15/2018	MACK	MCGHEE	11/14/2018	640.00
08/22/2019	ASANTE	LAING	08/21/2019	637.63
01/14/2019	ASANTE	LAING	01/12/2019	630.39
08/12/2019	JUSTIN	SAMPLES	08/09/2019	630.00
03/29/2019	DIAMOND	VANN	03/28/2019	629.80
10/04/2018	MACK	MCGHEE	10/03/2018	\$629.00
02/01/2019	CAROLINE	WILBORN	01/31/2019	\$629.00

08/29/2019	CARL	MATTHEWS	08/28/2019	626.39
08/02/2019	CAROLINE	WILBORN	08/01/2019	625.00
11/01/2018	JOSHUA	COLLINS	11/01/2018	624.76
01/24/2019	ANA	GUZMAN	01/23/2019	620.64
06/17/2019	CAMILLE	PERKINS	06/16/2019	\$618.80
12/14/2018	CAROLINE	WILBORN	12/13/2018	614.90
12/17/2018	CAROLINE	WILBORN	12/14/2018	614.90
01/09/2019	MACK	MCGHEE	01/08/2019	614.90
05/24/2019	JUSTIN	SAMPLES	05/23/2019	\$612.50
01/28/2019	JUSTIN	SAMPLES	01/25/2019	611.44
09/23/2019	JUSTIN	SAMPLES	09/20/2019	610.46
04/08/2019	JUSTIN	SAMPLES	04/06/2019	607.70
11/23/2018	MACK	MCGHEE	11/21/2018	604.90
10/11/2018	ALSAN	BELLARD	10/10/2018	\$604.15
08/05/2019	TAMMIE	TERRY	08/01/2019	603.24
05/20/2019	MACK	MCGHEE	05/17/2019	\$600.31
11/15/2018	MACK	MCGHEE	11/14/2018	600.00
10/10/2018	JOSHUA	COLLINS	10/09/2018	\$600.00
10/10/2018	JOSHUA	COLLINS	10/09/2018	\$600.00
03/04/2019	DIAMOND	VANN	03/01/2019	600.00
09/06/2019	TAMMIE	TERRY	09/05/2019	600.00
01/11/2019	ALSAN	BELLARD	01/09/2019	600.00
09/13/2019	TAMMIE	TERRY	09/12/2019	600.00
04/29/2019	CARL	MATTHEWS	04/26/2019	599.80
10/22/2018	CAROLINE	WILBORN	10/19/2018	\$599.00
12/05/2018	DIAMOND	VANN	12/04/2018	598.50
08/02/2019	TAMMIE	TERRY	08/01/2019	597.66
02/11/2019	ASANTE	LAING	02/08/2019	\$596.36
12/10/2018	WILLIAM	BOBERG	12/08/2018	596.00
12/24/2018	MACK	MCGHEE	12/21/2018	594.00

12/24/2018	ASANTE	LAING	12/21/2018	592.78
08/30/2019	CAROLINE	WILBORN	08/29/2019	588.00
01/07/2019	MACK	MCGHEE	01/05/2019	586.59
01/30/2019	DIAMOND	VANN	01/29/2019	581.53
10/01/2018	JANNIFER	NEVILLES	09/28/2018	\$579.70
10/11/2018	JANNIFER	NEVILLES	10/10/2018	\$579.70
03/04/2019	CARL	MATTHEWS	03/01/2019	579.46
02/19/2019	MACK	MCGHEE	02/18/2019	\$577.98
09/12/2019	TAMMIE	TERRY	09/12/2019	575.52
02/06/2019	JUSTIN	SAMPLES	02/05/2019	\$575.00
11/27/2018	CARL	MATTHEWS	11/26/2018	573.19
11/07/2018	ANA	GUZMAN	11/07/2018	572.72
01/18/2019	JUSTIN	SAMPLES	01/17/2019	572.48
03/20/2019	MACK	MCGHEE	03/18/2019	570.71
11/16/2018	MACK	MCGHEE	11/14/2018	569.60
02/05/2019	CAROLINE	WILBORN	02/04/2019	\$568.96
03/14/2019	JUSTIN	SAMPLES	03/13/2019	568.87
11/15/2018	ANA	GUZMAN	11/14/2018	565.00
06/07/2019	CAMILLE	PERKINS	06/06/2019	\$563.00
10/18/2018	ANA	GUZMAN	10/17/2018	\$562.91
01/25/2019	ANA	GUZMAN	01/24/2019	562.50
01/25/2019	MACK	MCGHEE	01/23/2019	562.22
01/16/2019	CAROLINE	WILBORN	01/16/2019	561.43
06/06/2019	CAMILLE	PERKINS	06/05/2019	\$560.66
04/11/2019	JUSTIN	SAMPLES	04/10/2019	560.20
12/24/2018	MACK	MCGHEE	12/22/2018	560.00
07/25/2019	CAROLINE	WILBORN	07/24/2019	558.07
02/12/2019	CARL	MATTHEWS	02/11/2019	\$556.00
02/14/2019	CAROLINE	WILBORN	02/14/2019	\$553.42
08/19/2019	CAROLINE	WILBORN	08/16/2019	553.04
07/09/2019	DIAMOND	VANN	07/08/2019	550.73

12/03/2018	ASANTE	LAING	12/01/2018	550.00
08/22/2019	AKI	DAMME	08/21/2019	550.00
01/14/2019	ANA	GUZMAN	01/11/2019	549.95
11/01/2018	MACK	MCGHEE	10/31/2018	549.90
02/22/2019	AKI	DAMME	02/21/2019	\$548.88
01/30/2019	AKI	DAMME	01/29/2019	548.22
02/21/2019	MACK	MCGHEE	02/20/2019	\$547.37
11/20/2018	ANA	GUZMAN	11/19/2018	545.82
10/31/2018	JANNIFER	NEVILLES	10/29/2018	\$545.00
08/21/2019	ASANTE	LAING	08/21/2019	544.17
12/21/2018	JUSTIN	SAMPLES	12/20/2018	542.65
02/11/2019	DIAMOND	VANN	02/07/2019	\$542.10
02/11/2019	DIAMOND	VANN	02/07/2019	\$542.10
08/21/2019	TAMMIE	TERRY	08/21/2019	540.00
08/21/2019	TAMMIE	TERRY	08/21/2019	540.00
05/24/2019	CAMILLE	PERKINS	05/23/2019	\$540.00
01/07/2019	JUSTIN	SAMPLES	01/07/2019	535.82
01/11/2019	MACK	MCGHEE	01/10/2019	534.26
02/11/2019	ASANTE	LAING	02/08/2019	\$531.69
07/29/2019	CAMILLE	PERKINS	07/28/2019	531.45
12/18/2018	ASANTE	LAING	12/17/2018	531.00
07/17/2019	CAROLINE	WILBORN	07/16/2019	529.11
11/05/2018	MACK	MCGHEE	11/02/2018	527.15

01/14/2019	ASANTE	LAING	01/12/2019	525.78
12/14/2018	JUSTIN	SAMPLES	12/13/2018	525.65
02/11/2019	ASANTE	LAING	02/09/2019	\$525.56
01/23/2019	JUSTIN	SAMPLES	01/22/2019	525.45
05/24/2019	CAMILLE	PERKINS	05/23/2019	\$525.00
08/07/2019	CAMILLE	PERKINS	08/06/2019	525.00
11/05/2018	JANNIFER	NEVILLES	11/03/2018	520.00
11/27/2018	MACK	MCGHEE	11/26/2018	520.00
08/22/2019	TAMMIE	TERRY	08/22/2019	519.10
04/15/2019	DIAMOND	VANN	04/12/2019	517.88
01/24/2019	MACK	MCGHEE	01/23/2019	514.80
02/04/2019	MACK	MCGHEE	02/01/2019	\$514.80
12/13/2018	MACK	MCGHEE	12/12/2018	514.20
10/24/2018	MACK	MCGHEE	10/23/2018	\$512.50
08/23/2019	TAMMIE	TERRY	08/22/2019	509.79
11/06/2018	ALSAN	BELLARD	11/06/2018	509.70
05/31/2019	ALLISA	TAYLOR	05/30/2019	\$505.96
02/22/2019	DIAMOND	VANN	02/21/2019	\$505.45
01/21/2019	MACK	MCGHEE	01/17/2019	503.67
12/31/2018	JUSTIN	SAMPLES	12/30/2018	502.19
01/09/2019	MACK	MCGHEE	01/08/2019	501.60
12/17/2018	CAROLINE	WILBORN	12/14/2018	501.60
04/26/2019	MACK	MCGHEE	04/25/2019	500.73
12/17/2018	MACK	MCGHEE	12/16/2018	500.58
12/31/2018	MACK	MCGHEE	12/28/2018	500.51
05/27/2019	MACK	MCGHEE	05/24/2019	\$500.44
03/26/2019	MACK	MCGHEE	03/25/2019	500.26
10/22/2018	ASANTE	LAING	10/19/2018	\$500.00
12/10/2018	ASANTE	LAING	12/08/2018	500.00
08/09/2019	ALLISA	TAYLOR	08/08/2019	500.00
08/19/2019	CAROLINE	WILBORN	08/17/2019	500.00
08/19/2019	CAROLINE	WILBORN	08/17/2019	500.00

02/18/2019	CARL	MATTHEWS	02/15/2019	\$500.00
04/15/2019	DIAMOND	VANN	04/13/2019	499.18
03/11/2019	AKI	DAMME	03/08/2019	499.00
02/04/2019	ASANTE	LAING	02/01/2019	\$493.64
11/29/2018	ALSAN	BELLARD	11/28/2018	493.23
10/11/2018	BRENDA	PADAVIL	10/10/2018	\$491.37
02/04/2019	CAROLINE	WILBORN	01/31/2019	\$490.05
11/27/2018	ANA	GUZMAN	11/26/2018	490.00
01/09/2019	CAROLINE	WILBORN	01/08/2019	489.00
11/13/2018	ASANTE	LAING	11/13/2018	488.00
04/01/2019	MACK	MCGHEE	03/29/2019	487.97
08/20/2019	CAMILLE	PERKINS	08/19/2019	487.70
10/22/2018	ALSAN	BELLARD	10/18/2018	\$485.00
05/10/2019	DIAMOND	VANN	05/09/2019	\$485.00
03/06/2019	JUSTIN	SAMPLES	03/05/2019	485.00
11/12/2018	MACK	MCGHEE	11/09/2018	482.88
08/12/2019	DIAMOND	VANN	08/10/2019	481.80
03/11/2019	AKI	DAMME	03/09/2019	481.50
09/23/2019	AKI	DAMME	09/20/2019	480.73
03/28/2019	CAROLINE	WILBORN	03/27/2019	480.03
08/08/2019	DIAMOND	VANN	08/07/2019	475.00
08/08/2019	DIAMOND	VANN	08/07/2019	475.00
01/28/2019	CAROLINE	WILBORN	01/25/2019	474.41
01/30/2019	DIAMOND	VANN	01/29/2019	473.50
01/28/2019	JUSTIN	SAMPLES	01/25/2019	472.11
06/11/2019	CAMILLE	PERKINS	06/10/2019	\$472.00

08/12/2019	ASANTE	LAING	08/09/2019	471.90
09/23/2019	JUSTIN	SAMPLES	09/20/2019	467.96
10/17/2018	JANNIFER	NEVILLES	10/15/2018	\$467.87
04/08/2019	JUSTIN	SAMPLES	04/05/2019	465.79
08/19/2019	CAROLINE	WILBORN	08/15/2019	465.26
12/14/2018	DIAMOND	VANN	12/13/2018	465.00
03/11/2019	MACK	MCGHEE	03/08/2019	465.00
12/18/2018	ANA	GUZMAN	12/17/2018	464.57
10/29/2018	AKI	DAMME	10/26/2018	\$462.56
12/10/2018	MACK	MCGHEE	12/08/2018	462.34
10/18/2018	JANNIFER	NEVILLES	10/15/2018	\$460.00
03/04/2019	MACK	MCGHEE	03/01/2019	460.00
07/15/2019	CAMILLE	PERKINS	07/12/2019	460.00
08/21/2019	CAROLINE	WILBORN	08/19/2019	458.88
10/09/2018	ASANTE	LAING	10/08/2018	\$456.95
11/14/2018	MACK	MCGHEE	11/13/2018	455.63
10/12/2018	ANA	GUZMAN	10/11/2018	\$455.50
11/20/2018	JANNIFER	NEVILLES	11/19/2018	455.00
04/04/2019	JUSTIN	SAMPLES	04/03/2019	453.67
10/11/2018	BRENDA	PADAVIL	10/10/2018	\$452.89
12/14/2018	CAROLINE	WILBORN	12/13/2018	452.10
12/12/2018	MACK	MCGHEE	12/11/2018	452.00
12/17/2018	ANA	GUZMAN	12/15/2018	451.43
03/27/2019	CAROLINE	WILBORN	03/26/2019	450.24

10/10/2018	JUSTIN	SAMPLES	10/09/2018	\$450.00
01/28/2019	ASANTE	LAING	01/26/2019	449.84
12/07/2018	JUSTIN	SAMPLES	12/06/2018	449.00
01/07/2019	JUSTIN	SAMPLES	01/06/2019	449.00
08/30/2019	CAROLINE	WILBORN	08/29/2019	448.50
10/10/2018	JUSTIN	SAMPLES	10/09/2018	\$447.99
10/02/2018	AKI	DAMME	10/02/2018	\$447.91
11/29/2018	WILLIAM	BOBERG	11/28/2018	447.00
12/10/2018	ASANTE	LAING	12/07/2018	446.01
11/20/2018	ANA	GUZMAN	11/19/2018	443.07
12/17/2018	ANA	GUZMAN	12/14/2018	442.80
01/25/2019	ANA	GUZMAN	01/24/2019	441.50
07/22/2019	CAROLINE	WILBORN	07/19/2019	440.60
12/10/2018	ANA	GUZMAN	12/07/2018	440.00
08/30/2019	CAMILLE	PERKINS	08/28/2019	440.00
08/30/2019	CAMILLE	PERKINS	08/28/2019	440.00
03/20/2019	AKI	DAMME	03/19/2019	438.00
01/18/2019	MACK	MCGHEE	01/17/2019	436.71
07/30/2019	DIAMOND	VANN	07/29/2019	432.20
12/07/2018	CAROLINE	WILBORN	12/06/2018	431.65
11/08/2018	DIAMOND	VANN	11/07/2018	431.04
02/21/2019	ALSAN	BELLARD	02/20/2019	\$430.00
11/02/2018	JANNIFER	NEVILLES	11/01/2018	429.20
12/17/2018	ANA	GUZMAN	12/14/2018	429.10
03/20/2019	MACK	MCGHEE	03/19/2019	425.33
12/17/2018	DIAMOND	VANN	12/13/2018	425.18
05/24/2019	CAMILLE	PERKINS	05/23/2019	\$425.00
10/01/2018	JANNIFER	NEVILLES	09/28/2018	\$424.60

09/13/2019	CAMILLE	PERKINS	09/12/2019	423.20
12/10/2018	ALSAN	BELLARD	12/07/2018	422.17
11/19/2018	MACK	MCGHEE	11/15/2018	421.24
01/08/2019	CAROLINE	WILBORN	01/07/2019	420.50
10/09/2018	ALSAN	BELLARD	10/08/2018	\$420.00
01/25/2019	MACK	MCGHEE	01/24/2019	420.00
11/19/2018	DIAMOND	VANN	11/17/2018	420.00
08/09/2019	CAMILLE	PERKINS	08/08/2019	419.50
01/28/2019	MACK	MCGHEE	01/27/2019	419.23
01/23/2019	MACK	MCGHEE	01/23/2019	419.18
12/13/2018	ALSAN	BELLARD	12/12/2018	419.01
02/01/2019	ANA	GUZMAN	01/31/2019	\$418.99
04/01/2019	MACK	MCGHEE	03/31/2019	418.80
04/15/2019	MACK	MCGHEE	04/14/2019	418.38
02/05/2019	ASANTE	LAING	02/04/2019	\$418.25
06/07/2019	DIAMOND	VANN	06/06/2019	\$417.90
11/12/2018	ALSAN	BELLARD	11/08/2018	416.90
10/01/2018	CAROLINE	WILBORN	09/28/2018	\$415.92
04/18/2019	ASANTE	LAING	04/17/2019	415.53
06/07/2019	CAMILLE	PERKINS	06/06/2019	\$413.00
01/24/2019	MACK	MCGHEE	01/23/2019	410.58
11/07/2018	MACK	MCGHEE	11/06/2018	407.70
11/01/2018	JANNIFER	NEVILLES	10/31/2018	406.29
11/12/2018	MACK	MCGHEE	11/09/2018	405.96
12/05/2018	ASANTE	LAING	12/03/2018	405.95
08/15/2019	AKI	DAMME	08/14/2019	404.94
06/18/2019	MACK	MCGHEE	06/17/2019	\$404.11

10/18/2018	ANA	GUZMAN	10/17/2018	\$400.00
11/14/2018	JANNIFER	NEVILLES	11/13/2018	400.00
05/07/2019	DIAMOND	VANN	05/06/2019	\$400.00
04/15/2019	MACK	MCGHEE	04/12/2019	400.00
12/24/2018	MACK	MCGHEE	12/21/2018	399.90
02/25/2019	AKI	DAMME	02/24/2019	\$399.90
02/07/2019	JUSTIN	SAMPLES	02/06/2019	\$399.00
06/07/2019	DIAMOND	VANN	06/06/2019	\$398.00
10/24/2018	MACK	MCGHEE	10/23/2018	\$397.95
01/08/2019	AKI	DAMME	01/08/2019	396.20
10/03/2018	BRENDA	PADAVIL	10/02/2018	\$395.48
02/11/2019	CAROLINE	WILBORN	02/08/2019	\$395.36
06/06/2019	JUSTIN	SAMPLES	06/05/2019	\$395.15
12/05/2018	JUSTIN	SAMPLES	12/04/2018	395.00
10/12/2018	CAROLINE	WILBORN	10/11/2018	\$395.00
10/16/2018	CAROLINE	WILBORN	10/15/2018	\$395.00
08/29/2019	CAMILLE	PERKINS	08/28/2019	395.00
01/25/2019	DIAMOND	VANN	01/24/2019	393.44
03/08/2019	DIAMOND	VANN	03/07/2019	392.81
11/05/2018	MACK	MCGHEE	11/03/2018	392.00
10/03/2018	ANA	GUZMAN	10/02/2018	\$390.00
11/23/2018	ANA	GUZMAN	11/21/2018	390.00
11/23/2018	ANA	GUZMAN	11/21/2018	390.00
11/23/2018	ANA	GUZMAN	11/21/2018	390.00
11/23/2018	ANA	GUZMAN	11/21/2018	390.00
12/03/2018	ANA	GUZMAN	12/01/2018	390.00
12/10/2018	ANA	GUZMAN	12/07/2018	390.00
12/19/2018	ASANTE	LAING	12/18/2018	390.00
01/28/2019	ANA	GUZMAN	01/25/2019	390.00
06/17/2019	MACK	MCGHEE	06/14/2019	\$390.00
12/05/2018	CAROLINE	WILBORN	12/04/2018	387.00
10/01/2018	JANNIFER	NEVILLES	09/28/2018	\$386.10

12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
12/21/2018	JANNIFER	NEVILLES	12/20/2018	385.65
03/20/2019	JUSTIN	SAMPLES	03/19/2019	385.00
08/05/2019	CAROLINE	WILBORN	08/02/2019	384.60
12/05/2018	ASANTE	LAING	12/04/2018	383.50
11/20/2018	ANA	GUZMAN	11/19/2018	383.17
12/06/2018	MACK	MCGHEE	12/05/2018	383.10
07/29/2019	TAMMIE	TERRY	07/26/2019	380.61
12/10/2018	MACK	MCGHEE	12/10/2018	380.40
02/04/2019	JUSTIN	SAMPLES	02/01/2019	\$380.00
10/29/2018	MACK	MCGHEE	10/27/2018	\$378.89
05/13/2019	AKI	DAMME	05/10/2019	\$376.99
11/13/2018	AKI	DAMME	11/12/2018	375.12
02/14/2019	MACK	MCGHEE	02/11/2019	\$375.00
10/08/2018	ASANTE	LAING	10/05/2018	\$374.00
02/08/2019	CAROLINE	WILBORN	02/07/2019	\$374.00
05/09/2019	CAROLINE	WILBORN	05/08/2019	\$372.99
10/29/2018	ALSAN	BELLARD	10/25/2018	\$370.00
01/03/2019	MACK	MCGHEE	01/02/2019	369.94
03/25/2019	MACK	MCGHEE	03/24/2019	369.89
12/26/2018	MACK	MCGHEE	12/24/2018	369.44

02/25/2019	CAROLINE	WILBORN	02/22/2019	\$369.40
12/12/2018	ALSAN	BELLARD	12/11/2018	369.00
02/22/2019	ANA	GUZMAN	02/21/2019	\$368.06
10/29/2018	AKI	DAMME	10/28/2018	\$367.97
01/14/2019	ALSAN	BELLARD	01/11/2019	367.92
04/16/2019	ASANTE	LAING	04/14/2019	367.58
10/31/2018	MACK	MCGHEE	10/30/2018	\$367.43
01/25/2019	ANA	GUZMAN	01/24/2019	365.25
11/14/2018	JANNIFER	NEVILLES	11/13/2018	365.00
04/25/2019	DIAMOND	VANN	04/24/2019	364.79
04/16/2019	MACK	MCGHEE	04/15/2019	362.50
04/16/2019	MACK	MCGHEE	04/15/2019	362.50
03/14/2019	JUSTIN	SAMPLES	03/13/2019	361.70
01/09/2019	CAROLINE	WILBORN	01/08/2019	360.00
02/11/2019	DIAMOND	VANN	02/08/2019	\$360.00
03/15/2019	MACK	MCGHEE	03/15/2019	359.96
01/24/2019	AKI	DAMME	01/24/2019	359.90
12/21/2018	JANNIFER	NEVILLES	12/20/2018	357.73
01/11/2019	ASANTE	LAING	01/10/2019	355.50
10/03/2018	ASANTE	LAING	10/02/2018	\$354.14
05/29/2019	MACK	MCGHEE	05/28/2019	\$353.38
01/28/2019	MACK	MCGHEE	01/25/2019	353.01
12/03/2018	WILLIAM	BOBERG	12/03/2018	350.00
05/13/2019	ANA	GUZMAN	05/10/2019	\$350.00
10/22/2018	JANNIFER	NEVILLES	10/19/2018	\$349.72
09/16/2019	TAMMIE	TERRY	09/15/2019	349.68
03/22/2019	ALSAN	BELLARD	03/20/2019	348.00
09/18/2019	CAMILLE	PERKINS	09/17/2019	346.94

06/17/2019	DIAMOND	VANN	06/14/2019	\$346.59
10/19/2018	MACK	MCGHEE	10/17/2018	\$346.02
10/12/2018	JANNIFER	NEVILLES	10/11/2018	\$345.00
12/28/2018	WILLIAM	BOBERG	12/27/2018	345.00
08/15/2019	CAROLINE	WILBORN	08/14/2019	345.00
08/15/2019	CAROLINE	WILBORN	08/14/2019	345.00
08/15/2019	CAROLINE	WILBORN	08/14/2019	345.00
03/26/2019	CAROLINE	WILBORN	03/25/2019	344.67
10/01/2018	CARL	MATTHEWS	09/28/2018	\$344.02
03/11/2019	CARL	MATTHEWS	03/08/2019	342.64
11/14/2018	MACK	MCGHEE	11/13/2018	342.11
11/05/2018	ANA	GUZMAN	11/02/2018	340.00
11/05/2018	ANA	GUZMAN	11/02/2018	340.00
12/11/2018	ANA	GUZMAN	12/10/2018	340.00
12/11/2018	ANA	GUZMAN	12/10/2018	340.00
12/11/2018	ANA	GUZMAN	12/10/2018	340.00
12/17/2018	ANA	GUZMAN	12/14/2018	340.00
12/17/2018	ANA	GUZMAN	12/14/2018	340.00
11/27/2018	DIAMOND	VANN	11/26/2018	340.00
04/08/2019	JUSTIN	SAMPLES	04/07/2019	339.85
07/04/2019	MACK	MCGHEE	07/02/2019	339.34
05/23/2019	ANA	GUZMAN	05/22/2019	\$338.83
12/18/2018	ALSAN	BELLARD	12/17/2018	338.00
03/04/2019	JUSTIN	SAMPLES	03/01/2019	336.95
10/29/2018	CAROLINE	WILBORN	10/26/2018	\$335.05
10/01/2018	CAROLINE	WILBORN	09/30/2018	\$334.71
10/24/2018	JOSHUA	COLLINS	10/23/2018	\$332.08
11/14/2018	JANNIFER	NEVILLES	11/13/2018	331.00
02/25/2019	CAROLINE	WILBORN	02/22/2019	\$329.99
03/14/2019	ASANTE	LAING	03/12/2019	329.93
12/13/2018	ASANTE	LAING	12/12/2018	325.73

10/26/2018	ASANTE	LAING	10/25/2018	\$325.32
05/10/2019	DIAMOND	VANN	05/09/2019	\$325.00
05/02/2019	ANA	GUZMAN	05/01/2019	\$325.00
07/30/2019	CAMILLE	PERKINS	07/29/2019	325.00
08/02/2019	CAMILLE	PERKINS	08/01/2019	325.00
10/30/2018	CARL	MATTHEWS	10/29/2018	\$323.00
07/22/2019	CAROLINE	WILBORN	07/19/2019	320.25
10/08/2018	CAROLINE	WILBORN	10/05/2018	\$320.03
03/21/2019	MACK	MCGHEE	03/20/2019	320.00
08/05/2019	DIAMOND	VANN	08/04/2019	319.40
05/16/2019	MACK	MCGHEE	05/15/2019	\$319.00
09/04/2019	CAMILLE	PERKINS	09/03/2019	318.60
03/20/2019	JUSTIN	SAMPLES	03/19/2019	318.19
12/07/2018	ANA	GUZMAN	12/05/2018	317.99
10/11/2018	ASANTE	LAING	10/10/2018	\$317.11
06/07/2019	DIAMOND	VANN	06/06/2019	\$317.00
06/07/2019	DIAMOND	VANN	06/06/2019	\$317.00
06/07/2019	DIAMOND	VANN	06/06/2019	\$317.00
06/11/2019	DIAMOND	VANN	06/10/2019	\$317.00
06/13/2019	DIAMOND	VANN	06/12/2019	\$317.00
01/24/2019	ALSAN	BELLARD	01/23/2019	316.72
10/22/2018	CAROLINE	WILBORN	10/20/2018	\$315.88
07/19/2019	CAROLINE	WILBORN	07/18/2019	314.98
10/29/2018	ASANTE	LAING	10/27/2018	\$314.54
10/11/2018	JANNIFER	NEVILLES	10/10/2018	\$313.65

10/04/2018	AKI	DAMME	10/03/2018	\$313.00
09/05/2019	ASANTE	LAING	09/04/2019	311.89
11/26/2018	MACK	MCGHEE	11/25/2018	311.03
12/19/2018	ALSAN	BELLARD	12/18/2018	310.00
07/22/2019	CAMILLE	PERKINS	07/19/2019	309.90
02/26/2019	AKI	DAMME	02/25/2019	\$309.65
02/21/2019	MACK	MCGHEE	02/20/2019	\$309.61
02/14/2019	ASANTE	LAING	02/12/2019	\$309.58
03/12/2019	CAROLINE	WILBORN	03/12/2019	308.08
07/23/2019	CAROLINE	WILBORN	07/22/2019	306.32
02/18/2019	ANA	GUZMAN	02/15/2019	\$305.22
11/07/2018	MACK	MCGHEE	11/06/2018	305.00
12/13/2018	MACK	MCGHEE	12/12/2018	305.00
12/13/2018	MACK	MCGHEE	12/12/2018	305.00
03/07/2019	ALSAN	BELLARD	03/05/2019	305.00
11/06/2018	DIAMOND	VANN	11/05/2018	305.00
11/09/2018	CAROLINE	WILBORN	11/08/2018	305.00
11/09/2018	CAROLINE	WILBORN	11/08/2018	305.00
12/13/2018	DIAMOND	VANN	12/12/2018	305.00
09/09/2019	TAMMIE	TERRY	09/05/2019	305.00
07/12/2019	CAMILLE	PERKINS	07/10/2019	305.00
10/02/2018	BRENDA	PADAVIL	10/01/2018	\$303.91
04/05/2019	MACK	MCGHEE	04/04/2019	303.39
05/01/2019	MACK	MCGHEE	04/30/2019	\$303.34
07/16/2019	CAMILLE	PERKINS	07/15/2019	301.15
08/22/2019	TAMMIE	TERRY	08/22/2019	301.12
01/02/2019	MACK	MCGHEE	12/31/2018	301.05
05/07/2019	CARL	MATTHEWS	05/07/2019	\$300.28

10/16/2018	ASANTE	LAING	10/15/2018	\$300.00
12/19/2018	MACK	MCGHEE	12/18/2018	300.00
10/10/2018	JOSHUA	COLLINS	10/09/2018	\$300.00
04/01/2019	DIAMOND	VANN	03/29/2019	300.00
08/02/2019	TAMMIE	TERRY	08/01/2019	300.00
05/17/2019	MACK	MCGHEE	05/15/2019	\$300.00
05/17/2019	MACK	MCGHEE	05/16/2019	\$300.00
05/23/2019	MACK	MCGHEE	05/22/2019	\$300.00
08/20/2019	ASANTE	LAING	08/19/2019	300.00
05/07/2019	CAROLINE	WILBORN	05/07/2019	\$299.80
07/02/2019	CAROLINE	WILBORN	07/02/2019	299.80
07/09/2019	CAROLINE	WILBORN	07/09/2019	299.80
04/18/2019	CAROLINE	WILBORN	04/18/2019	299.79
08/15/2019	AKI	DAMME	08/14/2019	299.20
01/28/2019	MACK	MCGHEE	01/25/2019	296.92
08/01/2019	CAROLINE	WILBORN	07/30/2019	292.46
10/03/2018	ALSAN	BELLARD	10/02/2018	\$291.87
10/30/2018	ANA	GUZMAN	10/29/2018	\$290.88
02/07/2019	CAROLINE	WILBORN	02/07/2019	\$290.11
11/28/2018	MACK	MCGHEE	11/26/2018	289.90
07/15/2019	CAMILLE	PERKINS	07/12/2019	288.00
11/07/2018	JANNIFER	NEVILLES	11/07/2018	287.33
02/18/2019	ASANTE	LAING	02/16/2019	\$287.15
01/14/2019	ASANTE	LAING	01/11/2019	286.65
12/17/2018	CAROLINE	WILBORN	12/14/2018	285.58
10/03/2018	ASANTE	LAING	10/02/2018	\$284.33
09/20/2019	JUSTIN	SAMPLES	09/18/2019	281.97
03/20/2019	MACK	MCGHEE	03/18/2019	281.18
10/09/2018	MACK	MCGHEE	10/08/2018	\$280.65
06/14/2019	MACK	MCGHEE	06/12/2019	\$279.22
07/08/2019	AKI	DAMME	07/05/2019	277.99

12/04/2018	ASANTE	LAING	12/04/2018	276.98
08/09/2019	CAROLINE	WILBORN	08/07/2019	276.77
08/26/2019	ASANTE	LAING	08/23/2019	276.52
09/25/2019	TAMMIE	TERRY	09/24/2019	276.45
10/12/2018	JANNIFER	NEVILLES	10/11/2018	\$275.00
01/04/2019	ASANTE	LAING	01/03/2019	275.00
02/19/2019	ALSAN	BELLARD	02/17/2019	\$275.00
09/24/2019	TAMMIE	TERRY	09/23/2019	274.69
03/26/2019	CAROLINE	WILBORN	03/25/2019	274.42
03/08/2019	DIAMOND	VANN	03/07/2019	273.70
12/19/2018	ALSAN	BELLARD	12/18/2018	272.70
08/16/2019	CAROLINE	WILBORN	08/15/2019	271.36
03/11/2019	MACK	MCGHEE	03/09/2019	270.76
11/07/2018	MACK	MCGHEE	11/06/2018	270.00
11/07/2018	MACK	MCGHEE	11/06/2018	270.00
10/15/2018	CAROLINE	WILBORN	10/12/2018	\$270.00
11/09/2018	CAROLINE	WILBORN	11/08/2018	270.00
12/19/2018	CAROLINE	WILBORN	12/18/2018	270.00
10/01/2018	AKI	DAMME	09/28/2018	\$269.95
10/18/2018	AKI	DAMME	10/17/2018	\$269.90
12/21/2018	DIAMOND	VANN	12/21/2018	269.80
03/25/2019	MACK	MCGHEE	03/22/2019	267.01
11/29/2018	JUSTIN	SAMPLES	11/27/2018	265.45
10/10/2018	JANNIFER	NEVILLES	10/10/2018	\$264.53
02/07/2019	CAROLINE	WILBORN	02/05/2019	\$263.55
08/26/2019	CARL	MATTHEWS	08/23/2019	262.88
10/10/2018	ASANTE	LAING	10/09/2018	\$262.41
05/06/2019	AKI	DAMME	05/03/2019	\$260.66
08/19/2019	ASANTE	LAING	08/16/2019	260.45

11/05/2018	CAROLINE	WILBORN	11/02/2018	260.00
04/01/2019	DIAMOND	VANN	03/30/2019	260.00
10/03/2018	ASANTE	LAING	10/02/2018	\$259.41
05/22/2019	JUSTIN	SAMPLES	05/21/2019	\$259.00
01/28/2019	MACK	MCGHEE	01/26/2019	258.84
12/17/2018	CAROLINE	WILBORN	12/14/2018	256.43
10/29/2018	CAROLINE	WILBORN	10/26/2018	\$255.58
03/06/2019	ALSAN	BELLARD	03/05/2019	255.40
02/15/2019	DIAMOND	VANN	02/14/2019	\$254.81
10/22/2018	ANA	GUZMAN	10/19/2018	\$253.83
07/02/2019	CAROLINE	WILBORN	07/02/2019	253.40
05/07/2019	CAROLINE	WILBORN	05/07/2019	\$253.39
11/08/2018	AKI	DAMME	11/07/2018	252.37
03/15/2019	AKI	DAMME	03/14/2019	251.98
10/11/2018	CAROLINE	WILBORN	10/11/2018	\$251.79
02/07/2019	CAROLINE	WILBORN	02/07/2019	\$251.12
03/12/2019	CAROLINE	WILBORN	03/12/2019	251.12
04/18/2019	CAROLINE	WILBORN	04/18/2019	251.12
10/05/2018	ALSAN	BELLARD	10/04/2018	\$250.00
12/03/2018	ANA	GUZMAN	11/29/2018	250.00
12/07/2018	JUSTIN	SAMPLES	12/06/2018	250.00
01/14/2019	MACK	MCGHEE	01/11/2019	250.00
04/03/2019	AKI	DAMME	04/02/2019	250.00
08/02/2019	TAMMIE	TERRY	08/01/2019	250.00
08/08/2019	TAMMIE	TERRY	08/07/2019	250.00
08/20/2019	ASANTE	LAING	08/19/2019	250.00
10/26/2018	AKI	DAMME	10/25/2018	\$249.80
11/19/2018	CAROLINE	WILBORN	11/18/2018	249.63
02/04/2019	CAROLINE	WILBORN	02/02/2019	\$249.54

02/25/2019	CAROLINE	WILBORN	02/22/2019	\$247.53
09/18/2019	TAMMIE	TERRY	09/16/2019	246.38
10/01/2018	JUSTIN	SAMPLES	09/28/2018	\$246.24
04/08/2019	ALSAN	BELLARD	04/05/2019	244.90
11/29/2018	ALSAN	BELLARD	11/27/2018	244.00
11/06/2018	CAROLINE	WILBORN	11/06/2018	242.91
12/13/2018	CAROLINE	WILBORN	12/13/2018	242.91
01/16/2019	CAROLINE	WILBORN	01/16/2019	242.91
08/01/2019	TAMMIE	TERRY	07/31/2019	241.00
01/07/2019	ANA	GUZMAN	01/04/2019	240.00
01/31/2019	ANA	GUZMAN	01/30/2019	240.00
10/29/2018	JANNIFER	NEVILLES	10/28/2018	\$239.99
12/17/2018	ANA	GUZMAN	12/14/2018	238.98
12/19/2018	CAROLINE	WILBORN	12/18/2018	238.17
11/13/2018	AKI	DAMME	11/12/2018	238.00
05/03/2019	ASANTE	LAING	05/02/2019	\$237.50
10/29/2018	CAROLINE	WILBORN	10/26/2018	\$235.66
10/29/2018	JOSHUA	COLLINS	10/26/2018	\$235.20
07/31/2019	CAMILLE	PERKINS	07/30/2019	234.82
07/26/2019	CAMILLE	PERKINS	07/25/2019	233.82
08/28/2019	CAROLINE	WILBORN	08/27/2019	232.46
11/14/2018	MACK	MCGHEE	11/13/2018	231.83
03/21/2019	CAROLINE	WILBORN	03/21/2019	231.21
03/11/2019	CAROLINE	WILBORN	03/08/2019	230.11
11/02/2018	ANA	GUZMAN	11/01/2018	229.98
04/11/2019	MACK	MCGHEE	04/10/2019	229.69
03/18/2019	MACK	MCGHEE	03/17/2019	229.68
12/10/2018	WILLIAM	BOBERG	12/08/2018	229.20
09/20/2019	CAMILLE	PERKINS	09/19/2019	229.00
11/15/2018	MACK	MCGHEE	11/14/2018	227.95

07/10/2019	DIAMOND	VANN	07/09/2019	227.92
05/10/2019	ASANTE	LAING	05/08/2019	\$227.62
02/04/2019	CAROLINE	WILBORN	02/01/2019	\$226.95
09/27/2019	CAROLINE	WILBORN	09/26/2019	226.88
10/31/2018	ASANTE	LAING	10/30/2018	\$226.42
08/16/2019	CAROLINE	WILBORN	08/15/2019	225.90
01/14/2019	ALSAN	BELLARD	01/11/2019	225.29
05/27/2019	MACK	MCGHEE	05/24/2019	\$225.00
01/18/2019	DIAMOND	VANN	01/17/2019	224.82
11/19/2018	MACK	MCGHEE	11/17/2018	224.78
01/11/2019	ASANTE	LAING	01/09/2019	224.78
12/12/2018	JANNIFER	NEVILLES	12/11/2018	222.86
09/04/2019	TAMMIE	TERRY	09/03/2019	222.11
03/20/2019	ALSAN	BELLARD	03/19/2019	222.00
10/08/2018	ALSAN	BELLARD	10/07/2018	\$220.83
10/18/2018	ALSAN	BELLARD	10/17/2018	\$220.83
07/22/2019	CAMILLE	PERKINS	07/19/2019	220.07
11/14/2018	ASANTE	LAING	11/13/2018	220.00
12/10/2018	MACK	MCGHEE	12/08/2018	218.32
10/26/2018	ASANTE	LAING	10/25/2018	\$217.80
09/09/2019	TAMMIE	TERRY	09/06/2019	217.74
08/01/2019	DIAMOND	VANN	07/31/2019	216.25
05/06/2019	ANA	GUZMAN	05/03/2019	\$215.87
05/24/2019	CAMILLE	PERKINS	05/23/2019	\$215.75

07/12/2019	CAROLINE	WILBORN	07/11/2019	215.67
10/08/2018	MACK	MCGHEE	10/06/2018	\$215.35
09/20/2019	TAMMIE	TERRY	09/17/2019	215.00
12/03/2018	ASANTE	LAING	12/01/2018	214.22
04/15/2019	DIAMOND	VANN	04/12/2019	209.86
04/11/2019	ANA	GUZMAN	04/10/2019	209.74
11/23/2018	MACK	MCGHEE	11/21/2018	209.00
03/14/2019	DIAMOND	VANN	03/12/2019	209.00
06/28/2019	JUSTIN	SAMPLES	06/26/2019	\$209.00
03/11/2019	AKI	DAMME	03/09/2019	208.82
03/04/2019	ASANTE	LAING	03/03/2019	206.94
08/15/2019	CAROLINE	WILBORN	08/14/2019	206.88
03/21/2019	MACK	MCGHEE	03/20/2019	206.10
11/06/2018	MACK	MCGHEE	11/05/2018	205.09
01/10/2019	ALSAN	BELLARD	01/08/2019	205.00
01/10/2019	ALSAN	BELLARD	01/08/2019	205.00
02/06/2019	ALSAN	BELLARD	02/04/2019	\$205.00
02/06/2019	ALSAN	BELLARD	02/04/2019	\$205.00
02/07/2019	ALSAN	BELLARD	02/05/2019	\$205.00
04/26/2019	ALSAN	BELLARD	04/24/2019	205.00
11/15/2018	JANNIFER	NEVILLES	11/14/2018	201.52
06/17/2019	AKI	DAMME	06/14/2019	\$200.76
10/02/2018	ALSAN	BELLARD	10/01/2018	\$200.00
10/23/2018	ANA	GUZMAN	10/22/2018	\$200.00
10/23/2018	ANA	GUZMAN	10/22/2018	\$200.00
11/05/2018	ASANTE	LAING	11/02/2018	200.00
12/06/2018	MACK	MCGHEE	12/04/2018	200.00
03/20/2019	ALSAN	BELLARD	03/18/2019	200.00

08/30/2019	CAMILLE	PERKINS	08/28/2019	200.00
09/02/2019	CAMILLE	PERKINS	08/29/2019	200.00
08/13/2019	CAMILLE	PERKINS	08/12/2019	199.90
01/28/2019	ASANTE	LAING	01/25/2019	199.82
08/16/2019	ASANTE	LAING	08/16/2019	199.72
12/24/2018	DIAMOND	VANN	12/21/2018	199.50
12/19/2018	ALSAN	BELLARD	12/18/2018	199.00
02/26/2019	ALSAN	BELLARD	02/25/2019	\$199.00
08/07/2019	CAMILLE	PERKINS	08/06/2019	199.00
02/25/2019	CAROLINE	WILBORN	02/22/2019	\$198.12
11/07/2018	MACK	MCGHEE	11/06/2018	195.00
12/05/2018	ALSAN	BELLARD	12/04/2018	195.00
12/12/2018	ALSAN	BELLARD	12/11/2018	195.00
01/09/2019	ALSAN	BELLARD	01/08/2019	195.00
02/26/2019	MACK	MCGHEE	02/25/2019	\$195.00
05/29/2019	CAMILLE	PERKINS	05/28/2019	\$195.00
11/20/2018	DIAMOND	VANN	11/20/2018	194.90
10/19/2018	JANNIFER	NEVILLES	10/18/2018	\$194.25
06/06/2019	JUSTIN	SAMPLES	06/05/2019	\$193.49
08/26/2019	ALLISA	TAYLOR	08/23/2019	191.94
10/08/2018	ASANTE	LAING	10/06/2018	\$191.90
12/19/2018	ALSAN	BELLARD	12/18/2018	190.00
12/24/2018	DIAMOND	VANN	12/22/2018	189.99
01/28/2019	CAROLINE	WILBORN	01/25/2019	189.96

06/25/2019	MACK	MCGHEE	06/24/2019	\$189.92
05/21/2019	ASANTE	LAING	05/20/2019	\$189.68
10/04/2018	ANA	GUZMAN	10/03/2018	\$189.00
11/23/2018	MACK	MCGHEE	11/21/2018	189.00
12/10/2018	ALSAN	BELLARD	12/06/2018	189.00
12/19/2018	CAROLINE	WILBORN	12/18/2018	188.51
08/26/2019	CAROLINE	WILBORN	08/23/2019	188.12
11/26/2018	MACK	MCGHEE	11/23/2018	188.00
03/11/2019	MACK	MCGHEE	03/08/2019	187.32
02/21/2019	ASANTE	LAING	02/19/2019	\$187.23
12/21/2018	WILLIAM	BOBERG	12/20/2018	186.00
10/22/2018	JUSTIN	SAMPLES	10/19/2018	\$185.68
09/27/2019	CAMILLE	PERKINS	09/26/2019	185.50
06/07/2019	ASANTE	LAING	06/06/2019	\$185.45
05/06/2019	ASANTE	LAING	05/04/2019	\$185.00
02/25/2019	CAROLINE	WILBORN	02/23/2019	\$184.42
10/26/2018	JOSHUA	COLLINS	10/25/2018	\$182.98
10/25/2018	JANNIFER	NEVILLES	10/24/2018	\$181.89
11/09/2018	ANA	GUZMAN	11/09/2018	181.75
12/31/2018	JANNIFER	NEVILLES	12/29/2018	181.71
03/25/2019	AKI	DAMME	03/21/2019	181.50
12/17/2018	ANA	GUZMAN	12/16/2018	181.08
08/16/2019	ASANTE	LAING	08/15/2019	181.01
08/21/2019	TAMMIE	TERRY	08/20/2019	180.46

07/31/2019	CAMILLE	PERKINS	07/30/2019	180.08
07/12/2019	ALLISA	TAYLOR	07/11/2019	180.00
03/01/2019	MACK	MCGHEE	03/01/2019	179.99
03/14/2019	DIAMOND	VANN	03/13/2019	179.99
09/23/2019	TAMMIE	TERRY	09/21/2019	179.99
03/04/2019	MACK	MCGHEE	03/01/2019	179.90
10/02/2018	ALSAN	BELLARD	10/01/2018	\$179.00
10/11/2018	ANA	GUZMAN	10/10/2018	\$179.00
12/13/2018	ANA	GUZMAN	12/12/2018	178.91
01/14/2019	AKI	DAMME	01/10/2019	178.90
02/25/2019	ANA	GUZMAN	02/22/2019	\$178.89
11/07/2018	DIAMOND	VANN	11/05/2018	178.68
07/22/2019	CAROLINE	WILBORN	07/19/2019	178.31
08/01/2019	CAROLINE	WILBORN	07/31/2019	177.48
10/22/2018	JANNIFER	NEVILLES	10/19/2018	\$176.73
12/17/2018	ANA	GUZMAN	12/16/2018	176.68
11/26/2018	MACK	MCGHEE	11/23/2018	174.75
08/19/2019	CAROLINE	WILBORN	08/16/2019	174.68
10/26/2018	AKI	DAMME	10/24/2018	\$174.50
10/29/2018	MACK	MCGHEE	10/26/2018	\$173.50
06/28/2019	DIAMOND	VANN	06/27/2019	\$172.88
12/10/2018	WILLIAM	BOBERG	12/09/2018	170.94
03/22/2019	CARL	MATTHEWS	03/21/2019	170.74
06/18/2019	ASANTE	LAING	06/18/2019	\$170.51
09/13/2019	AKI	DAMME	09/12/2019	169.99
10/26/2018	ANA	GUZMAN	10/25/2018	\$169.92
08/28/2019	ALLISA	TAYLOR	08/26/2019	169.87
03/11/2019	MACK	MCGHEE	03/10/2019	169.70
10/22/2018	JUSTIN	SAMPLES	10/19/2018	\$169.00
02/18/2019	DIAMOND	VANN	02/15/2019	\$168.30
11/05/2018	MACK	MCGHEE	11/03/2018	168.00

09/19/2019	TAMMIE	TERRY	09/18/2019	167.37
09/23/2019	CAMILLE	PERKINS	09/22/2019	166.96
03/29/2019	ANA	GUZMAN	03/28/2019	166.04
10/30/2018	ANA	GUZMAN	10/29/2018	\$165.00
11/08/2018	AKI	DAMME	11/06/2018	165.00
01/10/2019	AKI	DAMME	01/08/2019	165.00
06/25/2019	DIAMOND	VANN	06/24/2019	\$165.00
01/21/2019	ASANTE	LAING	01/18/2019	164.89
11/15/2018	AKI	DAMME	11/14/2018	163.96
01/14/2019	ASANTE	LAING	01/12/2019	163.84
08/26/2019	ASANTE	LAING	08/25/2019	163.73
10/30/2018	ANA	GUZMAN	10/29/2018	\$161.20
02/04/2019	AKI	DAMME	02/02/2019	\$159.98
11/23/2018	ALSAN	BELLARD	11/21/2018	159.90
01/11/2019	MACK	MCGHEE	01/10/2019	159.82
08/21/2019	TAMMIE	TERRY	08/20/2019	159.52
03/15/2019	MACK	MCGHEE	03/14/2019	158.80
12/19/2018	CAROLINE	WILBORN	12/18/2018	158.14
01/22/2019	AKI	DAMME	01/21/2019	157.96
01/31/2019	DIAMOND	VANN	01/30/2019	157.94
05/24/2019	CAMILLE	PERKINS	05/23/2019	\$157.93
08/05/2019	DIAMOND	VANN	08/02/2019	157.82
08/26/2019	ALLISA	TAYLOR	08/23/2019	157.78
03/06/2019	JUSTIN	SAMPLES	03/05/2019	157.70
07/01/2019	MACK	MCGHEE	06/28/2019	157.63
03/25/2019	MACK	MCGHEE	03/23/2019	155.92
05/16/2019	MACK	MCGHEE	05/15/2019	\$155.60
11/07/2018	MACK	MCGHEE	11/06/2018	155.57
12/06/2018	MACK	MCGHEE	12/05/2018	155.57

04/29/2019	JUSTIN	SAMPLES	04/28/2019	155.44
03/29/2019	MACK	MCGHEE	03/28/2019	154.79
05/20/2019	MACK	MCGHEE	05/17/2019	\$154.65
02/11/2019	MACK	MCGHEE	02/09/2019	\$154.21
05/20/2019	ASANTE	LAING	05/18/2019	\$154.00
09/09/2019	CAROLINE	WILBORN	09/07/2019	153.82
02/04/2019	MACK	MCGHEE	02/01/2019	\$153.76
11/15/2018	MACK	MCGHEE	11/13/2018	153.38
08/20/2019	ASANTE	LAING	08/20/2019	153.24
11/06/2018	JOSHUA	COLLINS	11/02/2018	152.87
03/18/2019	MACK	MCGHEE	03/15/2019	151.41
02/13/2019	DIAMOND	VANN	02/12/2019	\$151.24
10/18/2018	ASANTE	LAING	10/17/2018	\$150.99
08/19/2019	ASANTE	LAING	08/17/2019	150.61
10/01/2018	JANNIFER	NEVILLES	09/28/2018	\$150.00
10/08/2018	ALSAN	BELLARD	10/05/2018	\$150.00
12/03/2018	ASANTE	LAING	12/01/2018	150.00
02/25/2019	MACK	MCGHEE	02/22/2019	\$150.00
02/27/2019	ALSAN	BELLARD	02/26/2019	\$150.00
04/30/2019	MACK	MCGHEE	04/29/2019	150.00
05/20/2019	MACK	MCGHEE	05/17/2019	\$150.00
05/22/2019	JUSTIN	SAMPLES	05/21/2019	\$150.00
05/23/2019	CAMILLE	PERKINS	05/22/2019	\$150.00
07/11/2019	CAMILLE	PERKINS	07/10/2019	150.00
07/18/2019	CAMILLE	PERKINS	07/17/2019	150.00
08/07/2019	CAMILLE	PERKINS	08/06/2019	150.00
09/24/2019	CAMILLE	PERKINS	09/23/2019	150.00
12/21/2018	JUSTIN	SAMPLES	12/19/2018	149.97
05/31/2019	CAMILLE	PERKINS	05/29/2019	\$149.97

10/25/2018	JOSHUA	COLLINS	10/24/2018	\$149.97
01/04/2019	MACK	MCGHEE	01/03/2019	149.95
10/31/2018	JANNIFER	NEVILLES	10/30/2018	\$149.91
06/24/2019	CAMILLE	PERKINS	06/23/2019	\$149.75
05/06/2019	MACK	MCGHEE	05/04/2019	\$149.57
06/07/2019	MACK	MCGHEE	06/06/2019	\$149.57
07/31/2019	CAROLINE	WILBORN	07/30/2019	149.57
10/30/2018	ANA	GUZMAN	10/29/2018	\$149.43
12/10/2018	ASANTE	LAING	12/07/2018	149.00
07/30/2019	JUSTIN	SAMPLES	07/29/2019	149.00
12/10/2018	DIAMOND	VANN	12/09/2018	148.48
06/18/2019	CAMILLE	PERKINS	06/17/2019	\$148.46
01/28/2019	MACK	MCGHEE	01/26/2019	148.44
11/05/2018	JANNIFER	NEVILLES	11/03/2018	146.99
09/09/2019	TAMMIE	TERRY	09/07/2019	145.90
07/03/2019	MACK	MCGHEE	07/02/2019	145.32
10/29/2018	ANA	GUZMAN	10/26/2018	\$144.94
02/04/2019	MACK	MCGHEE	02/03/2019	\$144.92
01/14/2019	ASANTE	LAING	01/12/2019	144.60
04/29/2019	MACK	MCGHEE	04/25/2019	143.70
10/26/2018	ASANTE	LAING	10/25/2018	\$143.60
06/17/2019	CAMILLE	PERKINS	06/16/2019	\$143.10
10/08/2018	ASANTE	LAING	10/05/2018	\$142.20
10/01/2018	ALSAN	BELLARD	09/28/2018	\$142.13
12/14/2018	ASANTE	LAING	12/12/2018	142.00
08/19/2019	ASANTE	LAING	08/17/2019	141.60
11/23/2018	JANNIFER	NEVILLES	11/21/2018	140.28
10/16/2018	ALSAN	BELLARD	10/15/2018	\$140.00

11/05/2018	MACK	MCGHEE	11/03/2018	140.00
03/01/2019	ALSAN	BELLARD	02/28/2019	140.00
03/19/2019	ALSAN	BELLARD	03/18/2019	140.00
12/24/2018	CARL	MATTHEWS	12/20/2018	139.86
05/13/2019	DIAMOND	VANN	05/09/2019	\$139.80
10/19/2018	WILLIAM	BOBERG	10/18/2018	\$139.64
07/02/2019	CAROLINE	WILBORN	07/01/2019	139.60
01/14/2019	ASANTE	LAING	01/11/2019	138.00
04/01/2019	MACK	MCGHEE	03/28/2019	138.00
01/14/2019	ANA	GUZMAN	01/11/2019	137.76
01/22/2019	MACK	MCGHEE	01/21/2019	137.50
01/21/2019	JUSTIN	SAMPLES	01/17/2019	137.42
02/18/2019	DIAMOND	VANN	02/15/2019	\$137.39
02/04/2019	ANA	GUZMAN	02/02/2019	\$137.29
10/18/2018	CARL	MATTHEWS	10/16/2018	\$137.28
10/26/2018	JOSHUA	COLLINS	10/25/2018	\$137.10
03/08/2019	DIAMOND	VANN	03/07/2019	136.85
03/11/2019	MACK	MCGHEE	03/10/2019	136.19
03/07/2019	AKI	DAMME	03/06/2019	135.88
08/21/2019	ASANTE	LAING	08/21/2019	135.72
07/30/2019	TAMMIE	TERRY	07/29/2019	135.09
08/27/2019	TAMMIE	TERRY	08/26/2019	135.00
04/15/2019	ASANTE	LAING	04/14/2019	134.96
01/03/2019	ANA	GUZMAN	01/02/2019	132.79
08/05/2019	CAROLINE	WILBORN	08/02/2019	131.86
12/27/2018	ASANTE	LAING	12/26/2018	130.40
09/19/2019	JUSTIN	SAMPLES	09/18/2019	130.02
10/08/2018	ALSAN	BELLARD	10/05/2018	\$130.00
12/31/2018	ASANTE	LAING	12/28/2018	130.00
08/26/2019	CAROLINE	WILBORN	08/24/2019	130.00
08/19/2019	ASANTE	LAING	08/16/2019	129.94
11/08/2018	AKI	DAMME	11/07/2018	129.90

02/22/2019	AKI	DAMME	02/21/2019	\$129.90
07/23/2019	CAMILLE	PERKINS	07/22/2019	129.56
03/05/2019	DIAMOND	VANN	03/04/2019	129.01
01/14/2019	CARL	MATTHEWS	01/11/2019	129.00
10/05/2018	ANA	GUZMAN	10/05/2018	\$128.78
12/05/2018	ALSAN	BELLARD	12/04/2018	128.76
05/24/2019	ASANTE	LAING	05/22/2019	\$128.43
07/03/2019	MACK	MCGHEE	07/02/2019	128.40
11/16/2018	JANNIFER	NEVILLES	11/15/2018	128.27
12/12/2018	JANNIFER	NEVILLES	12/11/2018	128.00
08/26/2019	CAMILLE	PERKINS	08/25/2019	127.90
03/14/2019	ALSAN	BELLARD	03/13/2019	127.00
03/14/2019	ASANTE	LAING	03/13/2019	126.22
12/19/2018	ALSAN	BELLARD	12/18/2018	125.00
03/05/2019	ALSAN	BELLARD	03/04/2019	125.00
03/28/2019	ALSAN	BELLARD	03/27/2019	125.00
04/19/2019	MACK	MCGHEE	04/16/2019	125.00
05/30/2019	CAMILLE	PERKINS	05/29/2019	\$125.00
03/20/2019	CAROLINE	WILBORN	03/19/2019	125.00
08/30/2019	TAMMIE	TERRY	08/29/2019	124.79
08/28/2019	ASANTE	LAING	08/27/2019	124.71
09/13/2019	JUSTIN	SAMPLES	09/11/2019	124.68
11/14/2018	ANA	GUZMAN	11/13/2018	124.34

05/03/2019	ASANTE	LAING	05/02/2019	\$123.46
05/07/2019	CAROLINE	WILBORN	05/06/2019	\$123.00
12/26/2018	MACK	MCGHEE	12/24/2018	122.63
10/11/2018	CARL	MATTHEWS	10/09/2018	\$122.23
01/24/2019	MACK	MCGHEE	01/23/2019	120.86
08/09/2019	CAROLINE	WILBORN	08/08/2019	120.86
01/11/2019	ANA	GUZMAN	01/10/2019	120.77
11/05/2018	ALSAN	BELLARD	11/02/2018	120.00
02/28/2019	ANA	GUZMAN	02/27/2019	\$120.00
06/19/2019	DIAMOND	VANN	06/18/2019	\$120.00
08/05/2019	DIAMOND	VANN	08/02/2019	120.00
07/10/2019	DIAMOND	VANN	07/09/2019	119.99
08/27/2019	TAMMIE	TERRY	08/26/2019	119.99
11/13/2018	AKI	DAMME	11/12/2018	119.90
04/02/2019	MACK	MCGHEE	04/02/2019	119.74
01/21/2019	MACK	MCGHEE	01/18/2019	119.02
10/02/2018	AKI	DAMME	10/01/2018	\$119.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$119.00
12/13/2018	ANA	GUZMAN	12/12/2018	118.94
04/18/2019	DIAMOND	VANN	04/17/2019	118.82
02/28/2019	CARL	MATTHEWS	02/26/2019	\$118.62
03/01/2019	MACK	MCGHEE	02/28/2019	118.53
10/22/2018	ASANTE	LAING	10/21/2018	\$116.93
08/05/2019	CAMILLE	PERKINS	08/02/2019	116.75
09/13/2019	CAMILLE	PERKINS	09/12/2019	116.75
03/22/2019	ASANTE	LAING	03/21/2019	116.56
04/19/2019	DIAMOND	VANN	04/19/2019	116.26
05/03/2019	ASANTE	LAING	05/02/2019	\$115.09

11/09/2018	ANA	GUZMAN	11/07/2018	115.00
12/17/2018	ANA	GUZMAN	12/14/2018	115.00
12/17/2018	ANA	GUZMAN	12/14/2018	115.00
03/04/2019	ANA	GUZMAN	03/01/2019	115.00
03/18/2019	ANA	GUZMAN	03/14/2019	115.00
05/27/2019	ANA	GUZMAN	05/24/2019	\$115.00
10/17/2018	ANA	GUZMAN	10/17/2018	\$113.93
11/08/2018	MACK	MCGHEE	11/07/2018	113.88
12/28/2018	MACK	MCGHEE	12/26/2018	113.64
12/18/2018	MACK	MCGHEE	12/17/2018	112.97
07/02/2019	CAROLINE	WILBORN	07/01/2019	112.97
04/05/2019	ALSAN	BELLARD	04/04/2019	112.32
04/24/2019	ANA	GUZMAN	04/23/2019	112.26
08/15/2019	DIAMOND	VANN	08/14/2019	111.99
02/12/2019	MACK	MCGHEE	02/11/2019	\$110.88
10/30/2018	ANA	GUZMAN	10/29/2018	\$110.00
11/14/2018	MACK	MCGHEE	11/13/2018	110.00
08/23/2019	CAMILLE	PERKINS	08/22/2019	109.94
04/26/2019	DIAMOND	VANN	04/25/2019	109.80
01/28/2019	JUSTIN	SAMPLES	01/26/2019	108.50
05/13/2019	DIAMOND	VANN	05/09/2019	\$108.32
11/27/2018	MACK	MCGHEE	11/26/2018	107.92
03/27/2019	MACK	MCGHEE	03/26/2019	107.78
03/06/2019	JUSTIN	SAMPLES	03/05/2019	107.38
07/03/2019	MACK	MCGHEE	07/02/2019	107.38
08/16/2019	ASANTE	LAING	08/15/2019	106.27
08/22/2019	ASANTE	LAING	08/21/2019	106.00
05/23/2019	JUSTIN	SAMPLES	05/22/2019	\$105.67
03/11/2019	ALSAN	BELLARD	03/09/2019	105.66

05/27/2019	MACK	MCGHEE	05/25/2019	\$105.44
05/27/2019	CAMILLE	PERKINS	05/26/2019	\$104.75
04/22/2019	JUSTIN	SAMPLES	04/18/2019	104.40
11/06/2018	JANNIFER	NEVILLES	11/02/2018	103.84
12/03/2018	ANA	GUZMAN	11/30/2018	103.14
06/14/2019	MACK	MCGHEE	06/13/2019	\$103.12
12/24/2018	JANNIFER	NEVILLES	12/21/2018	103.07
05/02/2019	ASANTE	LAING	04/30/2019	\$102.07
11/21/2018	ALSAN	BELLARD	11/20/2018	101.75
10/03/2018	BRENDA	PADAVIL	10/02/2018	\$101.19
01/11/2019	ALSAN	BELLARD	01/09/2019	100.88
06/20/2019	MACK	MCGHEE	06/19/2019	\$100.25
09/18/2019	TAMMIE	TERRY	09/16/2019	100.01
10/15/2018	ALSAN	BELLARD	10/12/2018	\$100.00
10/16/2018	JANNIFER	NEVILLES	10/15/2018	\$100.00
10/18/2018	ASANTE	LAING	10/17/2018	\$100.00
10/22/2018	ALSAN	BELLARD	10/18/2018	\$100.00
10/22/2018	ALSAN	BELLARD	10/19/2018	\$100.00
10/31/2018	ANA	GUZMAN	10/30/2018	\$100.00
11/14/2018	AKI	DAMME	11/13/2018	100.00
11/19/2018	ALSAN	BELLARD	11/16/2018	100.00
12/03/2018	ALSAN	BELLARD	11/30/2018	100.00
12/05/2018	MACK	MCGHEE	12/04/2018	100.00
12/20/2018	JUSTIN	SAMPLES	12/19/2018	100.00
12/21/2018	JUSTIN	SAMPLES	12/20/2018	100.00
01/02/2019	JANNIFER	NEVILLES	12/31/2018	100.00
02/18/2019	ANA	GUZMAN	02/15/2019	\$100.00
03/01/2019	JUSTIN	SAMPLES	02/28/2019	100.00
04/25/2019	ALSAN	BELLARD	04/23/2019	100.00

04/26/2019	ALSAN	BELLARD	04/24/2019	100.00
04/26/2019	ALSAN	BELLARD	04/24/2019	100.00
04/26/2019	ALSAN	BELLARD	04/24/2019	100.00
04/29/2019	ALSAN	BELLARD	04/25/2019	100.00
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$100.00
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$100.00
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$100.00
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$100.00
05/30/2019	CAMILLE	PERKINS	05/28/2019	\$100.00
05/30/2019	CAMILLE	PERKINS	05/28/2019	\$100.00
06/03/2019	CAMILLE	PERKINS	05/30/2019	\$100.00
06/03/2019	CAMILLE	PERKINS	05/31/2019	\$100.00
06/19/2019	CAMILLE	PERKINS	06/17/2019	\$100.00
06/21/2019	CAMILLE	PERKINS	06/19/2019	\$100.00
07/01/2019	CAMILLE	PERKINS	06/27/2019	100.00
08/02/2019	CAROLINE	WILBORN	08/01/2019	100.00
08/29/2019	CAMILLE	PERKINS	08/27/2019	100.00
09/05/2019	CAMILLE	PERKINS	09/03/2019	100.00
09/16/2019	CAMILLE	PERKINS	09/12/2019	100.00
03/12/2019	ALSAN	BELLARD	03/11/2019	99.98
01/09/2019	CAROLINE	WILBORN	01/08/2019	99.95
10/08/2018	AKI	DAMME	10/06/2018	\$99.90
05/02/2019	MACK	MCGHEE	05/01/2019	\$99.27
10/22/2018	ASANTE	LAING	10/21/2018	\$98.75
11/02/2018	JOSHUA	COLLINS	11/01/2018	98.48

07/29/2019	CAROLINE	WILBORN	07/26/2019	98.41
11/06/2018	AKI	DAMME	11/02/2018	98.40
08/16/2019	ALLISA	TAYLOR	08/14/2019	97.50
04/24/2019	ANA	GUZMAN	04/23/2019	96.38
11/14/2018	DIAMOND	VANN	11/13/2018	95.98
09/09/2019	TAMMIE	TERRY	09/06/2019	95.93
02/28/2019	ANA	GUZMAN	02/27/2019	\$95.40
03/08/2019	DIAMOND	VANN	03/07/2019	95.40
12/19/2018	ALSAN	BELLARD	12/18/2018	95.00
03/20/2019	JUSTIN	SAMPLES	03/19/2019	95.00
03/13/2019	AKI	DAMME	03/12/2019	94.78
02/06/2019	MACK	MCGHEE	02/06/2019	\$94.62
07/22/2019	CAROLINE	WILBORN	07/19/2019	94.35
04/11/2019	MACK	MCGHEE	04/10/2019	93.90
08/07/2019	CAMILLE	PERKINS	08/07/2019	93.83
11/13/2018	AKI	DAMME	11/12/2018	93.00
05/20/2019	CAROLINE	WILBORN	05/17/2019	\$92.99
04/29/2019	JUSTIN	SAMPLES	04/28/2019	92.98
08/08/2019	CAMILLE	PERKINS	08/07/2019	92.56
10/08/2018	JOSHUA	COLLINS	10/08/2018	\$91.60
11/23/2018	ASANTE	LAING	11/21/2018	90.86
01/28/2019	CAROLINE	WILBORN	01/25/2019	90.76
01/11/2019	ASANTE	LAING	01/10/2019	90.39
11/08/2018	ANA	GUZMAN	11/07/2018	90.00
12/05/2018	JUSTIN	SAMPLES	12/04/2018	90.00

12/07/2018	JUSTIN	SAMPLES	12/06/2018	90.00
02/27/2019	ANA	GUZMAN	02/26/2019	\$90.00
05/23/2019	ANA	GUZMAN	05/22/2019	\$90.00
10/11/2018	BRENDA	PADAVIL	10/10/2018	\$89.98
09/02/2019	CAMILLE	PERKINS	08/30/2019	89.98
08/21/2019	CAROLINE	WILBORN	08/20/2019	89.97
08/13/2019	CAMILLE	PERKINS	08/12/2019	89.97
11/08/2018	AKI	DAMME	11/07/2018	89.95
10/29/2018	MACK	MCGHEE	10/26/2018	\$89.88
09/26/2019	JUSTIN	SAMPLES	09/24/2019	89.88
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
10/26/2018	JOSHUA	COLLINS	10/24/2018	\$89.00
01/31/2019	DIAMOND	VANN	01/30/2019	89.00
05/13/2019	DIAMOND	VANN	05/12/2019	\$89.00
02/05/2019	MACK	MCGHEE	02/04/2019	\$88.95
10/29/2018	JOSHUA	COLLINS	10/27/2018	\$88.87
06/26/2019	MACK	MCGHEE	06/25/2019	\$88.78
08/22/2019	ASANTE	LAING	08/21/2019	87.97
12/03/2018	ANA	GUZMAN	11/30/2018	87.85

08/22/2019	JUSTIN	SAMPLES	08/20/2019	87.38
05/13/2019	DIAMOND	VANN	05/11/2019	\$85.99
08/19/2019	ASANTE	LAING	08/17/2019	85.95
08/22/2019	ASANTE	LAING	08/21/2019	85.59
12/07/2018	ASANTE	LAING	12/06/2018	85.43
11/28/2018	ALSAN	BELLARD	11/26/2018	85.00
12/13/2018	ANA	GUZMAN	12/12/2018	85.00
04/29/2019	JUSTIN	SAMPLES	04/26/2019	84.44
11/09/2018	ALSAN	BELLARD	11/08/2018	84.24
10/30/2018	ASANTE	LAING	10/29/2018	\$84.20
03/14/2019	MACK	MCGHEE	03/13/2019	84.09
08/08/2019	CAROLINE	WILBORN	08/07/2019	83.86
08/06/2019	DIAMOND	VANN	08/05/2019	83.24
05/20/2019	MACK	MCGHEE	05/18/2019	\$83.00
01/22/2019	AKI	DAMME	01/22/2019	82.94
12/17/2018	CAROLINE	WILBORN	12/14/2018	82.52
01/28/2019	ANA	GUZMAN	01/26/2019	82.46
05/21/2019	MACK	MCGHEE	05/20/2019	\$82.38
10/25/2018	JOSHUA	COLLINS	10/25/2018	\$82.00
08/29/2019	TAMMIE	TERRY	08/28/2019	81.94
12/06/2018	ALSAN	BELLARD	12/05/2018	81.77
11/15/2018	DIAMOND	VANN	11/14/2018	81.42
08/23/2019	ASANTE	LAING	08/22/2019	81.00
01/11/2019	ALSAN	BELLARD	01/10/2019	80.94
05/07/2019	CARL	MATTHEWS	05/07/2019	\$80.22
02/18/2019	DIAMOND	VANN	02/16/2019	\$80.03
03/18/2019	DIAMOND	VANN	03/16/2019	80.03
04/18/2019	DIAMOND	VANN	04/16/2019	80.03
05/20/2019	DIAMOND	VANN	05/16/2019	\$80.03
06/18/2019	DIAMOND	VANN	06/16/2019	\$80.03
07/18/2019	DIAMOND	VANN	07/16/2019	80.03

08/19/2019	DIAMOND	VANN	08/16/2019	80.03
09/18/2019	DIAMOND	VANN	09/16/2019	80.03
02/20/2019	ASANTE	LAING	02/19/2019	\$80.00
09/06/2019	CAMILLE	PERKINS	09/05/2019	80.00
01/28/2019	ANA	GUZMAN	01/25/2019	79.99
05/06/2019	JUSTIN	SAMPLES	05/05/2019	\$79.96
08/20/2019	ASANTE	LAING	08/19/2019	79.96
05/24/2019	CAROLINE	WILBORN	05/23/2019	\$79.04
01/21/2019	DIAMOND	VANN	01/20/2019	79.00
10/11/2018	AKI	DAMME	10/11/2018	\$78.99
02/04/2019	CAROLINE	WILBORN	02/04/2019	\$78.99
10/19/2018	ANA	GUZMAN	10/18/2018	\$78.91
05/24/2019	CAROLINE	WILBORN	05/23/2019	\$78.90
03/15/2019	MACK	MCGHEE	03/14/2019	78.70
11/19/2018	AKI	DAMME	11/18/2018	78.63
07/10/2019	DIAMOND	VANN	07/09/2019	77.99
09/11/2019	JUSTIN	SAMPLES	09/10/2019	77.99
10/26/2018	ANA	GUZMAN	10/25/2018	\$77.96
11/07/2018	ASANTE	LAING	11/07/2018	76.88
12/10/2018	ASANTE	LAING	12/08/2018	76.60
09/23/2019	TAMMIE	TERRY	09/20/2019	76.45
11/23/2018	JANNIFER	NEVILLES	11/21/2018	76.00
06/06/2019	JUSTIN	SAMPLES	06/05/2019	\$75.98
02/06/2019	MACK	MCGHEE	02/06/2019	\$75.24
04/12/2019	DIAMOND	VANN	04/11/2019	75.19
12/03/2018	ALSAN	BELLARD	11/30/2018	74.97
10/15/2018	AKI	DAMME	10/12/2018	\$74.88
08/01/2019	CAROLINE	WILBORN	07/31/2019	74.04
01/28/2019	CAROLINE	WILBORN	01/25/2019	73.77
08/21/2019	CAROLINE	WILBORN	08/20/2019	73.66
07/18/2019	CAMILLE	PERKINS	07/17/2019	72.80

08/27/2019	TAMMIE	TERRY	08/26/2019	71.98
05/30/2019	AKI	DAMME	05/29/2019	\$71.28
12/17/2018	MACK	MCGHEE	12/16/2018	70.96
11/30/2018	WILLIAM	BOBERG	11/28/2018	70.95
07/22/2019	CAROLINE	WILBORN	07/19/2019	70.35
02/25/2019	AKI	DAMME	02/24/2019	\$69.99
05/20/2019	ASANTE	LAING	05/17/2019	\$69.99
03/21/2019	CAROLINE	WILBORN	03/19/2019	69.16
10/18/2018	ASANTE	LAING	10/17/2018	\$69.01
10/04/2018	ANA	GUZMAN	10/02/2018	\$69.00
11/07/2018	WILLIAM	BOBERG	11/07/2018	69.00
12/17/2018	ANA	GUZMAN	12/14/2018	69.00
05/27/2019	ANA	GUZMAN	05/24/2019	\$69.00
09/09/2019	CARL	MATTHEWS	09/03/2019	68.50
12/11/2018	ANA	GUZMAN	12/10/2018	68.11
01/31/2019	AKI	DAMME	01/31/2019	67.97
10/01/2018	ALSAN	BELLARD	09/29/2018	\$67.96
05/06/2019	DIAMOND	VANN	05/04/2019	\$67.96
02/07/2019	MACK	MCGHEE	02/05/2019	\$67.92
01/09/2019	ALSAN	BELLARD	01/08/2019	67.74
11/05/2018	JANNIFER	NEVILLES	11/02/2018	67.43
10/15/2018	AKI	DAMME	10/12/2018	\$67.00
02/04/2019	CAROLINE	WILBORN	02/01/2019	\$66.43
07/11/2019	CAROLINE	WILBORN	07/11/2019	65.90
12/17/2018	ANA	GUZMAN	12/14/2018	65.71

12/27/2018	ASANTE	LAING	12/26/2018	65.20
10/30/2018	ANA	GUZMAN	10/29/2018	\$65.00
11/21/2018	JANNIFER	NEVILLES	11/20/2018	65.00
02/26/2019	MACK	MCGHEE	02/25/2019	\$65.00
01/07/2019	ASANTE	LAING	01/04/2019	64.98
04/29/2019	DIAMOND	VANN	04/27/2019	64.97
03/19/2019	AKI	DAMME	03/19/2019	64.95
09/19/2019	TAMMIE	TERRY	09/18/2019	64.00
08/27/2019	TAMMIE	TERRY	08/27/2019	63.95
12/04/2018	DIAMOND	VANN	12/03/2018	63.92
04/24/2019	ANA	GUZMAN	04/23/2019	63.58
07/15/2019	CAROLINE	WILBORN	07/12/2019	63.58
07/04/2019	AKI	DAMME	07/03/2019	63.49
03/22/2019	ALSAN	BELLARD	03/21/2019	63.44
12/17/2018	ANA	GUZMAN	12/14/2018	63.09
12/21/2018	JANNIFER	NEVILLES	12/20/2018	63.00
04/16/2019	DIAMOND	VANN	04/16/2019	61.62
02/27/2019	CAROLINE	WILBORN	02/26/2019	\$61.15
12/06/2018	MACK	MCGHEE	12/05/2018	61.05
02/18/2019	AKI	DAMME	02/17/2019	\$60.93
05/06/2019	DIAMOND	VANN	05/03/2019	\$60.91
10/19/2018	ANA	GUZMAN	10/18/2018	\$60.70
01/11/2019	ALSAN	BELLARD	01/09/2019	60.38
01/14/2019	ASANTE	LAING	01/11/2019	60.33
06/06/2019	CAMILLE	PERKINS	06/05/2019	\$60.32
07/03/2019	CAMILLE	PERKINS	07/02/2019	60.32
08/02/2019	CAMILLE	PERKINS	08/02/2019	60.32
09/05/2019	CAMILLE	PERKINS	09/04/2019	60.32

06/11/2019	ASANTE	LAING	06/10/2019	\$60.00
06/14/2019	MACK	MCGHEE	06/13/2019	\$60.00
08/22/2019	ALLISA	TAYLOR	08/21/2019	60.00
01/21/2019	ASANTE	LAING	01/18/2019	59.99
10/19/2018	JUSTIN	SAMPLES	10/18/2018	\$59.98
06/25/2019	MACK	MCGHEE	06/25/2019	\$59.98
08/30/2019	ASANTE	LAING	08/29/2019	59.94
08/01/2019	CAMILLE	PERKINS	07/31/2019	59.40
03/04/2019	DIAMOND	VANN	03/03/2019	59.16
03/14/2019	ALSAN	BELLARD	03/13/2019	59.00
05/23/2019	CAMILLE	PERKINS	05/21/2019	\$59.00
01/09/2019	ANA	GUZMAN	01/08/2019	58.94
12/13/2018	ANA	GUZMAN	12/12/2018	58.90
10/23/2018	ANA	GUZMAN	10/22/2018	\$58.29
11/19/2018	ASANTE	LAING	11/15/2018	58.19
10/19/2018	AKI	DAMME	10/18/2018	\$57.96
11/19/2018	AKI	DAMME	11/18/2018	57.92
04/17/2019	DIAMOND	VANN	04/16/2019	57.63
12/10/2018	ASANTE	LAING	12/08/2018	57.49
06/14/2019	MACK	MCGHEE	06/13/2019	\$57.42
03/11/2019	ALSAN	BELLARD	03/10/2019	57.11
04/24/2019	DIAMOND	VANN	04/24/2019	56.97
09/17/2019	AKI	DAMME	09/16/2019	56.94
10/29/2018	ANA	GUZMAN	10/26/2018	\$56.81
07/08/2019	CAROLINE	WILBORN	07/05/2019	56.70
02/06/2019	ALSAN	BELLARD	02/05/2019	\$56.16
05/24/2019	CAROLINE	WILBORN	05/23/2019	\$56.16
01/14/2019	ANA	GUZMAN	01/11/2019	55.16

01/14/2019	ANA	GUZMAN	01/11/2019	55.16
01/14/2019	ANA	GUZMAN	01/12/2019	55.16
11/27/2018	ASANTE	LAING	11/26/2018	55.00
03/22/2019	AKI	DAMME	03/21/2019	54.99
04/22/2019	DIAMOND	VANN	04/19/2019	54.75
08/26/2019	ASANTE	LAING	08/23/2019	54.00
12/10/2018	AKI	DAMME	12/08/2018	53.98
01/11/2019	ANA	GUZMAN	01/10/2019	53.66
10/23/2018	ANA	GUZMAN	10/22/2018	\$52.99
10/08/2018	BRENDA	PADAVIL	10/05/2018	\$52.99
06/12/2019	MACK	MCGHEE	06/11/2019	\$52.50
04/09/2019	DIAMOND	VANN	04/08/2019	51.51
12/24/2018	JANNIFER	NEVILLES	12/21/2018	50.79
02/01/2019	DIAMOND	VANN	01/31/2019	\$50.79
03/25/2019	ANA	GUZMAN	03/22/2019	50.16
10/24/2018	ALSAN	BELLARD	10/23/2018	\$50.00
07/18/2019	CAMILLE	PERKINS	07/17/2019	50.00
09/06/2019	CAMILLE	PERKINS	09/05/2019	50.00
11/01/2018	ANA	GUZMAN	10/31/2018	49.95
09/02/2019	CAMILLE	PERKINS	08/30/2019	49.95
06/20/2019	CAMILLE	PERKINS	06/19/2019	\$49.92
02/27/2019	ANA	GUZMAN	02/26/2019	\$49.85
07/01/2019	CAMILLE	PERKINS	07/01/2019	49.50
01/22/2019	MACK	MCGHEE	01/21/2019	49.47
11/19/2018	AKI	DAMME	11/18/2018	49.46
02/15/2019	ASANTE	LAING	02/14/2019	\$49.01
11/19/2018	ALSAN	BELLARD	11/16/2018	49.00
11/19/2018	ALSAN	BELLARD	11/16/2018	49.00

01/17/2019	ALSAN	BELLARD	01/15/2019	49.00
01/17/2019	ALSAN	BELLARD	01/15/2019	49.00
01/18/2019	ALSAN	BELLARD	01/17/2019	49.00
10/26/2018	AKI	DAMME	10/25/2018	\$48.95
05/28/2019	MACK	MCGHEE	05/27/2019	\$48.52
03/08/2019	MACK	MCGHEE	03/07/2019	48.00
03/21/2019	MACK	MCGHEE	03/20/2019	48.00
11/27/2018	MACK	MCGHEE	11/26/2018	47.98
08/22/2019	JUSTIN	SAMPLES	08/20/2019	47.98
05/22/2019	MACK	MCGHEE	05/20/2019	\$47.97
02/04/2019	ANA	GUZMAN	01/31/2019	\$47.65
02/04/2019	ANA	GUZMAN	01/31/2019	\$47.65
12/17/2018	MACK	MCGHEE	12/13/2018	47.20
11/09/2018	ASANTE	LAING	11/08/2018	47.19
11/07/2018	AKI	DAMME	11/06/2018	47.15
08/19/2019	CAMILLE	PERKINS	08/15/2019	47.00
01/02/2019	MACK	MCGHEE	01/01/2019	46.87
11/06/2018	ALSAN	BELLARD	11/05/2018	46.78
12/11/2018	MACK	MCGHEE	12/10/2018	46.44
03/14/2019	JUSTIN	SAMPLES	03/14/2019	46.36
08/23/2019	CAROLINE	WILBORN	08/22/2019	46.15
01/21/2019	ANA	GUZMAN	01/18/2019	45.82
11/14/2018	DIAMOND	VANN	11/13/2018	45.43
04/08/2019	ASANTE	LAING	04/05/2019	45.27
12/17/2018	WILLIAM	BOBERG	12/14/2018	45.00
08/21/2019	TAMMIE	TERRY	08/20/2019	45.00
06/03/2019	DIAMOND	VANN	05/31/2019	\$44.75
05/30/2019	DIAMOND	VANN	05/29/2019	\$44.30
11/20/2018	ASANTE	LAING	11/19/2018	43.96
06/17/2019	CAMILLE	PERKINS	06/14/2019	\$43.92

08/22/2019	ASANTE	LAING	08/21/2019	43.72
01/07/2019	ASANTE	LAING	01/04/2019	43.40
10/31/2018	ALSAN	BELLARD	10/30/2018	\$43.11
09/02/2019	TAMMIE	TERRY	08/30/2019	42.99
01/30/2019	CAROLINE	WILBORN	01/29/2019	42.98
05/10/2019	DIAMOND	VANN	05/10/2019	\$42.98
01/11/2019	ANA	GUZMAN	01/10/2019	42.61
09/10/2019	CAMILLE	PERKINS	09/09/2019	42.00
06/26/2019	CAMILLE	PERKINS	06/25/2019	\$41.97
10/26/2018	AKI	DAMME	10/26/2018	\$41.94
09/02/2019	TAMMIE	TERRY	08/30/2019	41.90
01/11/2019	ANA	GUZMAN	01/10/2019	41.70
10/18/2018	AKI	DAMME	10/17/2018	\$41.19
06/18/2019	CAMILLE	PERKINS	06/17/2019	\$41.18
08/16/2019	ASANTE	LAING	08/15/2019	40.99
12/26/2018	MACK	MCGHEE	12/24/2018	40.96
11/05/2018	ASANTE	LAING	11/03/2018	40.77
08/20/2019	ASANTE	LAING	08/19/2019	40.57
08/21/2019	ASANTE	LAING	08/20/2019	40.57
07/29/2019	CAROLINE	WILBORN	07/26/2019	40.30
11/07/2018	ANA	GUZMAN	11/06/2018	40.06
06/12/2019	MACK	MCGHEE	06/11/2019	\$40.00
04/09/2019	JUSTIN	SAMPLES	04/07/2019	39.98
12/18/2018	MACK	MCGHEE	12/17/2018	39.97
10/22/2018	JANNIFER	NEVILLES	10/19/2018	\$39.95
11/05/2018	AKI	DAMME	11/04/2018	39.67
04/25/2019	JUSTIN	SAMPLES	04/24/2019	39.15
05/17/2019	ASANTE	LAING	05/16/2019	\$39.00
01/11/2019	ANA	GUZMAN	01/10/2019	38.96

07/11/2019	CAROLINE	WILBORN	07/10/2019	38.85
07/26/2019	CAMILLE	PERKINS	07/25/2019	38.50
11/02/2018	AKI	DAMME	11/01/2018	38.46
11/16/2018	ASANTE	LAING	11/16/2018	38.41
11/21/2018	JANNIFER	NEVILLES	11/20/2018	38.32
12/11/2018	ALSAN	BELLARD	12/10/2018	37.99
10/04/2018	AKI	DAMME	10/03/2018	\$37.96
01/11/2019	ANA	GUZMAN	01/10/2019	37.75
02/26/2019	MACK	MCGHEE	02/25/2019	\$37.50
04/24/2019	ASANTE	LAING	04/24/2019	37.50
01/11/2019	ANA	GUZMAN	01/10/2019	35.95
04/02/2019	CAROLINE	WILBORN	04/02/2019	35.95
12/05/2018	ALSAN	BELLARD	12/04/2018	35.94
06/17/2019	CAMILLE	PERKINS	06/14/2019	\$35.94
08/14/2019	ASANTE	LAING	08/13/2019	35.92
12/06/2018	ANA	GUZMAN	12/05/2018	35.00
01/21/2019	ASANTE	LAING	01/17/2019	35.00
12/24/2018	MACK	MCGHEE	12/22/2018	34.99
11/14/2018	DIAMOND	VANN	11/13/2018	34.98
04/24/2019	ASANTE	LAING	04/23/2019	34.76
06/28/2019	DIAMOND	VANN	06/27/2019	\$34.58
01/25/2019	ANA	GUZMAN	01/24/2019	33.95
07/15/2019	CAROLINE	WILBORN	07/12/2019	33.65
11/14/2018	ANA	GUZMAN	11/13/2018	32.99
01/11/2019	DIAMOND	VANN	01/10/2019	32.99

04/08/2019	DIAMOND	VANN	04/05/2019	32.97
09/04/2019	ALLISA	TAYLOR	09/04/2019	32.55
12/10/2018	ASANTE	LAING	12/08/2018	31.08
12/17/2018	CAROLINE	WILBORN	12/14/2018	30.50
01/25/2019	ASANTE	LAING	01/24/2019	30.49
06/17/2019	CAMILLE	PERKINS	06/14/2019	\$30.16
07/11/2019	CAMILLE	PERKINS	07/10/2019	30.16
09/05/2019	CAMILLE	PERKINS	09/04/2019	30.16
08/30/2019	ASANTE	LAING	08/29/2019	30.00
02/28/2019	AKI	DAMME	02/26/2019	\$29.99
02/11/2019	AKI	DAMME	02/09/2019	\$29.90
08/22/2019	ASANTE	LAING	08/21/2019	29.80
08/14/2019	ASANTE	LAING	08/13/2019	29.78
07/01/2019	CAMILLE	PERKINS	06/28/2019	29.70
12/17/2018	JUSTIN	SAMPLES	12/14/2018	29.29
12/10/2018	ASANTE	LAING	12/08/2018	29.01
11/12/2018	ASANTE	LAING	11/09/2018	29.00
09/11/2019	JUSTIN	SAMPLES	09/10/2019	28.99
01/11/2019	DIAMOND	VANN	01/10/2019	28.95
08/14/2019	DIAMOND	VANN	08/14/2019	28.75
01/28/2019	ASANTE	LAING	01/25/2019	28.40
10/03/2018	ALSAN	BELLARD	10/02/2018	\$28.08
10/15/2018	ALSAN	BELLARD	10/12/2018	\$28.08
11/09/2018	ALSAN	BELLARD	11/08/2018	28.08
12/05/2018	ALSAN	BELLARD	12/04/2018	28.08
12/07/2018	ALSAN	BELLARD	12/06/2018	28.08
01/11/2019	ALSAN	BELLARD	01/09/2019	28.08
01/24/2019	ALSAN	BELLARD	01/23/2019	28.08
02/27/2019	ALSAN	BELLARD	02/26/2019	\$28.08

04/18/2019	ALSAN	BELLARD	04/17/2019	28.08
12/14/2018	ASANTE	LAING	12/12/2018	28.00
06/17/2019	CAMILLE	PERKINS	06/15/2019	\$26.98
01/28/2019	AKI	DAMME	01/27/2019	26.97
01/11/2019	ALSAN	BELLARD	01/10/2019	26.90
01/18/2019	ALSAN	BELLARD	01/17/2019	26.90
10/03/2018	ALSAN	BELLARD	10/02/2018	\$26.69
10/15/2018	ANA	GUZMAN	10/12/2018	\$26.38
12/10/2018	DIAMOND	VANN	12/07/2018	26.23
10/23/2018	MACK	MCGHEE	10/22/2018	\$26.06
05/24/2019	DIAMOND	VANN	05/23/2019	\$25.99
01/28/2019	AKI	DAMME	01/27/2019	25.98
08/09/2019	TAMMIE	TERRY	08/09/2019	25.49
11/07/2018	MACK	MCGHEE	11/06/2018	25.00
05/17/2019	MACK	MCGHEE	05/16/2019	\$25.00
08/14/2019	ALLISA	TAYLOR	08/13/2019	25.00
04/08/2019	DIAMOND	VANN	04/05/2019	24.79
11/16/2018	AKI	DAMME	11/15/2018	24.73
07/26/2019	CAMILLE	PERKINS	07/25/2019	24.31
10/11/2018	BRENDA	PADAVIL	10/10/2018	\$24.03
08/07/2019	CAROLINE	WILBORN	08/06/2019	23.82
07/31/2019	CAMILLE	PERKINS	07/30/2019	23.75
08/22/2019	ASANTE	LAING	08/21/2019	23.74
10/19/2018	ASANTE	LAING	10/18/2018	\$23.29
11/09/2018	ANA	GUZMAN	11/07/2018	23.00
03/18/2019	ANA	GUZMAN	03/14/2019	23.00
10/04/2018	ASANTE	LAING	10/02/2018	\$22.17
10/19/2018	JANNIFER	NEVILLES	10/18/2018	\$22.07
06/17/2019	CAMILLE	PERKINS	06/14/2019	\$22.00
08/19/2019	ASANTE	LAING	08/19/2019	21.98

10/18/2018	JUSTIN	SAMPLES	10/16/2018	\$21.97
04/09/2019	DIAMOND	VANN	04/08/2019	21.96
07/26/2019	CAMILLE	PERKINS	07/25/2019	21.89
10/15/2018	JUSTIN	SAMPLES	10/12/2018	\$21.26
06/26/2019	CAMILLE	PERKINS	06/25/2019	\$21.19
03/11/2019	AKI	DAMME	03/08/2019	21.18
04/08/2019	DIAMOND	VANN	04/06/2019	21.14
01/17/2019	AKI	DAMME	01/17/2019	20.27
11/19/2018	ASANTE	LAING	11/18/2018	20.00
11/29/2018	JUSTIN	SAMPLES	11/28/2018	20.00
08/26/2019	TAMMIE	TERRY	08/23/2019	20.00
12/18/2018	MACK	MCGHEE	12/17/2018	19.99
06/26/2019	CAMILLE	PERKINS	06/25/2019	\$19.99
07/31/2019	CAMILLE	PERKINS	07/30/2019	19.99
08/02/2019	CAMILLE	PERKINS	08/01/2019	19.99
11/26/2018	ALSAN	BELLARD	11/25/2018	19.98
01/17/2019	AKI	DAMME	01/16/2019	19.57
09/13/2019	CAMILLE	PERKINS	09/12/2019	19.56
01/23/2019	WILLIAM	BOBERG	01/23/2019	18.99
08/26/2019	TAMMIE	TERRY	08/24/2019	18.99
01/11/2019	ASANTE	LAING	01/09/2019	18.71
03/08/2019	MACK	MCGHEE	03/07/2019	18.15
04/30/2019	ASANTE	LAING	04/29/2019	18.08
11/02/2018	JOSHUA	COLLINS	11/01/2018	18.02
07/11/2019	CAMILLE	PERKINS	07/10/2019	18.00

08/27/2019	CAMILLE	PERKINS	08/27/2019	17.79
03/18/2019	ANA	GUZMAN	03/17/2019	16.95
04/18/2019	ANA	GUZMAN	04/17/2019	16.95
05/20/2019	ANA	GUZMAN	05/17/2019	\$16.95
06/18/2019	CAROLINE	WILBORN	06/17/2019	\$16.95
11/01/2018	ASANTE	LAING	10/31/2018	16.64
09/10/2019	CAMILLE	PERKINS	09/09/2019	16.50
12/10/2018	ASANTE	LAING	12/08/2018	16.01
07/18/2019	CAROLINE	WILBORN	07/17/2019	15.99
07/22/2019	DIAMOND	VANN	07/19/2019	15.99
08/19/2019	CAROLINE	WILBORN	08/17/2019	15.99
08/20/2019	DIAMOND	VANN	08/19/2019	15.99
09/18/2019	CAROLINE	WILBORN	09/17/2019	15.99
09/20/2019	AKI	DAMME	09/19/2019	15.99
10/15/2018	ASANTE	LAING	10/14/2018	\$15.39
11/15/2018	ASANTE	LAING	11/14/2018	15.39
12/17/2018	ASANTE	LAING	12/14/2018	15.39
12/17/2018	ANA	GUZMAN	12/14/2018	15.23
09/20/2019	ALLISA	TAYLOR	09/19/2019	15.00
12/14/2018	ALSAN	BELLARD	12/13/2018	14.99
04/08/2019	DIAMOND	VANN	04/06/2019	14.99
11/02/2018	AKI	DAMME	11/01/2018	14.96
11/12/2018	ALSAN	BELLARD	11/09/2018	14.95
10/12/2018	ANA	GUZMAN	10/11/2018	\$14.88

06/17/2019	CAMILLE	PERKINS	06/16/2019	\$11.98
04/08/2019	DIAMOND	VANN	04/05/2019	11.95
05/29/2019	CAMILLE	PERKINS	05/28/2019	\$11.93
04/09/2019	DIAMOND	VANN	04/08/2019	11.44
10/22/2018	ALSAN	BELLARD	10/21/2018	\$11.25
01/21/2019	ANA	GUZMAN	01/18/2019	10.97
10/26/2018	ASANTE	LAING	10/25/2018	\$10.89
10/30/2018	ALSAN	BELLARD	10/29/2018	\$10.88
12/03/2018	ALSAN	BELLARD	12/01/2018	10.66
04/08/2019	DIAMOND	VANN	04/05/2019	10.46
12/17/2018	ANA	GUZMAN	12/14/2018	10.11
10/22/2018	ASANTE	LAING	10/20/2018	\$10.00
04/17/2019	AKI	DAMME	04/15/2019	10.00
08/16/2019	ASANTE	LAING	08/15/2019	10.00
07/15/2019	CAMILLE	PERKINS	07/12/2019	9.99
07/15/2019	CAMILLE	PERKINS	07/12/2019	9.99
05/01/2019	CAROLINE	WILBORN	04/30/2019	\$9.99
11/09/2018	ALSAN	BELLARD	11/08/2018	9.98
06/21/2019	CAMILLE	PERKINS	06/20/2019	\$9.90
12/05/2018	MACK	MCGHEE	12/04/2018	9.68
10/08/2018	ASANTE	LAING	10/06/2018	\$9.65
06/17/2019	CAMILLE	PERKINS	06/16/2019	\$8.99
09/05/2019	ASANTE	LAING	09/03/2019	8.30
10/03/2018	BRENDA	PADAVIL	10/02/2018	\$8.00
01/25/2019	AKI	DAMME	01/25/2019	7.99

12/11/2018	ALSAN	BELLARD	12/10/2018	(12.99)
12/11/2018	ALSAN	BELLARD	12/10/2018	(12.99)
12/11/2018	ALSAN	BELLARD	12/10/2018	(12.99)
12/11/2018	ALSAN	BELLARD	12/10/2018	(12.99)
12/11/2018	ALSAN	BELLARD	12/10/2018	(12.99)
03/06/2019	WILLIAM	BOBERG	03/05/2019	(12.99)
09/09/2019	ASANTE	LAING	09/08/2019	(13.50)
10/15/2018	JOSHUA	COLLINS	10/12/2018	-\$14.81
10/18/2018	JUSTIN	SAMPLES	10/16/2018	-\$14.82
01/28/2019	ASANTE	LAING	01/22/2019	(14.84)
08/26/2019	CARL	MATTHEWS	08/25/2019	(14.88)
12/24/2018	ANA	GUZMAN	12/22/2018	(15.23)
11/07/2018	JANNIFER	NEVILLES	11/07/2018	(20.00)
11/27/2018	WILLIAM	BOBERG	11/27/2018	(20.25)
03/19/2019	AKI	DAMME	03/19/2019	(21.18)
11/14/2018	ANA	GUZMAN	11/12/2018	(23.00)
02/07/2019	MACK	MCGHEE	02/07/2019	-\$23.73
11/26/2018	ANA	GUZMAN	11/23/2018	(24.71)
05/20/2019	ASANTE	LAING	05/18/2019	-\$25.00
10/01/2018	ALSAN	BELLARD	09/30/2018	-\$26.00
01/16/2019	ALSAN	BELLARD	01/16/2019	(26.90)
07/11/2019	CAMILLE	PERKINS	07/10/2019	(27.98)
11/27/2018	WILLIAM	BOBERG	11/27/2018	(28.35)
11/27/2018	WILLIAM	BOBERG	11/27/2018	(28.35)
12/27/2018	ANA	GUZMAN	12/26/2018	(29.96)
12/17/2018	ASANTE	LAING	12/14/2018	(34.00)
06/10/2019	DIAMOND	VANN	06/07/2019	-\$39.56
11/19/2018	ANA	GUZMAN	11/17/2018	(40.16)
09/09/2019	ASANTE	LAING	09/08/2019	(40.50)
10/26/2018	ANA	GUZMAN	10/26/2018	-\$44.82
12/06/2018	JUSTIN	SAMPLES	12/05/2018	(45.28)
12/24/2018	ANA	GUZMAN	12/22/2018	(63.09)
01/31/2019	DIAMOND	VANN	01/30/2019	(63.73)
12/24/2018	ANA	GUZMAN	12/22/2018	(65.71)
11/20/2018	JUSTIN	SAMPLES	11/19/2018	(67.74)
11/27/2018	WILLIAM	BOBERG	11/26/2018	(100.00)
11/23/2018	ANA	GUZMAN	11/21/2018	(116.88)

11/08/2018	JOSHUA	COLLINS	11/08/2018	(135.26)
10/22/2018	WILLIAM	BOBERG	10/19/2018	-\$139.64
01/28/2019	ASANTE	LAING	01/22/2019	(148.00)
01/28/2019	ASANTE	LAING	01/22/2019	(165.00)
08/21/2019	ASANTE	LAING	08/20/2019	(166.01)
05/23/2019	JUSTIN	SAMPLES	05/22/2019	-\$173.90
11/06/2018	ANA	GUZMAN	11/05/2018	(179.00)
12/24/2018	ANA	GUZMAN	12/22/2018	(181.08)
11/09/2018	JANNIFER	NEVILLES	11/02/2018	(200.00)
04/18/2019	ASANTE	LAING	04/17/2019	(200.00)
04/18/2019	ASANTE	LAING	04/17/2019	(200.00)
02/28/2019	ALSAN	BELLARD	02/26/2019	-\$205.00
10/18/2018	ALSAN	BELLARD	10/17/2018	-\$220.83
08/14/2019	ALSAN	BELLARD	08/06/2019	(225.29)
12/24/2018	ANA	GUZMAN	12/22/2018	(238.98)
03/04/2019	CARL	MATTHEWS	03/01/2019	(289.73)
10/26/2018	ALSAN	BELLARD	10/25/2018	-\$291.87
08/23/2019	CAMILLE	PERKINS	08/15/2019	(301.15)
03/21/2019	CAROLINE	WILBORN	03/20/2019	(323.04)
08/19/2019	CAROLINE	WILBORN	08/16/2019	(345.00)
03/01/2019	JUSTIN	SAMPLES	02/28/2019	(399.00)
06/17/2019	DIAMOND	VANN	06/06/2019	-\$417.90
12/24/2018	ANA	GUZMAN	12/22/2018	(429.10)
01/31/2019	MACK	MCGHEE	01/31/2019	(452.00)
12/21/2018	JANNIFER	NEVILLES	12/18/2018	(455.16)
04/18/2019	ASANTE	LAING	04/17/2019	(475.00)
04/18/2019	ASANTE	LAING	04/17/2019	(475.00)
03/26/2019	AKI	DAMME	03/26/2019	(499.00)
01/18/2019	ASANTE	LAING	01/17/2019	(531.00)
03/04/2019	CARL	MATTHEWS	03/01/2019	(579.46)
05/22/2019	MACK	MCGHEE	05/21/2019	-\$600.31
10/09/2018	AKI	DAMME	10/08/2018	-\$641.21
03/20/2019	JUSTIN	SAMPLES	03/19/2019	(641.22)
11/07/2018	JANNIFER	NEVILLES	11/07/2018	(658.08)
05/31/2019	DIAMOND	VANN	05/30/2019	-\$764.90
12/17/2018	JANNIFER	NEVILLES	12/14/2018	(912.50)
03/01/2019	ALSAN	BELLARD	02/28/2019	(980.00)

09/06/2019	CARL	MATTHEWS	09/04/2019	(1,345.24)
10/24/2018	WILLIAM	BOBERG	10/24/2018	-\$1,500.00
09/23/2019	CAMILLE	PERKINS	09/21/2019	(1,500.00)
08/02/2019	DIAMOND	VANN	08/01/2019	(1,938.63)
03/04/2019	ALLISA	TAYLOR	03/01/2019	(4,077.82)

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Original Tax Amount	Merchant Name	Parent Merchant Name
0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	CRESTLINE 00 OF 00	CRESTLINE 00 OF 00
\$0.00	MVS INC	MVS INC
\$0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI
\$0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	MICROMAIN CORPORATION	MICROMAIN CORPORATION
0.00	SHARE FOOD NETWORK	SHARE FOOD NETWORK
\$0.00	MULTI-HEALTH SYSTEMS	MULTI-HEALTH SYSTEMS
0.00	WASHINGTON WIZARDS	WASHINGTON WIZARDS
0.00	FANTASY WORLD INC	FANTASY WORLD INC
\$0.00	PAYPAL	PAYPAL
0.00	HENRY SCHEIN	HENRY SCHEIN
0.00	CAMP HORIZONS	CAMP HORIZONS
0.00	ARCADE GAME SALES	ARCADE GAME SALES
0.00	WASHINGTON WIZARDS	WASHINGTON WIZARDS
0.00	CHARM-TEX	CHARM-TEX
\$0.00	M C DEAN INC	M C DEAN INC
0.00	PAYPAL	PAYPAL
0.00	TREETOP PRODUCTS	TREETOP PRODUCTS
\$0.00	SQ *SQ *MAHOGANYBOOKS	SQ *SQ *MAHOGANYBOOKS
0.00	ARCADE GAME SALES	ARCADE GAME SALES
0.00	DATA MGMT- TIMECLOCKPLU	DATA MGMT- TIMECLOCKPLU
0.00	HENRY SCHEIN	HENRY SCHEIN
\$0.00	TREETOP PRODUCTS	TREETOP PRODUCTS
\$0.00	NORIX GROUP INC	NORIX GROUP INC
\$0.00	JKM TRAINING INC	JKM TRAINING INC
0.00	MVS INC	MVS INC

\$0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION
0.00	MVS INC	MVS INC
\$0.00	THE HOME DEPOT #2589	THE HOME DEPOT #2589
236.64	FEDEX	FEDEX
0.00	CHAMPION AWARDS	CHAMPION AWARDS
\$0.00	CRIMSON WHISKEY BAR	CRIMSON WHISKEY BAR
0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION
0.00	ARCADE GAME SALES	ARCADE GAME SALES
0.00	PAYPAL	PAYPAL
0.00	FOCUSEDTECH	FOCUSEDTECH
0.00	LIONHEART FOUNDATION	LIONHEART FOUNDATION
0.00	HUBERT COMPANY	HUBERT COMPANY
0.00	BUSINESS TRAINING WORK	BUSINESS TRAINING WORK
0.00	SQ *SQ *METRO CITY WIN	SQ *SQ *METRO CITY WIN
0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION
0.00	NORIX GROUP INC	NORIX GROUP INC
\$147.08	JIMMIE MUSCATELLO'S GQ	JIMMIE MUSCATELLO'S GQ
0.00	ECOLAB INC MF	ECOLAB INC MF
\$0.00	BERKELEY VARITRONICS	BERKELEY VARITRONICS
0.00	MOTOROLA SOLUTIONS ONL	MOTOROLA SOLUTIONS ONL
0.00	BURLINGTON STORES378	BURLINGTON STORES378
\$0.00	BUSINESS TRAINING WORK	BUSINESS TRAINING WORK
0.00	IVY CITY TAVERN	IVY CITY TAVERN
0.00	HUBERT COMPANY	HUBERT COMPANY
0.00	MARSHALLS #0624	MARSHALLS #0624
0.00	POPPIN INC.	POPPIN INC.
0.00	PAYPAL	PAYPAL
0.00	BOB BARKER COMPANY INC	BOB BARKER COMPANY INC
0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION
\$0.00	OFFICECHAIRSUSACOM	OFFICECHAIRSUSACOM
\$0.00	PROTECTION 1	PROTECTION 1
0.00	FEDEX	FEDEX

0.00	FLIK GALLCONF 16128290	FLIK GALLCONF 16128290
0.00	ATD	ATD
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
\$0.00	MICROMAIN CORPORATION	MICROMAIN CORPORATION
0.00	DUPONT COMPUTERS	DUPONT COMPUTERS
0.00	NFPA NATL FIRE PROTECT	NFPA NATL FIRE PROTECT
0.00	MIRION TECHNOLOGIES	MIRION TECHNOLOGIES
\$0.00	PAYPAL	PAYPAL
0.00	VTG*CENTER FOR ASSESSM	VTG*CENTER FOR ASSESSM
0.00	VTG*CENTER FOR ASSESSM	VTG*CENTER FOR ASSESSM
0.00	SODA YODA	SODA YODA
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	SQ *SQ *G-SIDA GENERAL	SQ *SQ *G-SIDA GENERAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	IAMABRAND	IAMABRAND
\$0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
\$0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
0.00	INT*IN *COMMERCIAL ATH	INT*IN *COMMERCIAL ATH
\$0.00	AUTHENTIC STATEMENTS	AUTHENTIC STATEMENTS
\$0.00	PAYPAL	PAYPAL
\$0.00	FANTASY WORLD INC	FANTASY WORLD INC
0.00	FANTASY WORLD INC	FANTASY WORLD INC
0.00	INT*IN *BROWN ENTERPRI	INT*IN *BROWN ENTERPRI
0.00	LSSI	LSSI

\$0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.01	B AND B FLOOR SERVICE	B AND B FLOOR SERVICE
0.00	FEDEX	FEDEX
0.00	BOB BARKER COMPANY INC	BOB BARKER COMPANY INC
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
\$0.00	JFK SCHOOL OF GOVT EXE	JFK SCHOOL OF GOVT EXE
0.00	PAYPAL	PAYPAL
0.00	SQ *SQ *FIRST FOUR CON	SQ *SQ *FIRST FOUR CON
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	OCEANAIRE DC BQT	OCEANAIRE DC BQT
0.00	NCCHC	NCCHC
119.98	3009 FOREVER 21	3009 FOREVER 21
0.00	CORRECT RX PHARMACY SE	CORRECT RX PHARMACY SE
81.75	PFS - MARYLAND	PFS - MARYLAND
\$0.00	ROYAL 4 SYSTEMS INC	ROYAL 4 SYSTEMS INC
\$0.00	VA HOSPITAL ARLG CC	VA HOSPITAL ARLG CC
0.00	PAYPAL	PAYPAL
\$0.00	MICROMAIN CORPORATION	MICROMAIN CORPORATION
\$0.00	PAYPAL	PAYPAL
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
111.66	CAPITOL CASH AND CARRY	CAPITOL CASH AND CARRY
0.00	THE OMELETTE G00 OF 00	THE OMELETTE G00 OF 00
\$0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI

0.00	4IMPRINT	4IMPRINT
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	AOP BUSINESS SERVICES	AOP BUSINESS SERVICES
0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
\$0.00	MVS INC	MVS INC
0.00	BACKYARD INFLATABLES I	BACKYARD INFLATABLES I
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	CONSIDER IT DONE ST...	CONSIDER IT DONE ST...
\$0.00	MARKOFF/CAL	MARKOFF/CAL
\$0.00	BIG ESCAPE ROOMS	BIG ESCAPE ROOMS
0.00	BIG COUNTRY AMUSEMENTS	BIG COUNTRY AMUSEMENTS
\$0.00	UNUS TRANSPORT00 OF 00	UNUS TRANSPORT00 OF 00
0.00	PAYPAL	PAYPAL
0.00	VA HOSPITAL ARLG CC	VA HOSPITAL ARLG CC
\$0.00	PAW*ABLE HANDS MOBILE	PAW*ABLE HANDS MOBILE
0.00	BIG ESCAPE ROOMS	BIG ESCAPE ROOMS
0.00	FEDEX	FEDEX
0.00	AMZN MKTP US	AMZN MKTP US
70.93	JIMMIE MUSCATELLO'S GQ	JIMMIE MUSCATELLO'S GQ
0.00	GWU CPS MARKETPLACE	GWU CPS MARKETPLACE
0.00	GWU CPS MARKETPLACE	GWU CPS MARKETPLACE
0.00	GWU CPS MARKETPLACE	GWU CPS MARKETPLACE
0.00	GWU CPS MARKETPLACE	GWU CPS MARKETPLACE

0.00	GWU CPS MARKETPLACE	GWU CPS MARKETPLACE
\$98.89	CAPITOL CASH AND CARRY	CAPITOL CASH AND CARRY
0.00	NCCHC	NCCHC
0.00	FLIK GALLCONF 16128290	FLIK GALLCONF 16128290
0.00	PAYPAL	PAYPAL
\$0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
0.00	LOVESAC-ANNAPOLIS	LOVESAC-ANNAPOLIS
0.00	AOP BUSINESS SERVICES	AOP BUSINESS SERVICES
\$0.00	CROWN AWARDS INC	CROWN AWARDS INC
0.00	CAFE RIO CATERING	CAFE RIO CATERING
\$0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	SCCE	SCCE
\$0.00	SCCE	SCCE
\$0.00	PAYPAL	PAYPAL
90.58	PRECISION DRYER VT CLE	PRECISION DRYER VT CLE
\$0.00	CONSIDER IT DONE ST...	CONSIDER IT DONE ST...
0.00	M C DEAN INC	M C DEAN INC
0.00	TRUMPIA: 888-300-3002	TRUMPIA: 888-300-3002
47.82	BARNES&NOBLE.COM- BN	BARNES&NOBLE.COM- BN
0.00	THE OMELETTE G00 OF 00	THE OMELETTE G00 OF 00
\$0.00	CAFE RIO FALLS CHURCH	CAFE RIO FALLS CHURCH
\$0.00	CAFE RIO OLNEY	CAFE RIO OLNEY
0.00	AC MOORE STR 94	AC MOORE STR 94
0.00	TOASTMASTERS-LIVE PROD	TOASTMASTERS-LIVE PROD
0.00	CARRIER CORP - CML SVC	CARRIER CORP - CML SVC
0.00	POTTERY BARN 0545	POTTERY BARN 0545
76.25	CORBETT TECHNOLOGY SQL	CORBETT TECHNOLOGY SQL
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	TJ DISTRIBUTORS INC	TJ DISTRIBUTORS INC

\$0.00	SQ *SQ *AFFORDABLE HOM	SQ *SQ *AFFORDABLE HOM
\$0.00	INT*IN *KIDS AT HOPE	INT*IN *KIDS AT HOPE
0.00	M C DEAN INC	M C DEAN INC
0.00	M C DEAN INC	M C DEAN INC
0.00	CHILDRENS NATL MEDICAL	CHILDRENS NATL MEDICAL
\$0.00	INT*IN *KIDS AT HOPE	INT*IN *KIDS AT HOPE
0.00	CHILDRENS NATL MEDICAL	CHILDRENS NATL MEDICAL
0.00	DISPUTE REBILL	DISPUTE REBILL
0.00	GENERAL SOLAR	GENERAL SOLAR
59.76	SIERRA BIOMEDICAL	SIERRA BIOMEDICAL
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	OFFICEFURNITURE.COM	OFFICEFURNITURE.COM
\$58.12	SIERRA BIOMEDICAL	SIERRA BIOMEDICAL
82.22	CAPITOL CASH AND CARRY	CAPITOL CASH AND CARRY
\$0.00	KELLY GENERATOR & EQUI	KELLY GENERATOR & EQUI
0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI
81.31	UA FH ARUNDLE MILLS	UA FH ARUNDLE MILLS
0.00	FEDEX	FEDEX
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMAZON.COM*MW45C 7Z21	AMAZON.COM*MW45C 7Z21
0.00	PRICE BUSTERS FURNITUR	PRICE BUSTERS FURNITUR
0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI

0.00	BLUE BOY PRINTING CORP	BLUE BOY PRINTING CORP
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	DMI* DELL HLTHCR/REL	DMI* DELL HLTHCR/REL
0.00	TICKETS-GU-ATHLETICS	TICKETS-GU-ATHLETICS
0.00	AMAZON.COM*MO6R96 BE2	AMAZON.COM*MO6R96 BE2
0.00	AOP BUSINESS SERVICES	AOP BUSINESS SERVICES
\$0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI
\$0.00	CAFE RIO FALLS CHURCH	CAFE RIO FALLS CHURCH
0.00	AMZN MKTP US	AMZN MKTP US
0.00	INT*IN *MED TECH RESOU	INT*IN *MED TECH RESOU
0.00	GEORGE P HARDING, DDS	GEORGE P HARDING, DDS
76.95	AMAZON.COM*M023E1 FD0	AMAZON.COM*M023E1 FD0
76.15	THE HOME DEPOT #2583	THE HOME DEPOT #2583
0.00	STAPLES 00115170	STAPLES 00115170
0.00	SAMSClub #6434	SAMSClub #6434
75.18	THE HAMILTON GROUP	THE HAMILTON GROUP
0.00	ECOLAB INC MF	ECOLAB INC MF
\$0.00	SQ *SQ *ON TARGET COMM	SQ *SQ *ON TARGET COMM
\$0.00	AMAZON.COM*MT7LM3 YY2	AMAZON.COM*MT7LM3 YY2
0.00	STAPLES DIRECT	STAPLES DIRECT
\$0.00	4IMPRINT	4IMPRINT
0.00	MULTI-HEALTH SYSTEMS	MULTI-HEALTH SYSTEMS
0.00	BOB BARKER COMPANY INC	BOB BARKER COMPANY INC
67.74	WWW.NEWEGG.COM	WWW.NEWEGG.COM
0.00	PRICE MODERN LLC	PRICE MODERN LLC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
0.00	TARGET 00010074	TARGET 00010074
\$0.00	INTERNATION	INTERNATION
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	INT*IN *RCM PRODUCTION	INT*IN *RCM PRODUCTION

0.00	PESI INC	PESI INC
65.99	EASTBAY TEAM SALES	EASTBAY TEAM SALES
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	MVS INC	MVS INC
\$0.00	PAYPAL	PAYPAL
0.00	AMAZON.COM*M026T1 CU1	AMAZON.COM*M026T1 CU1
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	INTERMETRO INDUSTRIES	INTERMETRO INDUSTRIES
\$0.00	PAYPAL	PAYPAL
0.00	JIMMIE MUSCATELLO'S GQ	JIMMIE MUSCATELLO'S GQ
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
\$0.00	AMAZON.COM*M80I37J F0	AMAZON.COM*M80I37J F0
\$0.00	AMAZON.COM*M89SJ3J 21	AMAZON.COM*M89SJ3J 21
0.00	GRANTWRITIN	GRANTWRITIN
\$0.00	AMZN MKTP US	AMZN MKTP US
56.18	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	PAYPAL	PAYPAL
0.00	MATTRESSMAN	MATTRESSMAN
44.63	BOB'S DISCOUNT FURNTUR	BOB'S DISCOUNT FURNTUR
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	GUH MEDSTAR PHYS 10	GUH MEDSTAR PHYS 10
0.00	GAMESTOP #5505	GAMESTOP #5505
0.00	MATTRESSMAN	MATTRESSMAN

0.00	SQ *SQ *JUSTUS SPORTS	SQ *SQ *JUSTUS SPORTS
0.00	FEDEX	FEDEX
\$0.00	PAW*ABLE HANDS MOBILE	PAW*ABLE HANDS MOBILE
0.00	GPO EXPRESS	GPO EXPRESS
0.00	AMK CAPITAL ONE ARENA	AMK CAPITAL ONE ARENA
0.00	B&K RENTALS AND SALES	B&K RENTALS AND SALES
0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	NBF*NATL BIZ FURNITURE	NBF*NATL BIZ FURNITURE
0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	S ALBERT GLASS CO INC	S ALBERT GLASS CO INC
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	FEDEX	FEDEX
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	GRAINGER	GRAINGER
0.00	STAPLES DIRECT	STAPLES DIRECT
0.00	PAYPAL	PAYPAL
0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	OTC BRANDS, INC.	OTC BRANDS, INC.
\$0.00	THE OMELETTE G00 OF 00	THE OMELETTE G00 OF 00
0.00	PAYPAL	PAYPAL
0.00	CONSIDER IT DONE ST...	CONSIDER IT DONE ST...
0.00	GAMESTOP #5505	GAMESTOP #5505
\$0.00	METRO CITY WING HOUSE	METRO CITY WING HOUSE
0.00	PAYPAL	PAYPAL
\$0.00	LOBBYGUARD SOLUTIONS L	LOBBYGUARD SOLUTIONS L
\$0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	J J KELLER & ASSOCIATE	J J KELLER & ASSOCIATE
0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS

0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	SALSBURY INDUSTRIES	SALSBURY INDUSTRIES
0.00	PARTY CITY 5324	PARTY CITY 5324
\$0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*MB5AU9 V60	AMAZON.COM*MB5AU9 V60
0.00	CORNER BAKERY 0295	CORNER BAKERY 0295
0.00	WAL-MART #1893	WAL-MART #1893
\$54.19	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
\$0.00	PAYPAL	PAYPAL
\$47.18	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
\$53.35	AMAZON.COM*M850W 33Y1	AMAZON.COM*M850W 33Y1
\$0.00	SILVESTRE CHICKEN	SILVESTRE CHICKEN
0.00	AAA PARTY RENTALS	AAA PARTY RENTALS
46.33	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
0.00	RIMS MEMBERSHIP- EVENT	RIMS MEMBERSHIP- EVENT
52.25	IKEA COLLEGE PARK	IKEA COLLEGE PARK
0.00	IRMI	IRMI
0.00	BIG ESCAPE ROOMS	BIG ESCAPE ROOMS
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	FEDEX	FEDEX
0.00	UNUS TRANSPORT00 OF 00	UNUS TRANSPORT00 OF 00
0.00	AMAZON.COM*MI3UD3 KY2	AMAZON.COM*MI3UD3 KY2
0.00	AMAZON.COM*3A65C4B D3 A	AMAZON.COM*3A65C4B D3 A
0.00	AMZN MKTP US	AMZN MKTP US
0.00	THE OMELETTE G00 OF 00	THE OMELETTE G00 OF 00
0.00	SP * SERIAL IO	SP * SERIAL IO

0.00	BIG COUNTRY AMUSEMENTS	BIG COUNTRY AMUSEMENTS
0.00	VISTAPR*VISTAPRINT.COM	VISTAPR*VISTAPRINT.COM
43.74	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	SILVESTRE CHICKEN	SILVESTRE CHICKEN
0.00	SP * SERIAL IO	SP * SERIAL IO
0.00	FS *SOFTROS.COM	FS *SOFTROS.COM
0.00	PAYPAL	PAYPAL
\$0.00	FEDEX	FEDEX
0.00	COVERMASTER	COVERMASTER
0.00	THE HOME DEPOT 2571	THE HOME DEPOT 2571
\$0.00	FREDPRYOR CAREERTRACK	FREDPRYOR CAREERTRACK
0.00	PAYPAL	PAYPAL
0.00	WAL-MART #1985	WAL-MART #1985
0.00	WGD	WGD
\$0.00	4IMPRINT	4IMPRINT
0.00	ARC WATER TREATMENT CO	ARC WATER TREATMENT CO
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	OLD NAVY US 4514	OLD NAVY US 4514
32.45	PFS - MARYLAND	PFS - MARYLAND
\$0.00	AMERICAN ACADEMY OF PE	AMERICAN ACADEMY OF PE
0.00	SQ *SQ *JUGGS JAMAICAN	SQ *SQ *JUGGS JAMAICAN
\$0.00	CENTURY FASHIONS INC	CENTURY FASHIONS INC
\$0.00	INT*IN *BLAQUESMITH PS	INT*IN *BLAQUESMITH PS
\$0.00	INT*IN *BLAQUESMITH PS	INT*IN *BLAQUESMITH PS
0.00	EASTERN SHORE EMERGENC	EASTERN SHORE EMERGENC

0.00	PAYPAL	PAYPAL
45.28	UNIFIED POWER	UNIFIED POWER
0.00	AMAZON.COM*M85H91 SK2	AMAZON.COM*M85H91 SK2
0.00	BIG ESCAPE ROOMS	BIG ESCAPE ROOMS
0.00	AMAZON.COM*MW1RS 8EJO	AMAZON.COM*MW1RS 8EJO
31.74	PFS - MARYLAND	PFS - MARYLAND
0.00	SAMSLUB #6434	SAMSLUB #6434
\$0.00	BOB BARKER COMPANY INC	BOB BARKER COMPANY INC
0.00	THE MENS WEARHOUSE #35	THE MENS WEARHOUSE #35
0.00	GRADUATE SCHOOL	GRADUATE SCHOOL
0.00	WALMART.COM	WALMART.COM
0.00	ALLIED ELECTRONICS INC	ALLIED ELECTRONICS INC
0.00	MATTRESSMAN	MATTRESSMAN
\$0.00	AOP BUSINESS SERVICES	AOP BUSINESS SERVICES
0.00	WAL-MART #1985	WAL-MART #1985
0.00	PAYPAL	PAYPAL
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	CAFE RIO FALLS CHURCH	CAFE RIO FALLS CHURCH
0.00	WALMART.COM	WALMART.COM
\$30.47	PFS - MARYLAND	PFS - MARYLAND
\$0.00	PAYPAL	PAYPAL
0.00	UNITED MEDICAL CENTER	UNITED MEDICAL CENTER
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
\$0.00	WWW.SURVEYGIZMO.C OM	WWW.SURVEYGIZMO.C OM
\$0.00	NATIONAL EMPLOYMENT LA	NATIONAL EMPLOYMENT LA
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
0.00	WAL-MART #1985	WAL-MART #1985
0.00	STAPLES 00115170	STAPLES 00115170

\$0.00	AMERICAN ACADEMY OF PE	AMERICAN ACADEMY OF PE
\$0.00	TARGET 00010074	TARGET 00010074
\$0.00	CAFE RIO CORPORATE	CAFE RIO CORPORATE
0.00	DOMINION ELECTRIC SUPP	DOMINION ELECTRIC SUPP
\$0.00	PAYPAL	PAYPAL
0.00	SOUTHWEST	SOUTHWEST
0.00	SOUTHWEST	SOUTHWEST
0.00	PAYPAL	PAYPAL
\$0.00	THE COLES GROUP LLC	THE COLES GROUP LLC
0.00	DISPLAYS2GO	DISPLAYS2GO
0.00	AMZN MKTP US	AMZN MKTP US
0.00	NATIONAL EMPLOYMENT LA	NATIONAL EMPLOYMENT LA
0.00	NATIONAL EMPLOYMENT LA	NATIONAL EMPLOYMENT LA
0.00	IMPACT SIGNS AND GRAPH	IMPACT SIGNS AND GRAPH
\$0.00	ROYAL HOMESTAR	ROYAL HOMESTAR
0.00	4IMPRINT	4IMPRINT
0.00	SAMSClub #6434	SAMSClub #6434
0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
0.00	GRADUATE SCHOOL	GRADUATE SCHOOL
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	INT*IN *BEAL INDUSTRIA	INT*IN *BEAL INDUSTRIA
0.00	PIZZA HUT 035032	PIZZA HUT 035032
0.00	DC *GOV'T PAYMENT	DC *GOV'T PAYMENT
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
27.00	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO

27.00	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
0.00	STAPLES DIRECT	STAPLES DIRECT
\$0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
37.93	CONGRESSIONAL BLACK CA	CONGRESSIONAL BLACK CA
\$0.00	THE HOME DEPOT 2571	THE HOME DEPOT 2571
\$26.61	PFS - MARYLAND	PFS - MARYLAND
0.00	FIVE BELOW 201	FIVE BELOW 201
\$0.00	WALMART.COM	WALMART.COM
\$0.00	TARGET 00010074	TARGET 00010074
0.00	TARGET 00010074	TARGET 00010074
\$0.00	4IMPRINT	4IMPRINT
0.00	DISPUTE REBILL	DISPUTE REBILL
0.00	CHAMPION AWARDS	CHAMPION AWARDS
0.00	STICKERSBANNERS	STICKERSBANNERS
0.00	WAL-MART #1985	WAL-MART #1985
\$25.88	JIMMIE MUSCATELLO'S GQ	JIMMIE MUSCATELLO'S GQ
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	WAL-MART #1985	WAL-MART #1985
0.00	PAYPAL	PAYPAL
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	WAL-MART #1985	WAL-MART #1985
0.00	CARRIER CORP - CML SVC	CARRIER CORP - CML SVC
0.00	FEDEX	FEDEX
\$0.00	BAUDVILLE INC.	BAUDVILLE INC.
\$0.00	BAUDVILLE INC.	BAUDVILLE INC.

0.00	ATLANTIC ELECTRIC SUPP	ATLANTIC ELECTRIC SUPP
0.00	PAYPAL	PAYPAL
18.74	BARNES&NOBLE.COM- BN	BARNES&NOBLE.COM- BN
35.13	DICK'S SPORTING #290	DICK'S SPORTING #290
\$0.00	AMAZON.COM*M62KV8 VT0	AMAZON.COM*M62KV8 VT0
0.00	CORNER BAKERY 0295	CORNER BAKERY 0295
0.00	CORNER BAKERY 0295	CORNER BAKERY 0295
0.00	CORNER BAKERY	CORNER BAKERY
\$0.00	ASCO POWER TECHNOLOGIE	ASCO POWER TECHNOLOGIE
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	GRAINGER	GRAINGER
0.00	WGD	WGD
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
\$0.00	4IMPRINT	4IMPRINT
0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
33.97	TOP GOLF NATIONAL HARB	TOP GOLF NATIONAL HARB
0.00	BENCO DENTAL CO	BENCO DENTAL CO
0.00	CHAMPION AWARDS	CHAMPION AWARDS
0.00	JIMS BATTERY & AUTO SE	JIMS BATTERY & AUTO SE
\$0.00	HAAGEN DAZS #655	HAAGEN DAZS #655
0.00	AMAZON.COM*M07906 QJ1	AMAZON.COM*M07906 QJ1
0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985

0.00	T J MAXX #1236	T J MAXX #1236
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	STAPLES 00115170	STAPLES 00115170
0.00	PAYPAL	PAYPAL
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	CRESTLINE 00 OF 00	CRESTLINE 00 OF 00
\$0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	LSSI	LSSI
0.00	SHERWIN WILLIAMS 70504	SHERWIN WILLIAMS 70504
0.00	WALMART.COM	WALMART.COM
0.00	FEDEX	FEDEX
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
0.00	BARNES & NOBLE #2093	BARNES & NOBLE #2093
\$0.00	AMAZON.COM*MB4252 Y20	AMAZON.COM*MB4252 Y20
0.00	ADT SECURITY SERVICES	ADT SECURITY SERVICES
0.00	GRANTWRITIN	GRANTWRITIN
\$0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
\$0.00	PAYPAL	PAYPAL
0.00	UDC BOOKSTORE #742	UDC BOOKSTORE #742
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
0.00	COMCAST	COMCAST
\$0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
22.40	KNOLL, INC	KNOLL, INC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$22.24	SKILLPATH / NATIONAL	SKILLPATH / NATIONAL
\$0.00	ECOLABFOODSAFETY	ECOLABFOODSAFETY
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMZN MKTP US	AMZN MKTP US

0.00	PAYPAL	PAYPAL
0.00	MVS INC	MVS INC
0.00	WALMART.COM	WALMART.COM
0.00	CAPITAL MOVING SOLUTIO	CAPITAL MOVING SOLUTIO
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	MVS INC	MVS INC
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	4326 DOMINOS PIZZA	4326 DOMINOS PIZZA
\$0.00	DENNY'S #8646 180073	DENNY'S #8646 180073
0.00	AMZN MKTP US	AMZN MKTP US
0.00	LINKEDIN-430	LINKEDIN-430
\$0.00	UNUS TRANSPORT00 OF 00	UNUS TRANSPORT00 OF 00
\$0.00	UNUS TRANSPORT00 OF 00	UNUS TRANSPORT00 OF 00
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
\$0.00	BENCO DENTAL CO	BENCO DENTAL CO
0.00	LINKEDIN 4342241584 LN	LINKEDIN 4342241584 LN
21.37	PFS - MARYLAND	PFS - MARYLAND
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	AMZN MKTP US	AMZN MKTP US
0.00	BATH & BODY WORKS 3897	BATH & BODY WORKS 3897
21.16	PFS - MARYLAND	PFS - MARYLAND
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985

0.00	WAL-MART #5941	WAL-MART #5941
0.00	LINKEDIN-429	LINKEDIN-429
\$0.00	FEDEX	FEDEX
0.00	LINKEDIN-437	LINKEDIN-437
\$21.00	SIERRA BIOMEDICAL	SIERRA BIOMEDICAL
21.00	SIERRA BIOMEDICAL	SIERRA BIOMEDICAL
0.00	AMZN MKTP US	AMZN MKTP US
28.60	EASTBAY TEAM SALES	EASTBAY TEAM SALES
0.00	COMCAST	COMCAST
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
0.00	STAPLES 00115170	STAPLES 00115170
\$0.00	METRANSENS INC	METRANSENS INC
0.00	TARGET 00010074	TARGET 00010074
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	4IMPRINT	4IMPRINT
\$0.00	FEDEX	FEDEX
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	LINKEDIN-432	LINKEDIN-432
0.00	CORNER BAKERY	CORNER BAKERY
0.00	CORNER BAKERY 0295	CORNER BAKERY 0295
0.00	INDEED	INDEED
0.00	INDEED	INDEED
0.00	INDEED	INDEED
\$0.00	INDEED	INDEED
0.00	INDEED	INDEED
\$0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
75.00	WAV*ILON SOUNDZ ENT	WAV*ILON SOUNDZ ENT

\$0.00	HERCULES FENCE OF MARY	HERCULES FENCE OF MARY
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
\$0.00	GPO EXPRESS	GPO EXPRESS
\$0.00	LUCKY STRIKE WASHINGTO	LUCKY STRIKE WASHINGTO
0.00	MATTRESSMAN	MATTRESSMAN
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SHUTTERFLY	SHUTTERFLY
19.51	PFS - MARYLAND	PFS - MARYLAND
0.00	GUH MEDSTAR PHYS 10	GUH MEDSTAR PHYS 10
\$0.00	ACADEMY - FNCE	ACADEMY - FNCE
\$0.00	GOVERNMENT FINANCE OFF	GOVERNMENT FINANCE OFF
0.00	CARRIER CORP - CML SVC	CARRIER CORP - CML SVC
0.00	PANERA BREAD #203760	PANERA BREAD #203760
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	AMAZON.COM*MI43P8S 32	AMAZON.COM*MI43P8S 32
0.00	MURPHY CAP AND GOWN	MURPHY CAP AND GOWN
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	CAPITOL HILL ARTS WORK	CAPITOL HILL ARTS WORK
0.00	CAPITOL HILL ARTS WORK	CAPITOL HILL ARTS WORK
0.00	WAL-MART #1985	WAL-MART #1985
0.00	KOLAS TV	KOLAS TV
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS

0.00	WAL-MART #1424	WAL-MART #1424
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	FASTSIGNS OF DC	FASTSIGNS OF DC
0.00	WGD	WGD
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
0.00	PAYPAL	PAYPAL
0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	WALMART.COM	WALMART.COM
\$23.13	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	INDEED	INDEED
0.00	COLLECTIVE EYE INC	COLLECTIVE EYE INC
0.00	SUBWAY 00114405	SUBWAY 00114405
\$0.00	TARGET 00010074	TARGET 00010074
0.00	AAA PARTY RENTALS	AAA PARTY RENTALS
\$0.00	PAYPAL	PAYPAL
0.00	INT*IN *COALITION FOR	INT*IN *COALITION FOR
0.00	WGD	WGD
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	CORNER BAKERY 0295	CORNER BAKERY 0295
0.00	TURN IT UP DEJAYS EMCE	TURN IT UP DEJAYS EMCE
0.00	WALMART.COM	WALMART.COM
0.00	SAMS CLUB #6434	SAMS CLUB #6434

\$0.00	ARC WATER TREATMENT COMPANY OF MARYLAND, INC.	ARC WATER TREATMENT CO
25.47	DICKS SPORTING GOODS	DICKS SPORTING GOODS
0.00	ZIPRECRUITER, INC.	ZIPRECRUITER, INC.
0.00	ZIPRECRUITER, INC.	ZIPRECRUITER, INC.
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	WWWGABPCOM	WWWGABPCOM
\$0.00	DMI* DELL HLTHCR/REL	DMI* DELL HLTHCR/REL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WPY*MGM ROAST BEEF	WPY*MGM ROAST BEEF
0.00	4326 DOMINOS PIZZA	4326 DOMINOS PIZZA
0.00	DENNY'S #7145	DENNY'S #7145
0.00	UDC BOOKSTORE #742	UDC BOOKSTORE #742
24.94	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
0.00	MATTRESSMAN	MATTRESSMAN
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	DUPONT COMPUTERS	DUPONT COMPUTERS
0.00	PARTY CITY 581	PARTY CITY 581
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	4IMPRINT	4IMPRINT
\$0.00	AMERICAN RED CROSS	AMERICAN RED CROSS
0.00	PANERA BREAD #607014	PANERA BREAD #607014
5.91	BJS WHOLESALE #0207	BJS WHOLESALE #0207
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	FEDEX	FEDEX
\$0.00	BENCO DENTAL CO	BENCO DENTAL CO
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263

0.00	AMZN MKTP US	AMZN MKTP US
0.00	POSITIVE PROMOTIONS	POSITIVE PROMOTIONS
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
0.00	BAUDVILLE INC.	BAUDVILLE INC.
\$0.00	JANT PHARMACAL CORP	JANT PHARMACAL CORP
0.00	PAYPAL	PAYPAL
0.00	WASHINGTON MYSTICS	WASHINGTON MYSTICS
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	CASEYS CRAB CO	CASEYS CRAB CO
0.00	PARTY CITY 1002	PARTY CITY 1002
0.00	EB TRAUMA FOCUSED- COG	EB TRAUMA FOCUSED- COG
\$0.00	WALMART.COM	WALMART.COM
0.00	WAL-MART #5129	WAL-MART #5129
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	CAU CAMPUS BKSTR #210	CAU CAMPUS BKSTR #210
\$0.00	CORPSUMMITS	CORPSUMMITS
0.00	CENTER FOR GROWTH AND	CENTER FOR GROWTH AND
\$0.00	STUBHUB, INC.	STUBHUB, INC.
0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	LAUREL FAMOUS DAVE'S	LAUREL FAMOUS DAVE'S
0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	THE MENS WEARHOUSE #35	THE MENS WEARHOUSE #35
0.00	AMAZON.COM*MO6550 4L2 A	AMAZON.COM*MO6550 4L2 A
\$0.00	WAL-MART #1985	WAL-MART #1985

\$0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	DMI* DELL HLTHCR/REL	DMI* DELL HLTHCR/REL
\$0.00	ZIPRECRUITER, INC.	ZIPRECRUITER, INC.
\$0.00	CORPSUMMITS	CORPSUMMITS
\$0.00	MOES ONLINE CATER 4739	MOES ONLINE CATER 4739
3.90	AMZN MKTP US	AMZN MKTP US
\$0.00	GPO EXPRESS	GPO EXPRESS
\$0.00	QUALITY LOGO PRODUCTS	QUALITY LOGO PRODUCTS
\$0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	SHRM	SHRM
\$0.00	PAYPAL	PAYPAL
\$0.00	NPJS	NPJS
0.00	PAYPAL	PAYPAL
0.00	CAFE RIO FALLS CHURCH	CAFE RIO FALLS CHURCH
0.00	FORMAN MILLS #306	FORMAN MILLS #306
0.00	ARC*SERVICES/TRAININ G	ARC*SERVICES/TRAININ G
\$0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
\$22.08	RITAS #501 QPS	RITAS #501 QPS
21.91	JERSEY MIKES 36001	JERSEY MIKES 36001
\$0.00	THE HOME DEPOT #2583	THE HOME DEPOT #2583

0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	PUBLIC RISK MANAGEMENT	PUBLIC RISK MANAGEMENT
21.77	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
0.00	WAL-MART #5941	WAL-MART #5941
0.00	WALMART.COM	WALMART.COM
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	YOURMEMBER-CAREERS	YOURMEMBER-CAREERS
\$0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
\$0.00	ASHLEY STEWART #132	ASHLEY STEWART #132
\$0.00	HEARTLAND PAYMENT SYST	HEARTLAND PAYMENT SYST
\$14.91	SIERRA BIOMEDICAL	SIERRA BIOMEDICAL
\$0.00	CDR	CDR
0.00	AMZN MKTP US	AMZN MKTP US
0.00	TARGET 00010074	TARGET 00010074
0.00	SAMS CLUB #6434	SAMS CLUB #6434

\$0.00	WAL-MART #1985	WAL-MART #1985
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
\$0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
0.00	BED BATH & BEYOND #332	BED BATH & BEYOND #332
\$0.00	SAMSClub #6434	SAMSClub #6434
0.00	UDC BOOKSTORE #742	UDC BOOKSTORE #742
0.00	855-321-8844 TUGG.COM	855-321-8844 TUGG.COM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	OFFICE CATERING	OFFICE CATERING
0.00	OFFICE CATERING	OFFICE CATERING
29.49	SMARTSIGN	SMARTSIGN
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	UNUS TRANSPORT00 OF 00	UNUS TRANSPORT00 OF 00
0.00	AMZN MKTP US	AMZN MKTP US
0.00	DMI* DELL HLTHCR/REL	DMI* DELL HLTHCR/REL
0.00	TARGET 00010041	TARGET 00010041
0.00	CAU CAMPUS BKSTR #210	CAU CAMPUS BKSTR #210
\$0.00	GIANT 0384	GIANT 0384
\$0.00	WAL-MART #1985	WAL-MART #1985
0.00	SHOPPERS FOOD WAREHO	SHOPPERS FOOD WAREHO
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
\$0.00	WAL-MART #1893	WAL-MART #1893
0.00	AMZN MKTP US	AMZN MKTP US
0.00	MICRO FORMAT	MICRO FORMAT
0.00	BENCO DENTAL CO	BENCO DENTAL CO

\$0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	AMERICAN BUSINESS SUPP	AMERICAN BUSINESS SUPP
\$0.00	PAYPAL	PAYPAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
\$0.00	LAUREL FAMOUS DAVE'S	LAUREL FAMOUS DAVE'S
0.00	SHERWIN WILLIAMS 70504	SHERWIN WILLIAMS 70504
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	MATTRESSMAN	MATTRESSMAN
0.00	PAYPAL	PAYPAL
0.00	WGD	WGD
0.00	THE HOME DEPOT 2571	THE HOME DEPOT 2571
\$0.00	H&M0319	H&M0319
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	LINKEDIN-447	LINKEDIN-447
\$0.00	LUCKY STRIKE WASHINGTO	LUCKY STRIKE WASHINGTO
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	N A A D A C	N A A D A C
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	ROSS STORES #1440	ROSS STORES #1440
0.00	WAL-MART #5941	WAL-MART #5941

\$0.00	REGAL GALLERY PLACE ST	REGAL GALLERY PLACE ST
\$0.00	GOVERNMENT FINANCE OFF	GOVERNMENT FINANCE OFF
\$0.00	TMS*VIRGINIA STATE UNI	TMS*VIRGINIA STATE UNI
0.00	JHU CONT MED ED	JHU CONT MED ED
0.00	JHU CONT MED ED	JHU CONT MED ED
\$0.00	LSSI	LSSI
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	ZIPRECRUITER, INC.	ZIPRECRUITER, INC.
0.00	4IMPRINT	4IMPRINT
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
18.00	THE MENS WEARHOUSE #35	THE MENS WEARHOUSE #35
\$0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	DC BAR	DC BAR
\$0.00	DC BAR	DC BAR
\$0.00	DC BAR	DC BAR
\$0.00	DC BAR	DC BAR
\$0.00	DC BAR	DC BAR
0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
\$0.00	DAVE & BUSTER'S #95	DAVE & BUSTER'S #95
0.00	BAUDVILLE INC.	BAUDVILLE INC.
\$0.00	YARD HOUSE 0108376	YARD HOUSE 0108376
\$0.00	LA MAESTRA FOUNDATION	LA MAESTRA FOUNDATION

\$0.00	PAYPAL	PAYPAL
0.00	CAFE RIO FALLS CHURCH	CAFE RIO FALLS CHURCH
0.00	AMZN MKTP US	AMZN MKTP US
0.00	HUFPP-PATIENT ACCTS	HUFPP-PATIENT ACCTS
0.00	JANT PHARMACAL CORP	JANT PHARMACAL CORP
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	FEDEX	FEDEX
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	COMCAST	COMCAST
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
\$0.00	TARGET 00022590	TARGET 00022590
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	NCCHC	NCCHC
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	NCCHC	NCCHC
\$0.00	4IMPRINT	4IMPRINT
0.00	DTV	DTV
\$0.00	BAUDVILLE INC.	BAUDVILLE INC.
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
0.00	COMCAST	COMCAST
0.00	WAL-MART #1985	WAL-MART #1985
\$0.00	AMZN MKTP US	AMZN MKTP US

\$0.00	PAYPAL	PAYPAL
0.00	AMERICAN RED CROSS	AMERICAN RED CROSS
\$0.00	PAYPAL	PAYPAL
0.00	EB 2019 JANET RENO FO	EB 2019 JANET RENO FO
0.00	PAYPAL	PAYPAL
\$0.00	SPIRITUAL ESSENCE YOGA	SPIRITUAL ESSENCE YOGA
\$0.00	SQ *SQ *SK SILVER SPRI	SQ *SQ *SK SILVER SPRI
\$0.00	SMOOTHIE KING #1173	SMOOTHIE KING #1173
0.00	INT*IN *JR ENTERPRISE	INT*IN *JR ENTERPRISE
\$0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
24.39	SMARTSIGN	SMARTSIGN
0.00	FEDEX	FEDEX
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
\$0.00	DOCUSIGN	DOCUSIGN
\$0.00	MARSHALLS #455	MARSHALLS #455
\$0.00	COMCAST	COMCAST
0.00	CAPITAL MOVING SOLUTIO	CAPITAL MOVING SOLUTIO
0.00	NEW DAY FILMS	NEW DAY FILMS
0.00	COMCAST	COMCAST
\$0.00	LIFETOUCH PRESTIGE POR	LIFETOUCH PRESTIGE POR
0.00	DTLR 880	DTLR 880
0.00	PRECISION DYNAMICS COR	PRECISION DYNAMICS COR
\$0.00	STAR VENDING	STAR VENDING
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	RESTAURANT DEPOT	RESTAURANT DEPOT
\$0.00	PANERA BREAD #607014	PANERA BREAD #607014
\$0.00	FEDEX	FEDEX
0.00	AMAZON.COM*MH69A2 TD2 A	AMAZON.COM*MH69A2 TD2 A

0.00	SHUTTERFLY	SHUTTERFLY
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	GIANT 0384	GIANT 0384
0.00	HUBERT COMPANY	HUBERT COMPANY
\$0.00	CHAMPION AWARDS	CHAMPION AWARDS
0.00	THE LINCOLN UNIVERSITY	THE LINCOLN UNIVERSITY
\$0.00	AMERICAN ACADEMY OF PE	AMERICAN ACADEMY OF PE
0.00	HUBERT COMPANY	HUBERT COMPANY
0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
0.00	EB THE WINNER WITHIN	EB THE WINNER WITHIN
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	LITTLE CAESARS 1940-00	LITTLE CAESARS 1940-00
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
\$0.00	ROCK CREEK PRK.HORSE C	ROCK CREEK PRK.HORSE C
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	COMCAST	COMCAST
\$0.00	INSOMNIA COOKIES - H S	INSOMNIA COOKIES - H S
0.00	RING INC.	RING INC.
\$0.00	TARGET 00010074	TARGET 00010074
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US

0.00	SQ *SQ *EXTENSIONS OF	SQ *SQ *EXTENSIONS OF
0.00	POTBELLY #198	POTBELLY #198
\$0.00	TARGET 00010769	TARGET 00010769
\$0.00	AMAZON.COM*MN72X7 HA2	AMAZON.COM*MN72X7 HA2
0.00	SAMSClub #6434	SAMSClub #6434
0.00	BED BATH & BEYOND #108	BED BATH & BEYOND #108
\$0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
0.00	ROBERTS OXYGEN CO BR 0	ROBERTS OXYGEN CO BR 0
\$0.00	PUREBUTTONS	PUREBUTTONS
\$14.37	WAL-MART #5129	WAL-MART #5129
0.00	COMCAST	COMCAST
\$0.00	COMCAST	COMCAST
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*MI0657 WO2	AMAZON.COM*MI0657 WO2
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
\$0.00	CHESAPEAKE OTOLARYN 1	CHESAPEAKE OTOLARYN 1
0.00	CAMP HORIZONS	CAMP HORIZONS
0.00	KNOWLOGY CORP	KNOWLOGY CORP
0.00	AUTHENTIC STATEMENTS	AUTHENTIC STATEMENTS
0.00	MVS INC	MVS INC
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
\$0.00	GALAXY COPIERS	GALAXY COPIERS
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	AMAZON.COM*MB27L8 RT1	AMAZON.COM*MB27L8 RT1

\$0.00	STAPLES 00115170	STAPLES 00115170
0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
\$0.00	TACO BAMBBA	TACO BAMBBA
1.98	NATIONAL PEN CO LLC	NATIONAL PEN CO LLC
0.00	GUH MEDSTAR PHYS 10	GUH MEDSTAR PHYS 10
0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
0.00	COMCAST	COMCAST
0.00	WAL-MART #1985	WAL-MART #1985
0.00	MULTICULTURAL COMMUNIT	MULTICULTURAL COMMUNIT
0.00	AUGMENT ARCADE	AUGMENT ARCADE
\$0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
13.53	AUTOZONE #1837	AUTOZONE #1837
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*M83B33 2F0	AMAZON.COM*M83B33 2F0
\$9.50	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
\$0.00	TARGET 00020073	TARGET 00020073
\$0.00	AMAZON.COM*M84Z06 AH0	AMAZON.COM*M84Z06 AH0
0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	BENCO DENTAL CO	BENCO DENTAL CO
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMERICAN RED CROSS	AMERICAN RED CROSS
0.00	WALMART.COM	WALMART.COM
0.00	MICHAELS STORES 4717	MICHAELS STORES 4717
0.00	PARTY CITY 581	PARTY CITY 581
0.00	AMAZON.COM*M09Q15 751	AMAZON.COM*M09Q15 751
0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
0.00	STICKERSBANNERS	STICKERSBANNERS

0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
\$0.00	TARGET 00020073	TARGET 00020073
0.00	PAYPAL	PAYPAL
\$0.00	GIANT 0384	GIANT 0384
0.00	B GREEN CASH & CARRY	B GREEN CASH & CARRY
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
\$0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
0.00	FEDEX	FEDEX
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	LANE BRYANT 6213	LANE BRYANT 6213
0.00	WAL-MART #1985	WAL-MART #1985
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	REGAL GALLERY PLACE ST	REGAL GALLERY PLACE ST
0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
0.00	NANDO S OF 7TH STREET	NANDO S OF 7TH STREET
\$0.00	ROSS STORES #1440	ROSS STORES #1440
\$0.00	MARYLAND DENTAL LABORA	MARYLAND DENTAL LABORA

0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	FEDEX	FEDEX
0.00	KDF SCREEN PRINTING LL	KDF SCREEN PRINTING LL
0.00	THE GREENE TURTLE - VE	THE GREENE TURTLE - VE
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	H&M0054	H&M0054
0.00	SHRM*MEMBER600950 348	SHRM*MEMBER600950 348
0.00	SHRM*MEMBER601014 522	SHRM*MEMBER601014 522
\$0.00	SHRM*MEMBER601074 524	SHRM*MEMBER601074 524
0.00	AMAZON.COM*MI9T05 WBO	AMAZON.COM*MI9T05 WBO
0.00	BURLINGTON STORES378	BURLINGTON STORES378
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	PAYPAL	PAYPAL
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	BUILDASIGN.COM	BUILDASIGN.COM
\$10.04	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
\$0.00	PAYPAL	PAYPAL
\$0.00	FORSISTERONLY2018	FORSISTERONLY2018
\$0.00	FORSISTERONLY2018	FORSISTERONLY2018
0.00	FORSISTERONLY2018	FORSISTERONLY2018
0.00	CENTURY FASHIONS INC	CENTURY FASHIONS INC
0.00	NCCHC	NCCHC

0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	AMAZON.COM*MA78P3 9E1	AMAZON.COM*MA78P3 9E1
0.00	WAL-MART #5753	WAL-MART #5753
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	DROPBOX*2S3P2XDNLP PD	DROPBOX*2S3P2XDNLP PD
\$0.00	APA.ORG*BOOKS*VIDEO *CE	APA.ORG*BOOKS*VIDEO *CE
0.00	APA GRADSTUDY	APA GRADSTUDY
\$0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	SQ *SQ *EXTENSIONS OF	SQ *SQ *EXTENSIONS OF
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
\$0.00	SQ *SQ *EXTENSIONS OF	SQ *SQ *EXTENSIONS OF
\$0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
0.00	AMAZON.COM*M84YB1 WS2	AMAZON.COM*M84YB1 WS2
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	GPO EXPRESS	GPO EXPRESS
\$0.00	H&M0115	H&M0115
0.00	SIERRA BIOMEDICAL LLC	SIERRA BIOMEDICAL LLC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	GAMESTOP #5505	GAMESTOP #5505

\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	LUSTRE FORMAL WEAR INC	LUSTRE FORMAL WEAR INC
\$0.00	WALMART.COM	WALMART.COM
0.00	SOCIETY FOR HUMAN RESO	SOCIETY FOR HUMAN RESO
0.00	CHESTNUT HEALTH SYST	CHESTNUT HEALTH SYST
0.00	DISTRICT FOOD AND VEND	DISTRICT FOOD AND VEND
0.00	PIZZA BOLIS	PIZZA BOLIS
11.28	NEXT DAY BLINDS-S5	NEXT DAY BLINDS-S5
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	THE CAROLINA KITCHEN	THE CAROLINA KITCHEN
0.00	INTUIT *IN *CARAGREEN	INTUIT *IN *CARAGREEN
\$0.00	SHERWIN WILLIAMS 70337	SHERWIN WILLIAMS 70337
0.00	CHILDRENS NATL.MEDICAL	CHILDRENS NATL.MEDICAL
\$0.00	LUSTRE FORMAL WEAR INC	LUSTRE FORMAL WEAR INC
\$0.00	LUSTRE FORMAL WEAR INC	LUSTRE FORMAL WEAR INC
\$0.00	STAPLES DIRECT	STAPLES DIRECT
\$0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
9.08	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SAMS CLUB #6434	SAMS CLUB #6434

0.00	AMAZON.COM*MA5UW 9VE2 A	AMAZON.COM*MA5UW 9VE2 A
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
0.00	LIONHEART FOUNDATION	LIONHEART FOUNDATION
\$0.00	ACADEMY OF NUTRI & DIE	ACADEMY OF NUTRI & DIE
\$0.00	B2B PRIME*MT3TX49D2	B2B PRIME*MT3TX49D2
0.00	OLD NAVY US 6239	OLD NAVY US 6239
8.95	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
\$0.00	H&M0054	H&M0054
0.00	THE HOME DEPOT #2583	THE HOME DEPOT #2583
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
10.05	JERSEY MIKES 28002	JERSEY MIKES 28002
\$0.00	PARTY CITY 5324	PARTY CITY 5324
0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	CHINA EXPRESS	CHINA EXPRESS
\$0.00	PAYPRO-CHARGE.COM	PAYPRO-CHARGE.COM
\$0.00	MICHAELS STORES 4717	MICHAELS STORES 4717
\$0.00	DCBLACKTHEATR- F58E20T1	DCBLACKTHEATR- F58E20T1
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SHERWIN WILLIAMS 70504	SHERWIN WILLIAMS 70504
\$0.00	TST* BUSBOYS AND POETS	TST* BUSBOYS AND POETS
0.00	AMAZON.COM*UW9096 H93 A	AMAZON.COM*UW9096 H93 A
\$0.00	H&M0054	H&M0054
0.00	FEDEX	FEDEX
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	HOMEDEPOT.COM	HOMEDEPOT.COM
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	ARC*SERVICES/TRAININ G	ARC*SERVICES/TRAININ G

0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WM SUPERCENTER #3035	WM SUPERCENTER #3035
\$0.00	CHAMPS 14085	CHAMPS 14085
8.25	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
8.25	CAPITOL DOCUMENT SOLUT	CAPITOL DOCUMENT SOLUT
\$0.00	INT*IN *COMMUNITY TECH	INT*IN *COMMUNITY TECH
0.00	COLUMBIA SPORTSWEAR 42	COLUMBIA SPORTSWEAR 42
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
0.00	TARGET 00010074	TARGET 00010074
\$0.00	OLD NAVY US 6239	OLD NAVY US 6239
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*M045Q4 4U1	AMAZON.COM*M045Q4 4U1
0.00	DTV	DTV
0.00	WAL-MART #1985	WAL-MART #1985
8.99	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SUB	SUB
\$0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	WPY*ONE WORLD LANTERN	WPY*ONE WORLD LANTERN
0.00	GPO EXPRESS	GPO EXPRESS
12.86	SMARTSIGN	SMARTSIGN
0.00	WAL-MART #1985	WAL-MART #1985
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	SQ *SQ *JUSTUS SPORTS	SQ *SQ *JUSTUS SPORTS
0.00	DTV	DTV
0.00	DTV	DTV

0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	PAYPAL	PAYPAL
\$0.00	DTV	DTV
\$0.00	SQU*SQ *BEFREE WELLNES	SQU*SQ *BEFREE WELLNES
0.00	DTV	DTV
\$0.00	INDEED	INDEED
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	AMZN MKTP US	AMZN MKTP US
5.11	BARNES&NOBLE.COM-BN	BARNES&NOBLE.COM-BN
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
\$0.00	AMAZON.COM*MIOB90J80	AMAZON.COM*MIOB90J80
\$0.00	T J MAXX #1206	T J MAXX #1206
0.00	AMAZON.COM*MO12Q7ZN2	AMAZON.COM*MO12Q7ZN2
\$0.00	CHAMPION AWARDS	CHAMPION AWARDS
\$0.00	RONALD L ANDERSON MD P	RONALD L ANDERSON MD P
0.00	PAYPAL	PAYPAL
\$0.00	SHRM CERTIFICATION	SHRM CERTIFICATION
\$0.00	PEARSON PEDIATRIC DENT	PEARSON PEDIATRIC DENT
0.00	SQU*SQ *GOSQ.COM JACQU	SQU*SQ *GOSQ.COM JACQU
\$0.00	SQ *SQ *4SELF MOTIVATIO	SQ *SQ *4SELF MOTIVATIO
\$0.00	E Z PASS VA WEB	E Z PASS VA WEB
\$0.00	RONALD L ANDERSON MD P	RONALD L ANDERSON MD P
0.00	RONALD L ANDERSON MD P	RONALD L ANDERSON MD P
0.00	RONALD L ANDERSON MD P	RONALD L ANDERSON MD P
0.00	HUFPP-PATIENT ACCTS	HUFPP-PATIENT ACCTS
0.00	RONALD L ANDERSON MD P	RONALD L ANDERSON MD P
0.00	HOMEDEPOT.COM	HOMEDEPOT.COM
\$0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571

\$0.00	AMAZON.COM*M87GU3 3J1	AMAZON.COM*M87GU3 3J1
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	PANERA BREAD #203760	PANERA BREAD #203760
\$0.00	AMAZON.COM*M67PK7 2J0	AMAZON.COM*M67PK7 2J0
\$0.00	DTV	DTV
\$0.00	DTV	DTV
0.00	DTV	DTV
\$0.00	TARGET 00018903	TARGET 00018903
5.96	SKILLPATH / NATIONAL	SKILLPATH / NATIONAL
0.00	FREDPRYOR CAREERTRACK	FREDPRYOR CAREERTRACK
0.00	AMAZON.COM*M01F98 DD2	AMAZON.COM*M01F98 DD2
\$0.00	AMAZON.COM*M62RA8 K11	AMAZON.COM*M62RA8 K11
0.00	FEDEX	FEDEX
0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
8.26	JERSEY MIKES 28002	JERSEY MIKES 28002
0.00	DTV	DTV
\$0.00	H&M0054	H&M0054
\$0.00	SAMSCLUB #6434	SAMSCLUB #6434
0.00	TST* BUSBOYS AND POETS	TST* BUSBOYS AND POETS
0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
\$0.00	CHIPOTLE 0349	CHIPOTLE 0349
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	STAR VENDING	STAR VENDING
\$0.00	AMAZON.COM*MT1FT0 5S2	AMAZON.COM*MT1FT0 5S2
0.00	AMTRAK .CO34	AMTRAK .CO34
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	NAT ORG VICTIM ASSISTA	NAT ORG VICTIM ASSISTA

0.00	ARC*SERVICES/TRAINING	ARC*SERVICES/TRAINING
0.00	TAG B PARKING	TAG B PARKING
0.00	CHILDREN'S HOSPITAL	CHILDREN'S HOSPITAL
0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
\$7.92	SUBWAY 04474656	SUBWAY 04474656
\$0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI
0.00	WAL-MART #1985	WAL-MART #1985
0.00	WAL-MART #5941	WAL-MART #5941
0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
0.00	DTLR 014	DTLR 014
0.00	MICHAELS STORES 4717	MICHAELS STORES 4717
0.00	CORBETT TECHNOLOGY SOL	CORBETT TECHNOLOGY SOL
\$0.00	FEDEX	FEDEX
\$0.00	PIZZARRO	PIZZARRO
\$0.00	ANIXTER/CLARK/TRI-ED	ANIXTER/CLARK/TRI-ED
\$0.00	FEDEX	FEDEX
0.00	EB THE WINNER WITHIN	EB THE WINNER WITHIN
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #1985	WAL-MART #1985
0.00	WAL-MART #1985	WAL-MART #1985
0.00	MICHAELS STORES 4717	MICHAELS STORES 4717
0.00	FEDEX	FEDEX
0.00	QUICKWAY HIBACHI - LAU	QUICKWAY HIBACHI - LAU
0.00	ATIREGAL CINEMAS	ATIREGAL CINEMAS
0.00	GRAINGER	GRAINGER
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	US SEAFOOD MARKET & DE	US SEAFOOD MARKET & DE
7.36	RITAS #501 QPS	RITAS #501 QPS
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US

\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	FEDEX	FEDEX
0.00	DC BAR	DC BAR
\$0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	SAFEWAY #2737	SAFEWAY #2737
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMAZON.COM*M855N0 IG0	AMAZON.COM*M855N0 IG0
0.00	DOLLAR TREE	DOLLAR TREE
0.00	AMAZON.COM*MO4CD7 171 A	AMAZON.COM*MO4CD7 171 A
0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
0.00	FEDEX	FEDEX
0.00	SIERRA BIOMEDICAL LLC	SIERRA BIOMEDICAL LLC
0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
0.00	CLB*AMERICAN B01 OF 01	CLB*AMERICAN B01 OF 01
0.00	TOASTMASTERS RENEW WEB	TOASTMASTERS RENEW WEB
\$0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
0.00	HEARTLAND PAYMENT SYST	HEARTLAND PAYMENT SYST
0.00	AMZN MKTP US	AMZN MKTP US
0.00	OLD NAVY US 3971	OLD NAVY US 3971
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	WAL-MART #5941	WAL-MART #5941

\$0.00	DAVIDS BRIDAL INC 198	DAVIDS BRIDAL INC 198
\$0.00	WELCH ALLYN INC	WELCH ALLYN INC
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	RE MICHEL 033 JESSUP	RE MICHEL 033 JESSUP
0.00	AMZN MKTP US	AMZN MKTP US
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	WALMART.COM	WALMART.COM
0.00	SIGNEASY STANDARD PLAN	SIGNEASY STANDARD PLAN
\$0.00	PAYPAL	PAYPAL
\$4.80	PGPARKS.COM RETAIL	PGPARKS.COM RETAIL
0.00	ESCAPE THE ROOM - DC	ESCAPE THE ROOM - DC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	INDEED	INDEED
0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
\$0.00	AMAZON PRIME	AMAZON PRIME
\$0.00	PAYPAL	PAYPAL
0.00	OLD NAVY US 6239	OLD NAVY US 6239
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	CRESTLINE 00 OF 00	CRESTLINE 00 OF 00
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	TARGET 00010074	TARGET 00010074
0.00	MARYLAND DENTAL LABORA	MARYLAND DENTAL LABORA
0.00	MARYLAND DENTAL LABORA	MARYLAND DENTAL LABORA
0.00	DTLR 014	DTLR 014
0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
\$0.00	WAL-MART #5941	WAL-MART #5941

0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	INT*IN *NATIONAL GREAT	INT*IN *NATIONAL GREAT
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
\$0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
\$0.00	WALMART.COM	WALMART.COM
0.00	PANERA BREAD #203760	PANERA BREAD #203760
0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
0.00	STAPLES 00115170	STAPLES 00115170
0.00	PARTY CITY 581	PARTY CITY 581
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	H&M0054	H&M0054
0.00	AMAZON.COM*MA5DH6 D80	AMAZON.COM*MA5DH6 D80
\$0.00	SAMS CLUB #6434	SAMS CLUB #6434
\$0.00	CHAMPS 14085	CHAMPS 14085
0.00	AAA PARTY RENTALS	AAA PARTY RENTALS
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	LINKEDIN-439	LINKEDIN-439
\$0.00	FEDEX	FEDEX
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
8.75	SMARTSIGN	SMARTSIGN
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	MARSHALLS #1226	MARSHALLS #1226
\$0.00	E-ZPASS MD MPC	E-ZPASS MD MPC
0.00	AMZN MKTP US	AMZN MKTP US

\$0.00	LINKEDIN-468	LINKEDIN-468
\$0.00	AMAZON.COM*MN5WR 8SR0 A	AMAZON.COM*MN5WR 8SR0 A
0.00	QUICK RESPONSE FIRE SU	QUICK RESPONSE FIRE SU
0.00	AMZN MKTP US	AMZN MKTP US
0.00	4326 DOMINOS PIZZA	4326 DOMINOS PIZZA
\$0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	TARGET 00010041	TARGET 00010041
\$0.00	SAFEWAY #1177	SAFEWAY #1177
0.00	USPS.COM POSTAL STORE	USPS.COM POSTAL STORE
\$0.00	STAPLES 00102186	STAPLES 00102186
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$0.00	FIVE BELOW 207	FIVE BELOW 207
0.00	FEDEX	FEDEX
\$0.00	NCCHC	NCCHC
\$0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
\$0.00	USPS PO 1049787501	USPS PO 1049787501
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	PAYPAL	PAYPAL
0.00	AMAZON.COM*M89545 K70	AMAZON.COM*M89545 K70
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	E Z PASS VA WEB	E Z PASS VA WEB
0.00	E-ZPASS MD MPC	E-ZPASS MD MPC
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	PP*KANGAROO CAR	PP*KANGAROO CAR
0.00	NCCHC	NCCHC

0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
\$0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	AMERICAN CORRECTIONAL	AMERICAN CORRECTIONAL
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	STAPLES DIRECT	STAPLES DIRECT
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	INDEED	INDEED
\$0.00	TST* BUSBOYS AND POETS	TST* BUSBOYS AND POETS
0.00	PAYPAL	PAYPAL

0.00	MCDONALD'S F14616	MCDONALD'S F14616
0.00	AMAZON.COM*M84U66 X02	AMAZON.COM*M84U66 X02
0.00	AWARD COM	AWARD COM
0.00	T J MAXX #1206	T J MAXX #1206
0.00	AMAZON.COM*M845G7 2Y2	AMAZON.COM*M845G7 2Y2
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	DTLR 880	DTLR 880
0.00	DTLR 043	DTLR 043
0.00	SIERRA BIOMEDICAL LLC	SIERRA BIOMEDICAL LLC
0.00	INTUIT *IN *CARAGREEN	INTUIT *IN *CARAGREEN
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	FIVE BELOW 207	FIVE BELOW 207
0.00	AMAZON.COM*MA16W 2GX0	AMAZON.COM*MA16W 2GX0
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$0.00	AMAZON.COM*MT8R66 SE1	AMAZON.COM*MT8R66 SE1
0.00	IHOP #2020	IHOP #2020
0.00	TARGET 00010074	TARGET 00010074
0.00	CAU CAMPUS BKSTR #210	CAU CAMPUS BKSTR #210
0.00	MATTRESSMAN	MATTRESSMAN
0.00	IDEALIST.ORG 2654763	IDEALIST.ORG 2654763

0.00	IDEALIST.ORG 2655380	IDEALIST.ORG 2655380
\$0.00	SHOE CITY #282	SHOE CITY #282
\$0.00	SHOE CITY #283	SHOE CITY #283
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	STAPLES 00115170	STAPLES 00115170
5.39	SQ *SQ *GUARDIAN UNITE	SQ *SQ *GUARDIAN UNITE
0.00	AMAZON.COM*M88481 BY2	AMAZON.COM*M88481 BY2
\$0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	PEST SERVICES COMPANY	PEST SERVICES COMPANY
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
\$0.00	PAYPAL	PAYPAL
0.00	PAYPAL	PAYPAL
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	STAPLES 00115170	STAPLES 00115170
\$0.00	GALLS	GALLS
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	H&M0054	H&M0054
0.00	4326 DOMINOS PIZZA	4326 DOMINOS PIZZA

0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*MO1N12 T51 A	AMAZON.COM*MO1N12 T51 A
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.00	ASPPB	ASPPB
0.00	CHAMPS 14085	CHAMPS 14085
0.00	GRAINGER	GRAINGER
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$1.04	CVS/PHARMACY #07218	CVS/PHARMACY #07218
0.00	AMZN MKTP US	AMZN MKTP US
0.00	TARGET 00010074	TARGET 00010074
0.00	AMAZON.COM*MA6NM 7501 A	AMAZON.COM*MA6NM 7501 A
\$0.00	FIVE BELOW 207	FIVE BELOW 207
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
0.00	WALMART.COM	WALMART.COM
\$0.00	DOLLAR TREE	DOLLAR TREE
\$0.00	AMAZON.COM*M859S5J D1	AMAZON.COM*M859S5J D1
0.00	PANERA BREAD #203760 P	PANERA BREAD #203760 P
0.00	VISTAPR*VISTAPRINT.CO M	VISTAPR*VISTAPRINT.CO M
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	STAPLS72110907510000 01	STAPLS72110907510000 01
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
\$0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
\$0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK

0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
0.00	AUTOPAY/DISH NTWK	AUTOPAY/DISH NTWK
\$4.53	WORLD CLASS CUTS	WORLD CLASS CUTS
4.53	MD DEPT ENVIRONMENT	MD DEPT ENVIRONMENT
0.00	WALMART.COM	WALMART.COM
\$0.00	WGD	WGD
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	CRUCIAL.COM	CRUCIAL.COM
\$0.00	PAPA JOHN'S #3651	PAPA JOHN'S #3651
\$0.00	FORMAN MILLS #306	FORMAN MILLS #306
\$0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	AMZN MKTP US	AMZN MKTP US
4.44	AMAZON.COM*M86GD0 IY2	AMAZON.COM*M86GD0 IY2
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	H&M0054	H&M0054
0.00	TST* BUSBOYS AND POETS	TST* BUSBOYS AND POETS
76.60	KING S CAFE	KING S CAFE
0.00	LITTLE CAESARS 1940-00	LITTLE CAESARS 1940-00
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	MICHAELS STORES 4717	MICHAELS STORES 4717
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI

0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMAZON.COM*MN0ET8 U52 A	AMAZON.COM*MN0ET8 U52 A
0.00	AMZN MKTP US	AMZN MKTP US
0.00	METRO STAMP AND SEAL C	METRO STAMP AND SEAL C
0.00	QUICKWAY HIBACHI - LAU	QUICKWAY HIBACHI - LAU
\$0.00	AMAZON.COM*MI1XD6 BB1	AMAZON.COM*MI1XD6 BB1
\$0.00	OFF BROADWAY SHOES #51	OFF BROADWAY SHOES #51
0.00	THE HOME DEPOT #2583	THE HOME DEPOT #2583
\$0.00	MARSHALLS #1226	MARSHALLS #1226
\$0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	DTV	DTV
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
\$0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	BOB BARKER COMPANY INC	BOB BARKER COMPANY INC
0.00	CVS/PHARMACY #07218	CVS/PHARMACY #07218
0.00	AMAZON.COM*MB1398 9L1	AMAZON.COM*MB1398 9L1
\$0.00	AMAZON.COM*MT1H24 VQ0	AMAZON.COM*MT1H24 VQ0
\$0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	AMAZON.COM*M84PP1 X90	AMAZON.COM*M84PP1 X90
\$0.00	AMAZON.COM*MT6NJ3 WV2	AMAZON.COM*MT6NJ3 WV2
\$0.00	THE HOME DEPOT #8548	THE HOME DEPOT #8548
0.00	AMZN MKTP US	AMZN MKTP US
3.72	PEPBOYS STORE 99	PEPBOYS STORE 99

0.00	ATIREGAL CINEMAS	ATIREGAL CINEMAS
\$0.00	CHAMPS 14085	CHAMPS 14085
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	SQ *SQ *EXTENSIONS OF	SQ *SQ *EXTENSIONS OF
0.00	H&M0054	H&M0054
0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #1985	WAL-MART #1985
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
0.00	MARSHALLS #1226	MARSHALLS #1226
0.00	SAMSClub #6434	SAMSClub #6434
3.59	CBI*EASEUS SOFTWARE	CBI*EASEUS SOFTWARE
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.66	BJS WHOLESALE #0207	BJS WHOLESALE #0207
0.00	DOLLAR TREE	DOLLAR TREE
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	STAPLES DIRECT	STAPLES DIRECT
0.00	DOLLAR TREE	DOLLAR TREE
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	BENCO DENTAL CO	BENCO DENTAL CO
0.00	NANDO S PERI PERI H ST	NANDO S PERI PERI H ST
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI

\$0.00	LAST STOP IV	LAST STOP IV
\$3.40	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
0.00	PAYPAL	PAYPAL
0.00	SECURITY PLUS	SECURITY PLUS
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
3.39	3009 FOREVER 21	3009 FOREVER 21
0.00	BLUEBAY OFFICE INC	BLUEBAY OFFICE INC
0.00	AMAZON.COM*M180S9 H42	AMAZON.COM*M180S9 H42
0.00	GUH MEDSTAR PHYS 10	GUH MEDSTAR PHYS 10
\$0.00	NCCHC	NCCHC
0.00	AOP BUSINESS SERVICES	AOP BUSINESS SERVICES
0.00	WALMART.COM	WALMART.COM
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
3.29	3009 FOREVER 21	3009 FOREVER 21
\$0.00	AMAZON.COM*M81W7 4LV2	AMAZON.COM*M81W7 4LV2
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	CHICK-FIL-A #00782	CHICK-FIL-A #00782
\$0.00	WM SUPERCENTER #1985	WM SUPERCENTER #1985
0.00	AMAZON.COM*M123O9 2Y2	AMAZON.COM*M123O9 2Y2
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	CHIPOTLE 2192	CHIPOTLE 2192
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	WALMART.COM	WALMART.COM

0.00	WALMART.COM	WALMART.COM
0.00	WALMART.COM	WALMART.COM
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WALMART.COM	WALMART.COM
\$0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
\$0.00	ADOBE *CREATIVE CLOUD	ADOBE *CREATIVE CLOUD
\$0.00	PUREBUTTONS COM LLC	PUREBUTTONS COM LLC
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #1893	WAL-MART #1893
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	JCPENNEY 1951	JCPENNEY 1951
0.00	FS *TECHSMITH	FS *TECHSMITH
\$0.00	AMAZON.COM*M67KF5 ST2 A	AMAZON.COM*M67KF5 ST2 A
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	AMAZON.COM*MH5Y45 OT1	AMAZON.COM*MH5Y45 OT1
0.00	STAPLES 00115170	STAPLES 00115170
0.00	AMAZON.COM*M84TT3I K2	AMAZON.COM*M84TT3I K2
\$0.00	PAPA JOHN'S #4932	PAPA JOHN'S #4932
0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC

0.00	NCCHC	NCCHC
0.00	NCCHC	NCCHC
0.00	WHC MEDSTAR PHYSICIANS	WHC MEDSTAR PHYSICIANS
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	AMERICAN JAIL ASSOCIAT	AMERICAN JAIL ASSOCIAT
0.00	AMERICAN JAIL ASSOCIAT	AMERICAN JAIL ASSOCIAT
0.00	KOHL'S #0266	KOHL'S #0266
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
\$0.00	HOBBY-LOBBY #453	HOBBY-LOBBY #453
\$0.00	VITAL RECORDS ONLINE	VITAL RECORDS ONLINE
\$0.00	VITAL RECORDS ONLINE	VITAL RECORDS ONLINE
0.00	THE HOME DEPOT #2571	THE HOME DEPOT #2571
0.00	NANDO'S OF 7TH STR	NANDO'S OF 7TH STR
0.00	GEM LASER EXPRESS	GEM LASER EXPRESS
0.00	UMD FACULTY PHYSICIANS	UMD FACULTY PHYSICIANS
0.00	INDEED	INDEED
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WALGREENS #15185	WALGREENS #15185
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #1985	WAL-MART #1985
0.00	MICHAELS STORES 5803	MICHAELS STORES 5803
0.00	PAYPAL	PAYPAL
0.00	SHOPPERS FOOD & PHAR	SHOPPERS FOOD & PHAR
0.00	SAMS CLUB #6434	SAMS CLUB #6434
0.00	SAMS CLUB #6434	SAMS CLUB #6434
\$0.00	PAYPAL	PAYPAL
\$0.00	PUREBUTTONS COM LLC	PUREBUTTONS COM LLC
0.00	DD/BR #349150 Q35	DD/BR #349150 Q35
\$0.00	AMZN MKTP US	AMZN MKTP US

0.00	AMAZON MKTPL	AMAZON MKTPL
0.00	UDC-POST SECONDARY EDU	UDC-POST SECONDARY EDU
\$0.00	WAL-MART #5941	WAL-MART #5941
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
0.00	WALMART.COM	WALMART.COM
0.00	NPDB NPDB.HRSA.GOV	NPDB NPDB.HRSA.GOV
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	SAMSClub #6434	SAMSClub #6434
0.00	WALMART.COM	WALMART.COM
\$0.00	AMZN MKTP US	AMZN MKTP US
\$1.20	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*MO5FZ6 CV1 A	AMAZON.COM*MO5FZ6 CV1 A
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WISEGUY PIZZA WASHINGT	WISEGUY PIZZA WASHINGT
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #1985	WAL-MART #1985
0.00	WALMART.COM	WALMART.COM
\$0.00	PUREBUTTONS COM LLC	PUREBUTTONS COM LLC
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	KOHL'S #0266	KOHL'S #0266
\$0.00	AC MOORE STR 94	AC MOORE STR 94
0.00	AMZN MKTP US	AMZN MKTP US
0.00	QUICK RESPONSE FIRE SU	QUICK RESPONSE FIRE SU
\$0.00	SCHOOL RECORD/TRANSCRI	SCHOOL RECORD/TRANSCRI
0.00	WALMART.COM	WALMART.COM

0.00	AMZN MKTP US	AMZN MKTP US
0.00	BENCO DENTAL CO	BENCO DENTAL CO
0.00	AMAZON.COM*M83IS6 GA1	AMAZON.COM*M83IS6 GA1
0.00	TST* &PIZZA - CHINATOW	TST* &PIZZA - CHINATOW
0.00	STAPLES DIRECT	STAPLES DIRECT
0.00	AMAZON.COM*M006C5 US0	AMAZON.COM*M006C5 US0
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	WALMART.COM	WALMART.COM
\$2.12	DOTTIES TROPHIES & AWA	DOTTIES TROPHIES & AWA
0.00	TST* BUSBOYS AND POETS	TST* BUSBOYS AND POETS
0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*M02IN3 QB1	AMAZON.COM*M02IN3 QB1
\$0.00	AMAZON.COM*M60R54 G60	AMAZON.COM*M60R54 G60
0.00	AMZN MKTP US	AMZN MKTP US
0.00	ATTN FINANCE	ATTN FINANCE
0.00	UDC-POST SECONDARY EDU	UDC-POST SECONDARY EDU
0.00	STAPLES 00102269	STAPLES 00102269
0.00	AMZN MKTP US	AMZN MKTP US
0.00	WAL-MART #5941	WAL-MART #5941
\$0.00	DCBLACKTHEATR- F58E21T1	DCBLACKTHEATR- F58E21T1
0.00	UDC BOOKSTORE #742	UDC BOOKSTORE #742
0.00	FAMILY DOLLAR #7014	FAMILY DOLLAR #7014
0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
0.00	AMZN MKTP US	AMZN MKTP US

0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*LW1G21 BE3	AMAZON.COM*LW1G21 BE3
0.00	CHARLEYS PHILLY STEAKS	CHARLEYS PHILLY STEAKS
0.00	AMZN MKTP US	AMZN MKTP US
0.00	THE CAROLINA KITCHEN	THE CAROLINA KITCHEN
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
1.70	WORLD CLASS CUTS	WORLD CLASS CUTS
\$2.10	A1 WWW.COPYTRANS.NET	A1 WWW.COPYTRANS.NET
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	UNIQLO F ST #3009	UNIQLO F ST #3009
0.00	WAL-MART #5941	WAL-MART #5941
0.00	AMAZON.COM*M658J2 W60	AMAZON.COM*M658J2 W60
0.00	VISTAPR*VISTAPRINT.CO M	VISTAPR*VISTAPRINT.CO M
0.00	CALIFORNIA TORTILLA	CALIFORNIA TORTILLA
0.00	PAYPAL	PAYPAL
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	PANDA EXPRESS #2137	PANDA EXPRESS #2137
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
\$0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI

0.00	BIOMEDICAL WASTE SERVI	BIOMEDICAL WASTE SERVI
0.00	SQU*SQ *GOSQ.COM BARRI	SQU*SQ *GOSQ.COM BARRI
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*MB7X71 CH2	AMAZON.COM*MB7X71 CH2
0.00	AMAZON.COM*MB39Q5 VC1	AMAZON.COM*MB39Q5 VC1
\$0.00	AMAZON.COM*MT64J68 I2	AMAZON.COM*MT64J68 I2
\$0.00	WALMART.COM	WALMART.COM
0.00	AMAZON.COM*M08A94 SH2	AMAZON.COM*M08A94 SH2
\$0.00	GIANT 0340	GIANT 0340
\$0.00	PAPA JOHN'S #3539	PAPA JOHN'S #3539
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	LAUREL FAMOUS DAVE'S	LAUREL FAMOUS DAVE'S
\$0.00	SQ *SQ *SK SILVER SPRI	SQ *SQ *SK SILVER SPRI
0.00	PAYPAL	PAYPAL
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*M88Q85 I80	AMAZON.COM*M88Q85 I80
0.00	BENCO DENTAL CO	BENCO DENTAL CO
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	WAL-MART #1985	WAL-MART #1985
0.00	MOORE MEDICAL LLC	MOORE MEDICAL LLC
0.00	POTBELLY #12	POTBELLY #12
\$0.00	GIANT 0384	GIANT 0384
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
\$0.00	MCDONALD'S F104	MCDONALD'S F104
\$0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMAZON.COM*M60E83 GD0	AMAZON.COM*M60E83 GD0
0.00	AMZN MKTP US	AMZN MKTP US

\$1.24	THE HOME DEPOT #2583	THE HOME DEPOT #2583
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	LOWES #01188	LOWES #01188
\$1.20	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAYPAL	PAYPAL
0.00	CVS/PHARMACY #07218	CVS/PHARMACY #07218
0.00	DC GOV'T PAYMENT	DC GOV'T PAYMENT
0.00	KOHL'S #0266	KOHL'S #0266
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	CHIPOTLE 3115	CHIPOTLE 3115
0.00	USPS PO 2351300708	USPS PO 2351300708
0.00	CORNER BAKERY 0263	CORNER BAKERY 0263
0.54	BARNES&NOBLE.COM- BN	BARNES&NOBLE.COM- BN
0.00	NPDB NPDB.HRSA.GOV	NPDB NPDB.HRSA.GOV

0.00	AMZN MKTP US	AMZN MKTP US
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
\$0.00	NETFLIX.COM	NETFLIX.COM
\$0.00	NETFLIX.COM	NETFLIX.COM
0.00	SHOPPERS FOOD WAREHO	SHOPPERS FOOD WAREHO
0.00	ROBERTS OXYGEN CO BR 0	ROBERTS OXYGEN CO BR 0
0.91	SUBWAY 00430496	SUBWAY 00430496
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
\$0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	BURGER KING #2422 Q07	BURGER KING #2422 Q07
0.00	NCS*GED EXAM	NCS*GED EXAM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	PAYPAL	PAYPAL
\$0.00	WAL-MART #5129	WAL-MART #5129

0.00	NETFLIX.COM	NETFLIX.COM
\$0.00	NETFLIX.COM	NETFLIX.COM
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON.COM*M016X7I 91	AMAZON.COM*M016X7I 91
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMAZON PRIME	AMAZON PRIME
0.00	AMAZON PRIME	AMAZON PRIME
\$0.00	AMAZON PRIME	AMAZON PRIME
\$0.00	DULLES GREENWAY QPS	DULLES GREENWAY QPS
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	NETFLIX.COM	NETFLIX.COM
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMAZON.COM*M60PLO BT2	AMAZON.COM*M60PLO BT2

\$0.00	AMAZON.COM*M62M2 0SE1	AMAZON.COM*M62M2 0SE1
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	STAPLES 00115170	STAPLES 00115170
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	TARGET 00015339	TARGET 00015339
\$0.00	REGAL GALLERY PLACE ST	REGAL GALLERY PLACE ST
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	AMZN MKTP US	AMZN MKTP US
0.00	MCDONALD'S F858	MCDONALD'S F858
\$0.57	BUSBOYS BOOKS 5TH & K	BUSBOYS BOOKS 5TH & K
0.00	SEVEN CAR WASH	SEVEN CAR WASH
0.00	AMAZON.COM*MO8ZB6 LX2 A	AMAZON.COM*MO8ZB6 LX2 A
0.00	VIMEO.COM	VIMEO.COM
0.00	VIMEO.COM	VIMEO.COM
\$0.00	KINDLE UNLTD	KINDLE UNLTD
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	AMAZON.COM*M60371 6C0	AMAZON.COM*M60371 6C0
0.00	INDEED	INDEED
\$0.00	CHIPOTLE 0840	CHIPOTLE 0840
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	VCN*NY CITY VITAL REC	VCN*NY CITY VITAL REC
\$0.00	GPO EXPRESS	GPO EXPRESS
0.00	AMZN MKTP US	AMZN MKTP US

0.00	AMZ*INKSTONE GIFTS	AMZ*INKSTONE GIFTS
0.00	AMZ*INKSTONE GIFTS	AMZ*INKSTONE GIFTS
0.00	AMZ*INKSTONE GIFTS	AMZ*INKSTONE GIFTS
0.00	AMZ*INKSTONE GIFTS	AMZ*INKSTONE GIFTS
0.00	AMZ*INKSTONE GIFTS	AMZ*INKSTONE GIFTS
0.00	AMAZON PRIME	AMAZON PRIME
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	WALMART.COM	WALMART.COM
-\$0.84	THE HOME DEPOT #2583	THE HOME DEPOT #2583
0.00	WAL-MART #5941	WAL-MART #5941
0.00	RING INC.	RING INC.
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	DISPUTE CREDIT	DISPUTE CREDIT
(20.25)	AMAZON.COM	AMAZON.COM
0.00	AMZN MKTP US	AMZN MKTP US
0.00	DCVITALSKIOSK*VCN	DCVITALSKIOSK*VCN
\$0.00	PARTY CITY 1002	PARTY CITY 1002
0.00	WALMART.COM	WALMART.COM
\$0.00	SCHOOL RECORD/TRANSCRI	SCHOOL RECORD/TRANSCRI
\$0.00	AMAZON.COM	AMAZON.COM
0.00	AMAZON.COM	AMAZON.COM
0.00	AMZN MKTP US	AMZN MKTP US
(28.35)	AMAZON.COM	AMAZON.COM
(28.35)	AMAZON.COM	AMAZON.COM
0.00	WALMART.COM	WALMART.COM
0.00	AMTRAK TEL34	AMTRAK TEL34
-\$39.56	CAFE RIO CORPORATE	CAFE RIO CORPORATE
0.00	WALMART.COM	WALMART.COM
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	WALMART.COM	WALMART.COM
0.00	UNIFIED POWER	UNIFIED POWER
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	CAFE RIO CORPORATE	CAFE RIO CORPORATE
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	WWW.NEWEGG.COM	WWW.NEWEGG.COM
0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION
0.00	WALMART.COM	WALMART.COM

(4.52)	BARNES&NOBLE.COM-BN	BARNES&NOBLE.COM-BN
\$0.00	INT*IN *PRECISION CAPI	INT*IN *PRECISION CAPI
0.00	WAL-MART #5941	WAL-MART #5941
0.00	WAL-MART #5941	WAL-MART #5941
0.00	AMZN MKTP US	AMZN MKTP US
\$0.00	ARAMARK	ARAMARK
0.00	B2B PRIME	B2B PRIME
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	SQ *SQ *JUGGS JAMAICAN	SQ *SQ *JUGGS JAMAICAN
(27.00)	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
(27.00)	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
\$0.00	NCCHC	NCCHC
\$0.00	AMZN MKTP US	AMZN MKTP US
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	CRESTLINE 00 OF 00	CRESTLINE 00 OF 00
\$0.00	DOCUSIGN	DOCUSIGN
0.00	MEDSTAR WASHINGTON HOS	MEDSTAR WASHINGTON HOS
0.00	4IMPRINT	4IMPRINT
0.00	PAYPAL	PAYPAL
0.00	ZIPRECRUITER, INC.	ZIPRECRUITER, INC.
\$0.00	CORPSUMMITS	CORPSUMMITS
0.00	FRAUD CREDIT	FRAUD CREDIT
0.00	DISPUTE CREDIT	DISPUTE CREDIT
0.00	WAL-MART #1893	WAL-MART #1893
(27.00)	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
(27.00)	THE NATIONAL CRITTENTO	THE NATIONAL CRITTENTO
0.00	AMZN MKTP US	AMZN MKTP US
0.00	BATH AND BODY WORKS 50	BATH AND BODY WORKS 50
0.00	CRESTLINE 00 OF 00	CRESTLINE 00 OF 00
\$0.00	4IMPRINT	4IMPRINT
\$0.00	4IMPRINT	4IMPRINT
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	DISPUTE CREDIT	DISPUTE CREDIT
-\$39.56	CAFE RIO CORPORATE	CAFE RIO CORPORATE
0.00	CHAMPION AWARDS	CHAMPION AWARDS
0.00	PAYPAL	PAYPAL

(76.15)	THE HOME DEPOT #2583	THE HOME DEPOT #2583
\$0.00	SQ *SQ *AFFORDABLE HOM	SQ *SQ *AFFORDABLE HOM
0.00	DISPUTE CREDIT	DISPUTE CREDIT
0.00	TOTAL OFFICE PRODUCTS	TOTAL OFFICE PRODUCTS
0.00	THE HUMAN SOLUTION	THE HUMAN SOLUTION

Transaction Notes	Additional Notes
Training for DYRS Manager	
Payment for the training at the Skinner Institute.	
Promotional items for training. Actual cost was \$4,828.89, vendor charged tax of \$289.73 and refunded tax charged on 3.1.19 (\$289.73)	
Toner for Ricoh printers at all locations and toner for PIO printer.	
Due to security needs, liquid soap needed to be purchased as an emergency purchase for the entire facility for all Youth Units at NBYDC.	
T Shirts needed for Gunz Down campaign	
Software service and updates for MicroMain.	
Thanksgiving baskets purchased for 150 DYRS Families comprised of Whole Turkeys, chicken, fillets and side dishes. Many DYRS families who experience financial hardships rely upon support during the holidays. The thanksgiving distribution is an annual tradition where staff assist with assembling baskets and delivering them to families.	
Maintenance renewal/referesh of CAFAS assessment license tokens for case management.	
Positive Youth Engagement Activities purchased comprised of Washington Wizards tickets to be utilized for youth and their families as an incentive.	
Youth Three Amusement and Entertainment Rides and Games for Spring Break was cheaper with Fantasy World.	
Food delivery for youth participating in summer programming. 6 weeks of lunches	
This transaction covers the cost of an upgrade to our Spirometry machines for YSC. The spirometry measure lung function.	
15 youth participated in the Restorative Diversion Program which lasted 8 weeks. Part of the program included a weekend camping trip at Camp Horizons.	
Arcade games purchased for the youth	The Arcade Games are being returned
Incentives purchased for youth compliance consistent with DYRS graduated responses program.	
mattresses needed for youth at NB with built in pillow	
Vendor is the only authorized authority to purchase Licenses from for Security Cameras at the NBYDC secure facility.	
"Who Must You Be? Performance at New Beginnings featuring the Daughter of the Civil Rights Movement, Ayanna Gregory, explores the journey of the Black family from Africa to America. She discusses the role that slavery and institutional racism played in setting the stage for today's Juvenile Justice System.	
Outdoor furniture for NBYDC	
This transaction went toward the purchase of books for the Restorative Justice Coordinator.	
Arcade games purchased for the youth at NB	The Arcade Games are being returned
Renewal for Timeclock Plus hand scanners at YSC and NB.	
This transaction covers the cost of an upgrade to our Spirometry machines for NB. The spirometry measure lung function.	
Outdoor benches for NBYDC Staff seating areas.	
Furniture for YSC and NB	
Safe Crisis Management Instructor recertification training was needed for staff. This was provided by KJM Training	
Annual licenses for Smartboard software.	

Office Furniture for communications office.	
Toner supplies for YSC.	
Purchase of emergency portable generators and power cords to support catastrophic power outage due to faulty BGE substations.	
DYRS promotional materials and literature purchased for the communications Department.	Tax on receipt. Refund requested
Employee of the month plaques were purchased for the year of 2019. These plaques included Non-secure staff, secure staff, and managers.	
Event space for Credible Messenger summit	
Refund	
Arcade games purchased for the youth	The Arcade Games are being returned
Film viewing of Circles and guest speaker at New Beginnings for youth.	
Blow up outdoor theater system for youth programming	
This transaction covers the cost of materials including books and DVD's ordered by Dr. Key for use with the residents on the units. They are from the Lionheart Foundation and are Power Source and Houses of Healing resources.	
This transaction covers the cost of items needed for the culinary department. I have included items ordered with the receipt.	
Workshop training for OHR and OPD Strategic Planning Meeting	
Food for Restorative Justice Movie event with OAG	
Purchase desk for new office space.	
Chairs for the youth's Peace room on the units were cheaper with the Norix.	
Coats purchased for the transportation team.	No taxes on the receipt
new dish soap and floor cleaner for NB.	
Cell Phone detectors purchased for the Youth Service Center	
Purchased spare batteries from Motorola Solutions. These are spare batteries for the radios at YSC.	
Winter Coats purchased for Committed youth experiencing financial hardship.	
Teambuilding, Emotional Intelligence Workshop	
A brunch for foster parents was held in January 2019 and food was purchased to feed all families present.	
Pans, Tongs, Bags, Racks, Dome were needed for Culinary at NB and cheaper with Hubert.	
DYRS Youth and Family Division Coat drive purchases. Due to financial hardship, many youth and families have requested assistance in securing coats for their loved ones during the winter seasons. Without adequate clothing, youth will engage in truancy and low participation in programming	
chairs for conference room and office.	
T-shirts and hats for the Credible Messenger program.	
Purchase of 50 handcuffs for DYRS facilities	
Adjustable desk for 450	
Furniture purchased for Transition Classroom opening.	
Additional card scanner for IT office on the 3rd floor.	
Copies for staff training Think Trauma were needed for two day session that included train the trainers.	

Operations strategic planning meeting venue.	
Instructional Design Training for Training department.	
This transaction covers the cost of a cardiology appointment for resident CY. Including EKG, and consult.	
Annual software maintenance for Micromain. Software is used by Facilities so that staff can submit service requests (ac/heating problems, burned out lights etc.)	
Toner supplies for 450 H ready inventory.	
Facility Code books for 2019	
This transaction covers the cost of X-Ray badges used by our dentist and her dental assistant.	
Wizard tickets purchased as Positive youth engagement activity utilized for the purposes of graduated incentives.	
This transaction covers the cost of the Neuropsychological Evaluations performed on one of our residents GMC. The services dates were 11/19/18; 11/20/18. The 12/3/18 session is the Feedback session and the last one.	
This transaction covers the cost of the Neuropsychological Evaluations performed on one of our residents GMC. The services dates were 11/19/18; 11/20/18. The 12/3/18 session is the Feedback session and the last one.	
Delivery of drinks that were used for family engagement events	
Dell Micro PC's for Smartboards. Needed for new Smartboards being purchased for NB housing units as well as replace some larger PC's on existing smartboards. May be possible replacement for 10th floor Smartboard PC.	
Vendor used to speak to the New Beginnings Youth Development Center youth during the Covenant of Peace	
John Ducksworth fees for focus groups for case management staff, CM and AC staff.	
Quarterly carpet cleaning MLK AC	
Expenses were paid for facilitator Principal Michael McGrone to speak with the youth on 10/18/18 at YSC.	
Youth Participated in a workshop on The Twists & Turns of Possibility: My Life Is My True Story. This was conducted by Michael McGrone	
Trainer for staff	
Guns down tshirts for youth for peace rally.	
Youth arts, crafts and games for the therapeutic programming on the units were cheaper with Walmart.	
This transaction covers the cost of lunch for staff who attended the Restorative Justice 5 day training.	
Bleachers in gymnasium needed repairing to ensure broken parts were not turned into weapons endangering staff and residents also to ensure safe seating for residents and Community individuals coming in for Covenant of the Peace	
Books, Prayer Rugs, Kufis, and Noble Qurans for the youth on campus were cheaper with Authentic Statements	
Care Planning and Coordination has 10 staff who are in the process of preparing for their Social Work Licensure. Each prep packet cost \$240 for 10 staff.	
Amusement activities for the youth Memorial day holiday were cheaper with Fantasy World	
Back to School Family Engagement Event for the youth and their families during visitation	
Frosting and film installed at 450	
Fire alarm panel in trouble Life Safety issues , Fire Marshall inspection in one day. Emergency repair	

Supplies for Breast Cancer Walk	
Vendor used for carpet install inside of Relaxation rooms at YSC	No taxes on the receipt
YDR training manuals	
Purchase of 50 bellychains with cuffs for use at DYRS facilities	
Youth candy, chips, snacks for the campus behavioral motivational token economy system were cheaper with Restaurant Depot.	
This transaction went to pay for a training a member of DYRS Leadership attended at the Harvard Kennedy School.	
Julie Mallozi, filmmaker and panelist for Restorative Justice Summer Film Series on 8/8/2019	
Updated evacuation maps for the MLK Achievement Center and Hope House.	
Youth has a summer session with Speaker Chi Ali	
Lenovo desktop computer for graphics intensive work for communications dept	
Hygienic kits purchased for community "back to school" giveaway event. During this time all items consisting of tooth paste, lotion, body wash, soap, Walmart gift bags and deodorants for 112 families were provided to communities in need. Here, youth were able to support their communities by encouraging school enrollment and attendance through the purchase of these items.	
Girls Programming unit facilitated an event with a Trainer on Protocols and Etiquettes for our committed female population that required a location outside of the office.	
This transaction covers the cost of our 2019 NCCHC Accreditation fees. This membership was given to the Health Services Administration, Department of Youth Rehabilitation Services (Youth Services). We must pay a yearly fee to continue this membership.	
Attached please see a copy of clothing purchased for the Achievement Centers supply closet These items will be provided to youth and families in need attending workforce development programs and or experiencing hardship.	No taxes on the receipt
Medication for youth in facilities.	
Items purchased for the culinary: Plates Cups Napkins Table Cloths Salad Containers Catering Events	No taxes on the receipt
Onsite repair of RF reader component of the Warehouse Management System	
Vendor was used for the Health Fair at Headquarters	
Speaker Donne Linen met with the youth as Unit Group as the speaker of the month for the star of school.	
Micromain update info for Facilities	
Youth completed a 4 day seminar with Omega Gold Development Group	
Purchase of culinary supplies for NB including knives and cooking utensils, trash can, step ladder, cutting board, wire rack, hot bags, blender, trash bags, dolly etc.	
Candy Chips and Snacks for youth token economy behavior incentive program items were needed.	No taxes on the receipt
Supplies needed for DC One Fund	
supplies needed for warehouse at NB	

Supplies purchased for Human Resources Recruitment	
Charged in error and was fully refunded	
Order of Office supplies was made for department of Care Planning and Coordination.	
T shirts for Covenant of Peace	
Ricoh MP C3503 Black toner (20) for all sites ready inventory.	
Back to School Family Engagement Event for the youth. Rented 3 water slides and 2 generators	
This transaction covers the cost of hospital visits for one of our residents, youth AR, who has to have ongoing EKG's consults and other related cardiology visits.	
Specialized vendor required to repaint parking lot lines and handicap spaces.	
Out of school time programming held at the Escape Room. Engagement of activities are utilized as positive youth engagement activities in order to assist with crime reduction.	
Out of school time programming comprised of 14 participants. Out of school time programming is designed to engage youth during day time hours in order to provide increased monitoring and supervision of high risk youth.	
YSC Back to School Event	
This transaction went toward the provision of transportation for a group touring the facility from Wisconsin.	
<p>Payment for returning citizens cookout. Returning Citizens Family Day Cookout Menu (200 ppl) - Hot Dogs - Hamburgers - Cheeseburgers - General Concessions: Chips, Candy, Novelty Items - Sodas, Ice - Condiments</p> <p>Equipment and Supply Fee: (coolers, tents, utensils, grills, dispensers, cups, plates, etc. Water</p>	
This transaction covers the cost of the DYRS Health Fair and the various vendors including Health Works a division of Virginia Hospital Center. This vendor held massage booths, information on eating healthy, etc.	
Massage Service for both NB and YSC location for the Mental Health and Wellness Fair was cheaper with Able Hands	
Staff from the NB participated in an afternoon staff recognition event to promotes team building activity and communication	
Manuals for the ACA Accreditation process were needed and cheaper with FEDEX	
Dell Micro PC's for Smartboards at NB and 450H	
Transportation Staff Coats	No taxes on the receipt
Training was approved for Care Coordination Manager and subsequent payment was made for Emerging Leaders class with GW University.	
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Training was approved for Care Coordination Manager and subsequent payment was made for Emerging Leaders class with GW University.	
Canteen items purchased for the youth at Hope House and the Youth Service Center.	No taxes on the receipt
This transaction covers the cost of our 2019 NCCHC Accreditation fees. This membership was given to the Health Services Administration, Department of Youth Rehabilitation Services (New Beginnings). We must pay a yearly fee to continue this membership.	
End of Year Strategic Planning Session venue space	
Audio and Visual Services for the Summer Restorative Justice Film Series was cheaper with Academy sound	
Generators and Power inverters purchased during emergency power outage at NB.	
seating for YSC lounge	
Office Supplies ordered for TDM unit and Care Planning and Coordination staff.	
This transaction went toward the purchase of awards for the Elders Council	
This transaction covers the cost of food ordered for the Executive Management team meeting.	
This covers the cost of the Influenza Vaccine purchased from Moore Medical. The vaccine will be used to provide flu shots to our DYRS staff.	
Office supplies (Paper) for the Agency.	
Copy Paper for all DYRS facilities.	
Xerox paper needed for warehouse for deliveries throughout agency	
Annual Compliance & Ethics Institute Conference	
Annual Compliance & Ethics Institute Conference	
The speaker Jahvon Gordon was paid to speak to the male youth that's in the facility on 10/16/18 on life skills and mentorship.	
Dryer Vent cleaning for all Dryers on the housing units at NBYDC.	No taxes on the receipt
Parking lot Maintenance- re striped all parking lot lanes, handicap signage and touched up fire lane markings.	
Service call for SCADA repairs at New Beginnings dated 11/24/18. P.O. had not been awarded at time of emergency repairs needed.	
Annual maintenance renewal for Trumpia for sending out text messages to parents/public.	
This transaction went to support the establishment of a Title 16 Library. Taxes are in the process of being removed from the card.	Tax on receipt. Refund requested
Breakfast was ordered for AM roll call at NB for the DC One Campaign hosted on 10/30/18.	
Lunch was ordered for PM roll call at YSC for the DC One Campaign.	
Food was ordered for PM roll call at NB for the DC One Campaign.	
Items were purchased for groups and activities on the units. Christmas décor was also purchased for the youth to decorate the units, game space, and hallways of the facility.	
25 NB staff members attended training.	
Specialized repair from authorized vendor of NBYDC HVAC system.	
A banquet set was order for the opposite side of the girl's game space. This banquet set will serve as a cool off space going forward.	
Supplies and equipment to repair door timer and Video Feed in SYDR office at NB.	No taxes on the receipt
Slippers, Socks, PJ Sets, Magazine (puzzle Books) for youth holiday bags were cheaper with Walmart.	
volleyball court for new gym at NB	

Disputed charge	
Registration Fees	
Payment for services rendered for SCADA Repair on 10/5/2018. Due to timing of the repair needed, funding for P.O. on new FY was not present.	
Payment for services rendered for SCADA Repair on 10/22. Due to timing of the repair needed, funding for P.O. on new FY was not present.	
This transaction covers the cost of the Simulation services performed at New Beginnings and Youth Services Center by staff of Children's National Hospital. This is a mock code that requires Health Services staff to respond to an emergency situation.	
Hope Certification Training purchased for Care Coordination Program Manager Latonya Callaway. Here the Supervisor will receive an effective way of providing further support to staff addressing families and children impacted by financial challenges and hopelessness.	
This transaction covers the cost of the Simulation services performed at New Beginnings and Youth Services Center by staff of Children's National Hospital. This is a mock code that requires Health Services staff to respond to an emergency situation.	
This transaction covers the cost of the Simulation services performed at New Beginnings and Youth Services Center by staff of Children's National Hospital. This transaction was disputed because the cardholder was unable to locate a receipt and CNMC failed to produce one in a timely manner.	
One time service tint windows in school to reduce the intense amount of sunlight coming in the area where meetings are held	
This transaction covers the cost of the inspection of our medical equipment. Sierra inspects all machines at YSC and New Beginnings. These inspections are necessary to ensure proper operation of our medical equipment.	No taxes on the receipt
LB is a homeless youth who acquired an apartment through a transitional living program. DYRS agreed to provide furniture, clothing and food to aide for a period of three months in an effort to stabilize this youth. This purchase consists of food, clothing, hygienic products, two televisions (one for an alternate youth SH attending college) food, a futon, household items and furniture such as pots, pans and laundry items.	
Office furniture purchased for staff	
This transaction covers the cost of Medical equipment inspections by Sierra Biomedical. Sierra Biomedical inspects all of our medical equipment at NB and YSC and makes recommendations for replacing or repairing.	No taxes on the receipt
Items purchased are for the youths following: Canteen Prizes for unit events	No taxes on the receipt
Total power outage Kelly Generator called in to assess the situation determined a transformer had blown responsibility for restored power is on BGE	
Water fountain and filtration system for multiple floors at 450 H Street.	
Uniforms for the 4 recreational staff were cheaper with Under Armour	No taxes on the receipt
Communication flyers for an event.	
variety of items for school for the youth at Hope House. Notebook paper, composition books, binders, pens, paper were cheaper with Walmart. Other items for youth were bed in bags and lawn chairs.	
HP 201X toner for YSC ready inventory.	
Youth AG and his family was purchased furniture from Price Busters as this family was residing in an apartment with no furniture nor beds. DYRS supported the family and purchased from the least expensive store for furniture.	
Copy paper for all facilities to include 450, NBYDC, YSC and MLK.	

Restorative Justice Posters purchased for facilities: Youth Service Center New Beginnings Youth Development Center	
Office supplies purchased for staff	
File Cabinets for new office	
Dell AC511M Speaker Bars for new monitors.	
Hoyas Tickets for youth incentive and rehabilitation program within the Positive Youth Justice framework	
Cameras purchased to give greater access to meeting and conference requests.	
Office supplies purchased for staff within Care Planning and Coordination as the new calendar year approaches.	
order xerox paper for warehouse for distribution throughout DYRS	
Food purchased for Staff recognition for the PM tour staff at the Youth Service Center	
Books for the youth and family departments programs retreat.	
Spit mask were purchased for staff at YSC to use.	
This transaction covers the cost of dental surgery performed by Dr. Harding at the request of Dr. Anita Greene, DYRS. The resident was EI.	
Training materials for Training Division (Books)	Taxes Refunded
Item is being refunded and is in processing.	Tax on receipt. Refund requested
Office supplies purchased for the managers at the Youth Service Center.	
Youth candy chips and snack items needed for their behavioral modification program token economy store on campus was cheaper with Samsclub.	
Promotional items for Learning and Development (orientation) such as backpacks	No taxes on the receipt
Cleaning items for the Culinary at YSC were needed and cheaper with Ecolab	
Rescue Randy 125 Lb Large Body were needed for training and cheaper with Target Challenge	
This transaction went toward the purchase of books for Title XVI Youth.	
Log books were ordered for the units, control center, and intake.	
imprinting services and materials. Charging cable (200) and backpacks (200).	
CAFAS training material purchase to fulfill the 2 day CAFAS training for new employees and staff for the agency.	
Purchase of 50 leg irons for DYRS facilities	
Specialty vendor for purchase of computer equipment.	Taxes Refunded
Chairs for Control room staff.	
Diapers and wipes purchased for teen mothers and families experiencing challenges while attending AC Programming. This items will be utilized for the entire year.	
Snacks purchased for both Hope House and Youth Service Center Canteens.	
Teen Mom Care packages purchased for several youth and families experiencing financial hardships.	
ICMA Membership dues for Krsta Scalise	International City/County Management Association (ICMA)
Purchases of 9 waterproof haag (fleece jackets) for staff in abscondence unit	
11 waterproof haag (fleece sweaters) various sizes, 3 packs of 2 flashlights, 4 sets of gloves, 2 black pants	
Payment for band and equipment for MLK day parade	

This transaction covers the cost of the 2 day Certified Clinical Trauma Professional: Trauma Competency Conference. The staff attending this conference are Lindsay Jackson, Tanya Logan and Christine Daniel	
The youth basketball team was in need of shoes which were cheaper with East Bay	Tax on receipt. Refund requested
Breakfast and lunch were served to the staff for the restorative justice training on 10/23/18.	
Toner supplies for desktop printers.	
Graduation Decor for education and workforce team youth graduation	
Becoming Books for youth and family programs youth.	
Youth items (candy snacks juice)for the weekly therapeutic behavioral incentive program were needed and cheaper with Sams Club	
Shelves purchased for the culinary to replace the shelves that fell down.	
Staff Business cards for 13 staff- ordered for communications team.	
Secure Division leadership shirts were cheaper with Jimmie Muscatello	
Supply order purchased for the Juvenile Justice Institutional Counselors at the Youth Service Center (Social Service Department) Envelopes Folders Desk Organizer Sheet Protectors Step File	
This transaction covers the cost of hospital visits for one of our residents, youth AR, who has to have ongoing EKG's consults and other related cardiology visits.	
HP Toner supplies for YSC ready inventory	
HP 201X toner for 450H ready inventory.	
Grant writing training	
camera equipment purchased for gatehouse at NB to monitor and record activity and surrounding area	
Ricoh printer repair at 450H.	No taxes on the receipt
Books, planners, coloring books, board games, fabric Paint, stockings, chalk for unit therapeutic, activities were cheaper with Walmart.	
Services for a nurse to administer medication for the residents at Hope House.	
Youth DB and his mother had recently moved and both were sleeping on the floor. Bed were purchased for the youth and his family to support new move.	
Two beds purchased for youth MB and DD participating in a transitional living program located at Covenant House.	No taxes on the receipt
Corner Bakery was ordered for staff on 11/16/18 for restorative justice training with Rashida George.	
Tee Shirts purchased for the NB basketball team players. Midnight Madness Game	
Lunch was provided for staff in Restorative Justice training on 11/06/18.	
Office supplies for staff	
This transaction covers the cost of an appointment at Washington Hospital Center Orthopedic Surgery department. This appointment is for resident AR.	
This transaction covers the cost of pre-ordered and purchased games for our youth at Youth Services Center.	
Multiple twin size beds purchased for youth CL and his siblings as this is a family of 10 persons, and committed youth and siblings were sleeping on floors and on the three beds they had. Family was unable to support all family members bed purchase.	

Youth basketball league referees are were needed for the games in April. There were a total of seven games and 2 referees for each game.	
Training Manuals purchased for Office of Professional Development	
Therapist and 2 Massage Chair rentals for the Health Fair for the Achievement Center's	
One Pagers 1800	
Food for Family Engagement Event	
Rental of Bleachers for NBYDC weekend family engagement event (youth football game).	
This transaction covers the cost of an appointment at Children's National Medical Center. This appointment was made by our Health Services team. Resident KJ.	
Therapeutic activities and arts & craft supplies for youth units purchased and were cheaper with Walmart	
Office furniture including chairs for staff	
Food/Snacks (chips, candy, etc.) were purchased for the youth's commissary.	
a Variety of arts and kinesthetic supplies for the youth to use including items such as crocheting kits, markers, crayons, and paint	
Glass Vendor for Repair of Guard Booth at NBYDC.	
Puzzles, Games, slippers, Books, Cards, Poster Boards, DVD Movies, PS4 Games, and candy for youth holiday activities were cheaper with Walmart.	
Communications department printouts for DYRS handbook	
Items purchased for Hope House and Youth Service Center youth and staff Office supplies for Managers Games and activities for the you	
items need for compliance with PREA and power washer need by facilities needed to clean salt off the floors of Auto Shop	
The staples order were log books for YSC	
Youth Books From the Streets to the Stage were cheaper with Paypal	
office supplies for YSC including items such as clip boards, desk organizers, binders, lamination paper, hole punchers etc were cheaper with Walmart	
MENTAL HEALTH AWARENESS MESSAGE PENS, DRAWSTRING BACKPACKS and CUFF BRACELETS for the Mental Health and Wellness Fair was cheaper with Oriental Trade Company.	
Food for Youth Service Center Staff recognition	
food for strategic planning meeting that all managers attended	
Specialty Vendor to repaint fire lane as required for DC FEMS inspections.	
PS4 game system and games for the units were cheaper with Game Stop.	
Youth Fatherhood Program was held on a Saturday in October. Therefore food was provided to ensure the committed male population who attended ate lunch.	
Staff Yearly Retreat for At Risk and Hope House Staff services were cheaper with Dramatic Solution	
Annual maintenance renewal for Lobbyguard visitor badge system for NB and YSC.	
Arts & Crafts items purchased for the YSC youth to have during summer break.	
Risk Management support from JJ Keller membership to online risk management program.	
This transaction covers the cost of an appointment for resident SW at Children's National Medical Center. This appointment was at the request of the Health Services team of DYRS.	
Supplies (pens, desk supplies, etc.)	

Candy, Chocolate, Candy Canes, Body Wash, Soda, gifts bags for youth Holiday gifts were cheaper with Walmart.	
Specialty vendor used to purchase " Request for Care" boxes on housing units at YSC.	
Items were purchased for the pre-thanksgiving and thanksgiving dinner at YSC for the youth, family and vendors. Also, Christmas decorations were purchased for the door and unit decorating contest and Christmas dinner.	
Nursing services at Hope House	
LCSC Laptop Charging and Storage Table for Law Library for the youth on campus was cheaper with Amazon.	
HP CF400X toner for NB ready inventory.	
Food for staff ACA training for breakfast and lunch was cheaper with Corner Bakery.	
Thermal shirts, sweatpants, socks, and Christmas cards were purchased for the youth at YSC as gifts for Christmas.	
Employee recognition purchases	No taxes on the receipt
Books for the youth on the unit were cheaper with PayPal.	
Printer repair (parts) for MLK Ricoh printer.	No taxes on the receipt
HP Toner for desktop printers at NB - ready inventory	Tax on receipt. Refund requested
Dinner purchased for 100 participants attending the AC Fashion Show where youth showcased there own original clothing lines.	
Table and linen rental for the closing brunch for the youth and families at the Covenant of Peace were cheaper with AAA rental	
Repair of Ricoh network printer at NB. Drum and misc parts worn out and needed to be cleaned and parts replaced.	No taxes on the receipt
Risk Management Organizational membership	
Furniture for relaxation rooms at YSC.	No taxes on the receipt
IRMI (Workers Comp) \$337/yr, (The Risk Report) \$264/yr, (Practical Risk Management) \$321/yr professional fees.	Public Risk Management Association (PRIMA) and the Intergovernmental Risk Management Agency (IRMA) are resources for educational programming, risk mitigation and networking opportunities for risk managers. Professional service fees for Porche Sidbury, the agency's new Risk Manager.
Staff from the Hope House participated in an afternoon staff recognition event to promotes team building activity and communication	
Items purchased for the youth unit activities	
Snack supply purchased for both Achievement Centers for the purposes of out of school time programming and incentives.	
Copies for training class for Schedule Pro was cheaper with FedEx	
DYRS staff, a parent and a youth participated in a presentation regarding DYRS in Winchester Virginia, approximately 1.5 hours away from Washington DC. Transportation was requested to ensure all parties traveling would arrive on time.	
HP 05A toner for printers at NB.	
Supplies purchased for AFO	
Glass Boards for staff offices	
Staff recognition for the New Beginnings Staff	
Vendor supplied proprietary hardware. ID Badge Scanners used w/Serialio software to scan badges for mobile radio checkouts at YSC and NB.	

The Youth Service Center will be having a carnival for the youth during Spring Break. No vendors on the DC Supply Schedule have carnival items . The vendor was the cheapest vendor to accommodate the needs of the youth.	
Business cards for staff	
Ricoh printer repair for printer located at NB.	No taxes on the receipt
Items purchased for homeless youth SB placed in the Transitional Living Program. DYRS attempted to stabilize the youth while supporting all needs as youth has no family support. Items purchased for youth include: dishes, comforter sets, beddings, living room, bathroom and household incidentals.	
Dinner purchased for 65 participants attending the Achievement Center Fashion. Here 8 designers showcased there clothing line with participants including friends, families and music personalities in attendance. This was a very successful event at the youth also held a pop up shop where they were able to sell their product.	
Purchased proprietary bar code scanners from Serialio for asset mgt of mobile radios at YSC and NB.	
Lifetime maintenance and software support for Softros LAN Messenger. Internal texting software used by agency staff.	
Referee for the midnight madness game at New Beginnings	
bound documents for hearing	
Drag mat for fitness for duty tests	
Totes, holiday decorations and book cases for the units were cheaper with Home Depot.	
Local Training for NBYDC maintenance team for Business Writing for Results to assist with effective writing and communication skills.	
9 boxes of business cards for staff	
Therapeutic games and items for the behavioral modification system were cheaper with Walmart.	
Specialty vendor to supply uniforms for Maintenance and Fleet teams.	
Hand Sanitizer and pens were needed for Jerry M. Recognition for agency staff and were cheaper with 4Imprint	
FY19 Water Treatment services for YSC secure facility.	
Corner Bakery purchased for the evening/Midnight Tour's Staff recognition	
Clothing purchased for the following Committed youth transitioning to Hope House: LR DT CG	
Containers, plate and bowls were needed for Culinary at NB and cheaper with Performance Food Service	No taxes on the receipt
This transaction covers the cost of Dr. Alsan Bellard's membership with the American Academy of Pediatrics.	
Food was ordered for the Leadership Cohort on 11/02/18.	
Larger size clothing for youth DC Shirts pants thermals under garments socks pants sweat pants and shirts were cheaper with Century Fashion	
Administrator Consultation and Program Support Session #2 (5-1-2019) with Janay Williams, Deputy Superintendent of Treatment for the Behavioral Management Lotus Program with Blaquessmith Psychological Consultative Services, LLC	
Administrator Consultation and Program Support Session #1 (4-23-2019) with Janay Williams, Deputy Superintendent of Treatment for the Behavioral Management Lotus Program.	
This transaction covers the cost of an observation/appointment at Laurel Regional Hospital for Resident DC.	

Face painting services provided to youth and families at a community event. This event was centered around gun violence and crime reduction directly impacting DYRS youth and families.	
Vendor who specializes in Uninterrupted Power Supply equipment was called in for repair of Critical power components at YSC. Sales tax has been removed but may not update in time for reconciliation. Please see attached receipts for details.	Taxes Refunded
Books for youth book club.	
Staff from the At Risk Unit participated participated in an afternoon staff recognition event that promotes team building activity and communication	
Solicited three CBE's for a quote. Never received a reply from any of them. Toner for PIO's large color printer. (Cyan and Magenta).	
Containers, Plates, and bowls were needed for Culinary at YSC and cheaper with Performance Food Service	No taxes on the receipt
Youth candy snacks and chips for Hope House incentive program were needed and cheaper with Sams Club	
Cross purchased for the youth housed at YSC.	
Suits and work attire purchased for youth QShears who began his own non profit organization and had several major events coming to attend requiring professional attire.	
Federal Employee Basic Training Course For HR	
AC Donation Clothing closet supply to include \$150 dollars worth of clothes for homeless youth COWens and JFendell each	
Specialty vendor for the purchase of Power Supply needed to open resident doors at YSC. Items needed for compliance with Jerry M and DC FEMS inspection.	
Two toddler beds purchased for youth LC's children. This youth required financial support on behalf of the agency in order to aide in stabilization.	
Office Supplies purchased to support MLK staff under Care Planning and Coordination and TDM.	
Coloring pencils, coloring books, stencils, fuse ball, air hockey, bean bags, slippers, socks, body wash items were needed for youth for activities on the units.	
Camera Operations for Video Production	
Office supplies, including: post its, file folders, pens, and folder labels.	
This cafe rio purchase was refunded because it was an over charge.	
Siblings previously committed to DYRS, DL and TL, required support to move outside of neighborhood for safety reasons. Youth's mother was purchased items to support her new housing arrangement.	
Milk purchased for YSC & NB residents	No taxes on the receipt
Business cards for staff ordered by the communications team.	
This transaction covers the cost of an appointment at United Medical Center. This appointment was made by our Health Services team. Resident LG.	
Catering of breakfast and lunch for all day staff training held on September 13th was cheaper with Jackie Food	
Annual maint renewal for SurveyGizmo. A survey program for ORE.	
NELI Law Conference fee for Chanel Hall.	
Lunch for April 29 - May 1, 2019 training class Restorative Justice was cheaper with Jackie food for the soul	
Composition books, poster boards, canvas, dvd movies, markers, draft paper and other campus therapeutic supplies were needed for therapeutic activities in the housing units with the youth were cheaper with Walmart.	
youth hand books were needed and cheaper with Staples for copies.	

This transaction covers the cost of Staff DB membership with the American Academy of Pediatrics 2018 National Conference and Exhibition and Conference T-Shirt.	
Undergarments purchased for the following committed residents that will transfer to Hope House CG DT LR	
CAFE RIO for transition zone grand opening.	
Electrical supplies due to controlled power outage at NB items needed to back up UPS throughout the facility	
Propaganda of Fear Book was needed for youth workshop class and were cheaper with PayPal	
Airline ticket purchased for youth the young brother of committed youth DD placed at Deveareux Residential Treatment Center. As part of the case plan and treatment, this youth requires visitation with his family for the purposes of support and stabilization.	This was an emergency travel situation
Airline ticket purchased for the parent of youth DD residing at Devearux Residential Treatment Center located in Atlanta Georgia.	This was an emergency travel situation
Subscription to Grammarly Premium Writing Support Suite for 4.0 accounts	
Log books for legal documentation on campus were needed and cheaper with the Coles group	
Tv Carts for the Units were cheaper with Display 2 go	
filing cabinets for new office	
Conference fees for the General Counsel to attend a local conference.	
Conference fees for Tiye Kinlow to attend conference.	
11" x 1" raised aluminum numbers for facility address to meet fire code	
This transaction covers the cost of a CPAP machine that will be used to monitor sleep apnea in one of our residents here at New Beginnings. The resident is DC. This machine was ordered by Dr. Alsan Bellard.	
Folders for Credible Messenger graduation ceremony at DOC Young Men emerging Unit.	
Candy, chips, Snacks, Juice Cookies, Gyro, Pizza for youth that maintain level system Phase 4 Contribute as well as Substance Abuse celebration for class completion was cheaper with Sam's Club	
This transaction covers the cost of oral surgery performed at Washington Hospital Center at the request of Dr. Anita Greene, DDS, DYRS. The resident was TM.	
This transaction covers the cost of an Oral Surgery appointment at Washington Hospital Center for resident DL. This appointment was at the request of Dr. Anita Greene, DDS, Health Services, DYRS.	
USA Graduate school HR Training for staff	
Office Supplies Purchased for staff	
Vendor for a charger mount (shelf) to get the High Voltage Charge off of the floor.	
Youth lunch for the Covenant of Peace was provided by Pizza Hut	
This transactions covers the cost of Dr. Alsan Bellard's license. Dr. Bellard must stay licensed in the District of Columbia as part of his employment with Department of Youth Rehabilitation Services.	
Office supplies for Human resources department including six section press board top tab classification folders with fasteners	
Conference fees paid for employee Asante Laing and youth SRoberts who will be facilitating a workshop on effective juvenile justice programming for girls. Here the youth will showcase her talents learned in the Wig Making course offered at the Achievement Center and how vital such programming is to her newly developed business.	No taxes on the receipt

Conference fees paid for Garine Dalce and youth SHenderson to attend the "In Solidarity We Rise" conference where youth SHenderson will facilitate a workshop on girls programming experienced at DYRS.	No taxes on the receipt
Office supplies were ordered for the shift commanders office.	
TVs, boombox,DVDS & MP3players were needed for the youth on the housing units and cheaper with Walmart.	
Office supplies purchased for Treatment Managers	
Training registration for attendance to the Congressional Black Caucus for Linda HarleeHarper.	No taxes on the receipt
Storage cabinets and book shelf's for the housing units were cheaper with Home Depot	
Plastic food container and paper box containers were needed for the Culinary and cheaper with Performance Food.	No taxes on the receipt
AC clothing closet items purchased for girls programming, youth experiencing homelessness and financial difficulty. Here undergarments, sleepwear, and tights were identified in support of participants who displayed additional supports are required.	
Youth AS, who has four young children of her own, required beds and other items to support their current living situation. All of the items purchased promoted family unification and engagement.	
Care package purchased for youth JW teen mom whose family is experiencing financial. This packet consisted of male clothing, bottles, a pack and play set and bassinet.	
Hope House residents Christmas gifts.	
Items were ordered for the communications department, but did not arrive on time. A refund was supposed to be issue, however, a charge occurred.	
During the dispute, this amount was returned and now that it has been resolved, we are responsible for paying for the remaining items (lanyards and notebooks) that were not a part of the refund.	
Employee recognition purchases	
Banners needed for Covenanr of Peace event printed and were cheaper with Sticker Banner	
Pajama sets, shampoo, conditioner, and body wash were purchased for the youth at YSC as gifts for Christmas.	
Transportation Staff Jackets	No taxes on the receipt
Office supply order for resource allocation, contracts and procurement departments. Includes pens, notebooks, dry erase markers, post-it notes etc.	
Supplies and Materials for Performance Management and Improvement Department (items returned and refunded in another transaction)	
Video games and headphones for the gaming systems on the units were cheaper with Walmart.	
Book Voices of consequences enrichment series for youth was cheaper with Paypal.	
Hygienic kits purchased for community "back to school" giveaway event. During this time all items consisting of tooth paste, lotion, body wash, soap, Walmart gift bags and deodorants for 112 families were provided to communities in need. Here, youth were able to support their communities by encouraging school enrollment and attendance through the purchase of these items.	
Items purchased for SB apartment as he is experiencing homeless ness comprised of food cleaning products and all other household incidentals.	
Repair for HVAC system at NBYDC.	
Communications materials	
ISO Proxy II Programmed Proxy Cards for contractors ID on campus were cheaper with IDVille	
ID Cards Armbands for staff that are issued ID Cards in the Youth Service Center.	

Electrical supplies to ensure Jerry M compliance for life and safety.	
Books purchased for the youth	
This transaction went to support the establishment of a Title 16 Library. Taxes are in the process of being removed from the card.	Tax on receipt. Refund requested
15 youth participate in the Restorative Diversion Program and each were participating in a Boxing event held at 450 Achievement Center. Boxing items purchased to support event from Dick's sporting goods.	No taxes on the receipt
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
Food for Restorative Justice Training YDRs SYDRs	
Lunch purchased for Restorative Justice Training SYDR (YSC/NB) YDRs (YSC/NB)	
Food for staff Restorative Justice Training for staff was cheaper with Corner Bakery for lunch	
Specialized Vendor for assessment and repair of Automatic Transfer Switch (ATS) at NBYDC after power outage.	
Supplies for AFOs department	
Maintenance items needed to abate issues found during Life Safety inspection. Some items included backup battery generators, water filters, wall plates etc.	
Specialty vendor to supply uniforms for Fleet and Maintenance	
Therapeutic Mental Health Bingo for the units were cheaper with Amazon	
This covers the cost of the Influenza Vaccine purchased from Moore Medical. The vaccine will be used to provide flu shots to our DYRS staff.	
a variety of art supplies paint, brushes, canvas, and puffy paint were needed for therapeutic summer programs at YSC and cheaper with Walmart.	
Water bottles for Agency Mental Health and Wellness Event was cheaper with 4imprint	
Books were needed for youth to participate in workshop The Twists & Turns of Possibility: My Life Is My True Story. They were cheaper with Paypal	
This transaction went toward the purchase of books for youth in group homes to participate in a Literary Book Club activity w/ guest speaker.	
This transaction went toward the purchase of books for youth in group homes to participate in a book club event with a speaker.	
Grammarly Purchase for communications team.	
16 Hope House Youth afternoon outing took place at Top Golf National Harbor	No taxes on the receipt
This transaction covers the cost of dental supplies for dental offices at New Beginnings and Youth Services Center.	
Employee recognition purchases	
batteries needed for warehouse lift truck	
Vendor was used for the Health Fair event in the Headquarters location	
Extreme living books for resource library	
a variety of therapeutic supplies for the youth at YSC for summer programs board games, puzzles, video games for the console system, playing cards were cheaper with Hope House	
Black history supplies for MLK and 450 comprised of art frames, decorative colored paper, paint paint brushes, glue stickers and positive pictures used to encourage young people that may experiencing challenging times.	
Door signs for YSC and NBYDC	
3 Television for housing units were cheaper with Walmart	

Undergarments, coats and 2 two luggage sets purchased for youth attending out of state RTC's and experiencing financial hardship.	
Gaming systems purchased fore the youth on Phoenix & Impact.	
Office Supplies cheaper with Staples	
Business cards for staff	
Corner Bakery was catered for the Emotional Intelligence Training for managers on Wednesday Sept. 26, 2018.	
Lunch was ordered for the manager's leadership cohort training on 10/09/18.	
charge was refunded	
Youth Supplies: Body Wash Organizers Wall Decals Certificates Paper Humidifiers Pencil Box Tape and Release for the youth on the Units were cheaper with Walmart.	
Motivational Wall decals for the units at NB were cheaper with Amazon	
Specialized vendor support for fire annunciator panel at NBYDC.	
Specialized paint needed for meditation rooms being painted at NB	
Youth CL and the family required items to support the home placement and the family after bed purchases were made. Family consist of 10 persons and none had bedding. Walmart was used as least expensive store.	
The training material printed is to be used for staff training on Jerry M mandated policies and procedure.	
Supplies for Culinary were cheaper with Restaurant Depot.	
Books for youth library were cheaper with Barnes and Noble.	
Wheelchairs for the transportation team to use when necessary transporting youth to and from medical appointments.	
Annual Billing for Security and monitoring system at Hope House	
Training for PM Natalie Gillard was approved and purchased.	
This transaction covers the cost of an appointment at Children's National Medical Center. This appointment was made by our Health Services team. Resident SH.	
As discussed with the executive assistant AP, Jasmine Goodman held a training for staff and was paid through PayPal.	
Books for youth JJC for University of the District of Columbia purchased for college classes.	
Chips, Flavored Water, cookies were needed for the youth Covenant of Peace. and cheaper with Restaurant Depot.	
Youth Service Center Cable Bill	
This transaction covers the cost of office supplies needed for Restorative Justice team.	
Chair purchased for medical need	No taxes on the receipt
Record Logs books for campus were cheaper with Amazon	
Items purchased are for the programming kids to leave with: Towel Body Wash Sponge Duffel Bag Tooth Paste Tooth Brush	
staff development for Managers and Supervisors Conference	No taxes on the receipt
Culinary Items purchased for the youth	
Book Bags purchased for the NB youth families for the Family Engagement Event	
Glass white board purchased for the administrative officer's office.	

Services rendered for assembling obituaries for murdered youth DAston. This youths family falls below the poverty line and required financial assistance as insurance support was not of option.	
Remove old Smartboard at NB and install new Smartboard.	
Furniture purchased for youth TD and youth's family during transition period	
Log books for the campus were needed and cheaper with Capital Services	
HP printer for NB.	
TV, wall mount and installation charge for AFO's office.	
Wall Decals inspirational therapeutic quotes for the units were cheaper with Amazon.	
A large order of food from Domino's Pizza was made the day of the Thanksgiving Basket Giveaway to support the youth and their families as they came into DYRS facilities to pick up their holiday food baskets.	
Denny's breakfast was ordered for AM roll call at YSC for the DC One Campaign.	
Start up packet for 2 youth residing at Covenant House Transitional Living Program. Items purchased include duvet covers, non stick kitchen cookware sets, broom and dustpan sets, towels.	
Human Resources job posting for various positions within DYRS.	
Transportation for families to Covenant of Peace on 1/25/19	
Transportation for families to Covenant of Peace on 1/27/19	
Catering of breakfast and lunch for all day staff training held on 8/26/2019	
Catering of breakfast and lunch for all day staff training held on 8/20/2019	
This transaction covers the cost of parts ordered for one of Dr. Anita Greene's machines in her dental suite. We ordered a TBG POLY 1/4' gray 100. They also installed the part. This is a part of a preventive check for the year.	
Job posting for Human Resources Department	
Containers and Supplies for Culinary were needed and cheaper with PFS.	No taxes on the receipt
Art supplies purchased for an interactive black history event with youth comprised of needed materials. These supplies will also be utilized for the occasional trap and paint activity used as a way to address expressive art.	
This transaction covers the cost of items ordered: Treatment planners will be used for development of evidence informed clinical treatment plans for the youth; stress balls will be used as kinesthetic mood regulation tool with the youth in various therapeutic interventions desk calendars will be used to assist with departmental organization of schedules, etc.,; suggestion box and the mini cards will be used as a tool for staff wellness initiatives/interventions provided by HRT team; Tibetan balls are for use in meditation interventions for the youth and a required component of the power source psychoeducational groups for our youth; totika games are for a therapeutic intervention for youth who have challenges with traditional talk therapies; the trauma and grief books will be used as an evidenced informed curriculum intervention to address our youth's needs related to trauma and grief. The bunion sleeve is for youth MI here at NB who is having foot trouble.	
Hygiene kits and incentives purchased for 18 girls attending the gender based programming. These youth have participated in programming consistently and adjusting well in the community thereby abiding by there CPA.	
Items purchased for both YSC and NBs culinary catering events Containers Plates	No taxes on the receipt
Games, table cloths, cutlery were needed for Family Engagement Thanksgiving Meal and cheaper with Walmart	

Items purchased for SB homeless youth requiring stabilization and intensive support. This is an attempt to provide intensive wrap around services.	
Human Resources job postings for positions within DYRS.	
Black History banners purchased for both Achievement Centers in honor and celebration of youth ancestral history. Positive words and self imaging is essential to the growth of young people as it relates to behavior modification.	
Job posting for Human Resources Department	
This transaction covers the cost of repairs made to our medical equipment here (NB) and at YSC. The repair was: Repair/Evaluate Med Equip: VSM Exam Table/Pulse Ox/Scale/Therm.	No taxes on the receipt
This transaction covers the cost of Medical equipment inspections by Sierra Biomedical. Sierra Biomedical inspects all of our medical equipment at NB and YSC and makes recommendations for replacing or repairing.	No taxes on the receipt
Purchases of 2 waterproof haag (fleece jackets) for staff in abscondence unit	
Uniforms for the Recreational Staff were needed and cheaper with Amazon.	No taxes on the receipt
Cable Internet Phone Voicemail services for the youth at Hope House are cheaper with Comcast Business	
Lunch for Restorative Justice all day Staff Training.	
DJ Services for the Covenant of Peace were cheaper with Stanley Wright.	
Youth participation in Black History Program	
Hanging Fil folders and color penda flex folders were cheaper with Staples	
Cellsense battery repair was cheaper with Metransens Inc,	
variety of movies for the youth to watch Little, US Pet Sematray were purchased and cheaper with Walmart. A variety of board games were purchased for the youth play on the units were cheaper with Walmart.	
This transaction covers the purchase of chairs for the Mental Health staff here at New Beginnings. After the construction of the units, we were informed that the chairs had been taken out and never returned. Dr. Bellard ordered 1 chair for each mental health office.	
Pens for promotional purposes (i.e. DC Buys Event)	
Mission and vision posters for all facilities	
Supplies for staff recognition event were cheaper with Hobby Lobby.	
Human Resources job posting for various positions within DYRS.	
Food for Restorative Justice Training breakfast was cheaper with Corner Bakery	
Breakfast purchased for Restorative Justice Training. SYDRs (YSC/NB) YDRs (YSC/NB)	
Advertisement for Human Resources for April 2019 with Indeed	
Advertising for Human Resource with Indeed	
Job Posting for Human Resource was cheaper with Indeed.	
Job posting for Human Resource was cheaper with Indeed	
Job posting for March 2019 for Human Resource with Indeed	
AC Fashion Showcase Photographer services. Here 155 participants came out to view the talent 8 youth designing there own clothing line as a result of courses taken at the Achievement Center. Additionally 6 youth performed during intermission supporting the DYRS anti gun violence initiative.	
AC Look books replicated for the students of the Fashion Industry and Merchandising class.	
Speaker for management staff	
DJ for the Family Engagement Event	
DJ for the Midnight Madness Basketball Game for the youth at New Beginnings.	No taxes on the receipt

Sally port gate would not close creating a serious security breach as well as preventing delivery of culinary supplies and trash removal.. Emergency call required to make repair to gate.	
Lunch for RJ all day training for staff.	
Replacement printer for NB Control room. Arrived damaged and is being returned. Awaiting refund. New (same model) printer ordered through SBE. Expected delivery 28 March.	
Infant care package purchased for youth, VP consisting of a variety of items to include a stroller, onesies, bibs, bassinet, bottles, wipes, diapers a pacifier etc.	
This transaction covers the cost of a Medstar Washington Hospital Center appointment for resident EJ.	
Labels for Youth and Family Programs retreat	
Residents at Hope House went to Lucky Strike for a group outing.	
Youth AG and his family had no bed or furniture in the home. DYRS purchased the youth a bed and bed frame. Youth's family could not purchase item and youth was otherwise sleeping on the floor.	
Hand Scan purchased for staff that work at Hope House to clock in and out for duty.	
Achievement Center Youth Fashion look book designed by the youth participants.	
Plastic Containers for Culinary are needed and cheaper with Performance Food.	No taxes on the receipt
This transaction covers the cost of an appointment at Med Star Washington Hospital Center for resident EF. This appointment was at the request of the Health Services team of DYRS.	
This transaction covers the cost of the Food and Nutrition Conference Expo 2018 in Washington DC that was attended by Kimelia Austin. Kimelia is our Dietician and must attend these conferences to keep abreast of the industry.	
Conference fees for GFOA (A. Baxter)	
Repair of HVAC system for the housing units at NBYDC.	
Food was needed for HR Department Job Fair. This was cheaper and provided by Panera Bread.	
Breakfast for the strategic planning retreat for youth and family programs	
Ricoh toner for Control Room Ricoh Printer at NB (Yellow and Magenta)	
Purchase of 2 murphy robes and bags for administrative law judges.	
Supply order purchased for the Hope House	
Capitol Hill arts workshop camp for youth.	
Capitol Hill arts workshop camp for youth.	
Office supplies purchased for the staff at Hope House and the At Risk Unit	
Installation of cable equipment to allow access to council Hearings, local/ national news coverage. Youth and Social Justice related documentaries, and short films.	
Supplies and materials for Education	
This transaction covers the cost of an oral surgery appointment at Med Star Washington Hospital Center. This appointment was made by our dentist Dr. Anita Greene. Resident TM.	

School supplies purchased for youth SH attending college. This youth is dual jacketed with no family support. As a result DYRS purchased all items required inclusive of hygienic needs, household products, snacks and food to last for the majority of the semester.	
Supplies including dry erase markers, post its, paper clips, etc.	
Parking signs were ordered for the administrators and will be placed in the parking lot of YSC.	
Specialty vendor for uniforms for fleet and maintenance	
Items purchased are for the youth's canteen.	
meal provisions for team meeting.	
Staff recognition Shirts were cheaper with KDF Screen Printing	
Youth DB and his family moved to a new apartment and the agency provided the family with a few items to support new placement.	
Repair of Ricoh printer at MLK	No taxes on the receipt
Candy, chips, soda, cookies for Staff Morale Holiday event were cheaper with Walmart.	
T-shirts were purchased for the FAMILY program hosted by YDR Harris. These t-shirts were created for the youth to wear on the day of the program Saturday 10/27/18.	
Job posting for February 2019 for Human Resource with Indeed	
This transaction covers the cost of a film purchased for a Restorative and Social Justice Film series. This series is intended to educate and facilitate conversations among DYRS staff, youth and Families. We are screening a new film every Thursday for 6 consecutive weeks this summer.	
NB Staff recognition purchase of variety platter subs and cookies	
A car seat and stroller combination along with additional care package items purchased for youth JT as the family is experiencing financial hardship.	
Tables and Chairs were needed for the Family Engagement Thanksgiving dinner.	
Balloons purchased for training event on team building and communication for all Youth and Family Programs staff. Staff participated in training all day and balloons were purchased to support the training for the day.	
Deputy Shawn Dowell registration cost were covered to attend the 2018 DMC Conference in Baltimore, Maryland. This conference was hosted by The Coalition for Juvenile Justice.	
Specialty vendor to supply maintenance and Fleet uniforms	
Office supplies purchased that includes items such as sharpies, name badges, flash drives etc..	
Food or Restorative Justice Training YDRs SYDRs	
Disputed charge	
Youth AB was purchased items for him and his family to support his return home. Youth's mother is not working and needed support with the items found on receipts.	
Items purchased for the youth programming events and the canteen at the Youth Service Center: Popcorn Candy Because there will be several events held during spring break Sam's bulk shopping was a better source to cover all the events happening for the youth during spring break	

Water testing conducted during Water Boil Emergency that affected the YSC and surrounding area.	
Boxing equipment purchased for youth attending the Diversion High Intensity Engagement Program.	No taxes on the receipt
H.R. Posting for Various jobs using ZipRecruiter	
Job Posting for Human Resources Department	
Logbooks purchased for the staff on all post at New Beginnings.	
Parking passes for 450 garage.	
Hardware replacement parts for Dell Laptop.	
Do not Disturb signs for office doors	
Lunch purchased as an incentive for youth and staff participating in training centered effective boundaries.	
Food purchased from Dominos Pizza for youth and families at MLK for Holiday food basket distribution. Holiday Basket giveaway was held on 11/19/2018 at both Achievement Centers.	
Breakfast purchased for staff within the Care Planning and Coordination division as they were required to participate in an early training that ran into the afternoon.	
Youth EF attends school at University of District of Columbia and books were purchased to support college classes.	
Employee recognition purchases	No taxes on the receipt
Youth is preparing to discharge from a high level facility and DYRS purchased his twin bed along with one for his sibling as mother could not afford at the time.	
This transaction covers the cost of registration for staff to attend the NCCHC Fall 2019 Conference. This conference will give staff the opportunity to network with other facilities and keep them abreast of the correctional healthcare world.	
This transaction covers the cost of registration for staff to attend the NCCHC Fall 2019 Conference. This conference will give staff the opportunity to network with other facilities and keep them abreast of the correctional healthcare world.	
Ricoh printer for NB Control Room	
Plates, cups, napkins, and cutlery for the Covenant of Peace weekend were cheaper with Party City	
Business cards for staff	
Supplies needed for DC One Fund event	
Mouse Pads for foster parent event for youth and family programs graduation ceremony.	
This transaction covers the cost of the purchase of CPR cards for staff. These cards will be given to staff who complete the CPR course with the American Red Cross. .	
Food was ordered for the Supervisor's leadership training on 10/31/18.	
Fradulent Charge - Disputed	Taxes Refunded
Bubbles, Pencils, Notepads, coloring kits, table covers, candy, glitter dips for youths family engagement Easter Event was cheaper with Walmart.	
Flyers for Foster parent event.	
This transaction covers the cost of parts ordered for our annual preventive and maintenance of some equipment in our dental suite at New Beginnings.	
Corner Bakery was catered for the Emotional Intelligence Training for managers on Wednesday Sept. 26, 2018.	

This transaction covers the cost of the boxes we ordered from GSA to use for sending old records to the Archives. We have to use special boxes because the Census Bureau and the DC Archivist (who inspects them) will not accept plain boxes. The box must have the ascension number and box number.	
This transaction covers the cost of some items Dr. Bellard ordered for Health Services.	
Chafer folding ere needed for culinary. These items were cheaper with Restaurant Depo	
Armbands Badge Holders Sealable Badge Holders Purchased for Youth Service Center	
This transaction covers the cost of the Accustrip URS Reader and Reagent test strips. The reader is used to test urine for various infections.	
Supplies for Covenant of Peace weekend	
Washington Mystics tickets for youth incentive and rehabilitation program within the Positive Youth Justice framework.	
This transaction covers the cost of an appointment for resident MI at Children's National Medical Center.	
Lunch for provided for staff recognition	
Supplies cups plates and napkins for the staff recognition event were cheaper with Party City.	
This transaction covers the cost of the Trauma Focused-Cognitive Behavioral Therapy training to be held on 1/31/19 and 2/1/19. Jonathan Kearney, Mental Health Specialist will be attending this training.	
Furniture purchased for youth IH placement	
Crest & Colgate Tooth Paste, Suave Axe and Dove Body wash, Lotion and Oil Unit Planners for youth's Token economy behavioral program were cheaper with Walmart.	
Candy, Baskets, Paper, and Eggs for the Easter Holiday on campus for youth and families were cheaper with Walmart.	
Books purchased for youth RM received as educational support through the Jerry M. program.	
Conference for fees for legal team. this amount will be refunded because they added taxes (refer to transaction #2842208973001). We were re charged for the correct amount in another transaction.	
This transaction covers the purchase of a starter kit of the Nurturing Father's Program. It includes 1 facilitator manual, and 10 journals. This program will be used in groups with some of our young men who are fathers. Our Mental Health team will use these kits.	
Tickets to the Miami Heat vs. Wizards game. Hope House residents will attend.	
Snack supply and clothing purchased for youth attending the overnight girls retreat. Here youth focused on accountability, the importance of the decision making process and techniques to deal with trauma.	
This transaction covers the cost of an appointment at Children's National Medical Center. This appointment was made by our Health Services team. Resident KJ.	
Food items for the Covenant of Peace weekend were needed and cheaper with Sams Club	
Food for staff tour for dinner Credible Messengers was cheaper with Famous Daves.	
Lunch was ordered for the leadership cohort on 10/31/18.	
MP3 Players, UBS cords and DVD players are needed for youths behavioral modification system and cheaper with Walmart.	
Suits purchased for deceased youth DAlston's funeral and participants of the Workforce Development course.	
Three Kindle and three cases to use for youth and training attendance (1 each for 450 and MLK youth attendance and 1 each for training attendance).	
Canvas, Paint materials, and Tie dye were needed for the Summer Transition Program for the youth and cheaper with Walmart.	

Youth TL and DL, along with his mother, were moving due to concerns in current neighborhood. Movers were required to assist the family to move furniture.	
After the Principal's visit, there was a request for more books to be distributed on the units to put together a book club and for group/programming activities.	
Purchase for youth program for education and workforce team.	
Food for training class Restorative Justice was cheaper with Jaqueline Reeder	
Middle School Bingo Games Series for therapeutic activity on unit were cheaper with Amazon	
(10) Dell spare chargers for Dell 2n1 laptop/tablet PC's.	
Job Posting for Human Resources Department	
DC Women's Leadership Summit registration	
Food for staff training with Wisconsin County was cheaper with Moes	
Cat 6 Network cables for switches in wiring closet at NB.	Taxes Refunded
Office supplies purchased for staff	
Cups purchased for a Teen Health Fair	
Supplies order for Internal Integrity department including folders, pens, writing pads & manila folders	
Job Posting on SHRM's website for HR Specialist	
National Symposium for Juvenile Justice Conference	
National Symposium for Juvenile Justice	
This transaction covers the cost of Japheth Claude's, attendance at the 2019 National Juvenile Service Leadership Conference in New Orleans in September.	
Food was ordered for the strategic planning session. A partial refund has been given for the food arriving late.	
Clothes purchase for youth SH	
14 staff trained with American Red Cross	
Youth NHM was purchased a bed and bed frame as he returned home. Youth was purchased items as he would be required to sleep on plain floor if bed not purchased.	
Youth JS was purchased a bed and bed frame to support her home placement.	
Youth KP was purchased a bed and bed frame. Bed purchase was made to support youth's home placement.	
Youth AG was purchased a bed to support her home placement. Youth's family could not afford the purchase.	
Youth JB, was purchased a bed and bed frame for the home. The family was unable to purchase for the youth.	
Youth EC was released from a high level facility and required a bed and frame in the home. Youth's mother was unable to provide costs of bed.	
Youth EC required a bed purchase for his return home. Youth's mother could not afford the bed purchase and therefore agency supported his bed purchase.	
Mattress purchased for committed youth T.Gillis whose aunt agreed to house the youth provided DYRS would purchase a bed and furniture as support.	
Youth GMC required a bed purchase for return to the community. DYRS purchased a bed to support as family was unable to do so.	
Ritas frozen custard for Staff Jerry M. Exit Rally recognition.	No taxes on the receipt
Food purchased for DC One Fund	No taxes on the receipt
This refrigerator was purchased for items for youth in intake at YSC. These items consist of court sandwiches and milk.	

NYE supplies were purchased for the units "NYE Party". Items consisted of party horns, noise makers, and NYE hats.	
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Risk Management Membership fees for PRIMA	Public Risk Management Association (PRIMA) and the Intergovernmental Risk Management Agency (IRMA) are resources for educational programming, risk mitigation and networking opportunities for risk managers. Professional service fees for Porche Sidbury, the agency's Risk Manager.
Employee recognition purchases	No taxes on the receipt
Cleaning supplies purchased for the 450 Achievement Centers kitchen, closets and 1st floor comprised of wipes, bleach, spray etc. as sanitizing the AC space is essential.	
Youth DJ was recently discharged from high level facility. Walmart items were purchased to support the youth and family and his return home. Walmart was used as the least expensive store as mom could not make purchase on her own.	
Movies, books, PS4 Games, board games for unit activities were cheaper with Walmart.	
Supplies for Staff Division strategic planning session were needed and cheaper with Successories	
Magnetic Boards and PREA Cork boards for the units on campus are cheaper with Amazon	
Job Posting for Risk Manager position on behalf of Human Resources	
Baby items and storage containers for Family Engagement Visitation were cheaper with Walmart.	
Desktop printer for Staff	
PC privacy screens	
Staff recognition Shirts were cheaper with KDF Screen Printing	
Etiquette dinner clothing purchased for youth A and S participating in the Girls programming etiquette dinner.	
The cost is for 1 Menu Planning Annual and 2 Network License Annual.	
Service on the vital signs monitors.	No taxes on the receipt
This transaction covers the cost of training for Kimelia Austin. This training is for the Certificate of Training in Childhood and Adolescent program.	
Chairs for the managers offices on the units were cheaper with Amazon	
DVD Movies for the youth's Library on the housing units were cheaper with Target.	
Pizza, cake, cookies and tea for the youth for the holiday was cheaper with Sams Club.	

Office supplies purchased for the following areas: Shift Commanders Team Leaders Asst. Team Leaders YDRs Compliance Specialist	
This transaction covers the cost of the American Correctional Association's 2018 conference in New Orleans. This payment is for Dr. Alsan Bellard.	
Youth MT did not have any food in the home. Caregiver indicated that she could not afford food at this time. DYRS made one purchase of food/groceries for youth and caregiver.	
Supplies for DC One Fund event	
This transaction covers the cost of an appointment at Washington Hospital Center for a resident EJ.	
DYRS Girls programming retreat supplies purchased for group facilitators comprised of undergarments, obstacle course materials, balls and bubbles. Here this retreat hosted 14 girls and 11 staff geared at addressing trauma while infusing positive youth development principals.	
Staff food for annual breast cancer walk on campus was cheaper with Sam's Club	
Youth AM attends school at University of the District of Columbia and books were purchased to support college courses.	
This DVD/BluRay was purchased for the youth to view and to have discussion unit-by-unit. Managers and staff were also instructed to view the film in detail so that they can have the proper conversation with the youth.	
Youth Cafe materials from Amazon for workforce development youth program.	
Lunch for 4/17/2019 for training class Restorative Justice was cheaper with Office Catering	
Lunch for 4/15/2019 for training class Restorative Justice was cheaper with Office Catering	
Supplies and materials purchased to ensure compliance with ADA accommodations.	No taxes on the receipt
Paper purchased for YSC	
transportation services to transport families to the family engagement holiday activities at New Beginnings 12/15/18	
4 offices chairs needed on campus were cheaper with Amazon.	
IT supplies purchased for 450	
Hygiene products, socks, booties, and robes were purchased for 2 boys and 1 girl at Hope House for Christmas.	
Text books purchased for youth RM attending school as he is entitled to receive assistance via Jerry M. Funding.	
Groceries and hygiene products were purchased for youth DJ. This youth was abandoned by his family with no financial assistance. DYRS provided stabilization by identifying housing options, providing incidentals, food and hygienic products.	
Youth toiletry items that are earned on their behavioral modification store token economy were cheaper with Walmart	
Food items for the youth late night was provide by shoppers for the Covenant of Peace	
Do not flush signs for Achievement Center restrooms	
Food for Care Coordination all day planning session.	
Candy and decorations were purchased for the Halloween Trick-or-Treat Movie day at YSC 10/30/18.	
Motivational Wall decals for the 6 units at NB were cheaper with Amazon	
This transaction was to cover the cost of prescription pads needed by our medical staff here at New Beginnings and Youth Services Center.	
This transaction covers the cost of parts ordered for our annual preventive and maintenance of some equipment in our dental suite at New Beginnings.	

Office supplies purchased for Restorative Justice in house training for staff on Medical team. Some of the supplies purchased include dry erase markers, pencils, sticky's, and pens.	
Office supplies Classification Folders were cheaper with American Business Supplies	
Attendance for the National Symposium for Juvenile Justice Conference in Greensboro, North Carolina.	
ACA/PREA Conference for Nancy Fisher	
Shawn Dowell's Registration Fees for National Juvenile Service Leadership Institute	
Kenneth Person Registration Fees for National Juvenile Service Leadership Institute	
Ernest Waiters Registration Fees. This training request was later refunded.	
Items purchased are snacks for the token economy level system at the Youth Service Center: Candy Twisters Chips	
facilities staff appreciation on site lunch	
specialized paint to prevent peeling off on residents housing oil based to stop peeling of paint	
snack bags for monthly family engagement were needed and items were cheaper with Sams Club.	
Youth MJ required a bed at his home. Family could not afford and DYRS purchased as youth was going to sleep on the floor.	
Youth JH was purchased bed frame and mattress to support her community placement.	
Youth DW was purchased a bed to support her at home. Youth is pregnant and was sleeping on the floor.	
Youth TR required a bed. A bed purchase was made to support the youth's home placement.	
Youth JR was purchased a bed to support his home placement.	
The youth AW was purchased a bed to support her community placement.	
Youth NW was purchased a bed to support his community placement.	
AV for movie event.	
Specialty Vendor to supply uniforms for Fleet and Maintenance teams.	
Storage containers for the youth were needed and cheaper with Home Depot.	
Youth SB required the purchase of graduation clothes and summer clothing as youth does not have any family and is in need of support.	
This transaction covers the cost of an appointment at Children's National Medical Center for resident NC.	
I.T. Specialist job posting for Human Resources Department	
Hope House residents attend Lucky strike as an incentive for being incident free, meeting curfew, completing chores, studying, extremely respectful to the staff and one another.	
Restorative Justice Supplies (cymbals and books) Supplies for the restorative circles in the facilities.	
This transaction went to provide food for guests who accompanied interim Deputy Mayor Wayne Turneage.	
Books were purchased for staff professional development and training in substance & alcohol abuse certification class.	
Games purchased for the youth at the Youth Service Center	
Clothing donation closet items purchased for homeless youth and families attending Achievement Center programming requiring stabilization and support services.	
AC winter clothing supply comprised of thermals, gloves, hats and boxers for young men.	

Snacks purchased while at the movie theater for 12 participants attending out of school time programming. Such engagements are meant to provide monitoring of youth in order to encourage supportive development and increased supervision.	
Conference fees for GFOA (D. Ahn)	
Payment to confirm committed youth semester enrollment at Virginia State University.	
This transaction covers the cost of the 34TH Annual Pediatrics for the Practitioner Update 2019 which will be held at the Johns Hopkins University School of Medicine - Turner Building on October 17-18, 2018. This course is designed to address recent changes in clinical practice, compliance with new immunization recommendations and to provide an update on a number of management issues and relevant topics.	
This transaction covers the cost of the 34TH Annual Pediatrics for the Practitioner Update 2019 which will be held at the Johns Hopkins University School of Medicine - Turner Building on October 17-18, 2018. This course is designed to address recent changes in clinical practice, compliance with new immunization recommendations and to provide an update on a number of management issues and relevant topics. Uchenna and Anire will be attending.	
Repair need on Culinary door at NB keeps opening on its own security risk	
Items purchased are supplies for Imani housing unit: Pens Tape Batteries Envelopes	
Residents at Hope House got headphones and iPod to listen to music during their leisure.	
Managers Wellness Retreat Chair Massage Services were provided by Jacqueline McKinnon	
Books for the youth and family departments programs retreat.	
Job posting for Human Resource was cheaper with Zip recruiter	
This transaction covers the cost of our purchases of water bottle give aways to use for our Men's Health Fair. The Health Fair was organized by the Health Services Administration Medical Department.	
Supplies and Materials for Performance Management & Improvement Department	
A Dress Suit purchased for youth DA who was murdered. Suit was used for his funeral.	Tax on receipt. Refund requested
Baby Care package purchased for youth CD comprised of lotions set, diapers and other essential items required for the youth. Presently the youth resides at a shelter and has no other source of support.	
DC Bar Membership Dues for Legal Team member	
DC Bar Membership Dues for Legal Team member	
DC Bar Membership Dues for Legal Team member	
DC bar Membersip dues for legal team member	
DC Bar membership dues for legal team	
This transaction covers the cost of medical supplies ordered by staff to efficiently provide proper services to the residents we serve in Health Services.	
Hope House residents attended Dave & Busters for an incentive for being incident free, meeting curfew, completing chores, studying, extremely respectful to the staff and one another.	
Ribbon's purchased for the ID machine at both YSC and NB	
Dinner purchased for 14 participants attending out of school time programming.	
Books on life trauma experiences were ordered for the girls units.	

DiskSavvy Disk Analyzer software for IT use. Used to analyze shared drives for duplicate files, largest files, unused/non-accessed folders and files.	
Attached please find a receipt for food purchased for youth conducting a training.	
Lamps for the mental health staff offices were cheaper with Amazon	
This transaction covers the cost of an appointment at Howard University Hospital for resident DC.	
This transaction covers the cost of our purchase of Reagent Strips. The strips are used with the Accustrip URS Reader. This read urine tests for drugs, medication, etc. The machine also keeps Patient Data Management.	
HP M277dw laser printer to replace water damaged printer at NB.	
Duplicates of the Poster for the Vision and the Mission and Lamination and Trim were cheaper with FedEx	
MLK AC art supplies and decorum purchased in honor of "Black History and Women's History month. These supplies include items for youth to assist with assembling decorations inclusive of: paint brushes, paint, wall art, stickers, decorative paper, wood, glue and various other art supplies.	
Cable Bill	
Items purchased are the office supplies for the Sankofa housing unit: Table Chairs Tape Push Pins	
12 youth involved in a specialized restorative program that lasts 8 weeks were going on a weekend retreat to a camping site. Snacks and beverages were purchased for their weekend stay.	
R. Myles registration for the American Correctional Association conference	
Registration fee for K. Maple with the American Correctional Association Conference	
Registration fee for T. Terry with the American Correctional Association Conference	
This transactions covers the cost for Dr. Kenya Key to take the CCHP-MH exam. This is the Certified Correctional Health Professional Specialty exam which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive. The exam will be held on March 16, 2019.	
ACA conference registration fees	
C. Wilborn Registration Fees for American Correction Accreditation Conference	
L. Haskins Registration Fees for American Correction Accreditation Conference	
Registration Fee for Naquasha Moreland to ACA Conference 2018	
Staff shirts for Hope House Retreat were cheaper with KDF Screen and Printing	
This transactions covers the cost of Leonard Ekane to take the CCHP-RN Specialty exam. This is the Certified Correctional Health Professional title which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive.	
Pens for Credible Messenger Summit	
TV services for campus are provided by Direct TV	
Staff ID holders were needed and cheaper with Baudville.	
This transaction is for a payment to Washington Hospital Center. The payment covers the cost of a hospital visit for one of our resident EJ.	
Cable services for YSC youth are needed and cheaper with Comcast	
Youth Bedding and Hygiene products provided for discharge bags for youth were cheaper with Walmart	
camera and video purchased at NB gatehouse to monitor and record all activity in surrounding area	

Group Facilitation of Youth Engagement Specialist for the purposes learning how to properly conduct day groups.	
Staff training for Rosa Smith First Aid/CPR Instructor was needed with Red Cross	
This transaction went to pay for the purchase of books for youth who are in group homes, to participate in a book club and meet and greet with the author.	
Janet Reno Conference at Georgetown	
Dawn Mikkleson is the filmmaker and panelist for Summer Restorative Justice Series	
Yoga sessions for Agency Mental Health and Wellness Event was cheaper with Spiritual Essence at both NB and YSC location	
Smoothie King for the YSC location Agency Mental Health and Wellness Event was cheaper with Smoothie King	
Smoothie for the Agency Mental Health and Wellness Event was cheaper with Smoothie King (NB location)	
Furniture moving service fees paid for the furnishing of two apartments provided for homeless youth attending a transitional living program.	
Cable Bill for YSC	
YSC Cable Bill	
YSC Cable Bill	
Youth Service Center Cable Bill. (Cable is for the youth)	
Custom metal asset/barcode tags for the Motorola radios at YSC and NB.	No taxes on the receipt
Duplication of poster boards for Covenant of Peace	
Blender purchased for the culinary will be used for gravy's, sauces, and kids with special diets or wired mouth's.	
This transaction covers the cost of the signature services staff DB uses to sign documents.	
Two youth, TR and LR, were taken shopping for clothing as neither had appropriate clothes for the weather. Youth's family are not as involved and therefore DYRS facilitated the purchase. Marshalls was used as a lower-priced clothing store.	
Hope House Cable Bill	
Office Supplies were needed and cheaper with Capital Services	
This transaction covers the cost of a film purchased for a Restorative and Social Justice Film series. This series is intended to educate and facilitate conversations among DYRS staff, youth and Families. We are screening a new film every Thursday for 6 consecutive weeks this summer.	
Cable bill for YSC.	
Senior photos paid for youth SH. This youth is dual jacketed under the both the juvenile and neglect systems experiencing financial difficulty.	
Sneakers and clothing purchased for youth SB who is currently homeless and unemployed. In attempts to stabilize this youth warm clothing and footwear required purchasing.	
Arm bands purchased for identification purposes for DYRS youth to be transported to and from their court hearings.	
Snacks supplies purchased for the MLK facility.	
Office supplies ordered for Legal Department such as pens	
Sweet candy, chocolate candy, oatmeal pies, sunflower seeds for youth token economy behavioral modification program was cheaper with Restaurant Depot.	
Managers Leadership Academy Training breakfast was cheaper with Panera Bread	
Banner for the agency Jerry M. Recognition was cheaper with FeEx	
Emergency purchase of solid state drive to replace failing hard drive on card access system at YSC.	

AC Fashion look books purchased for youth as an incentive in order to showcase there talent and hard work.	
Items purchased for the youth to create art paintings for an upcoming Art Showcase	
Groceries purchased for youth DS residing in a homeless transitional living program.	
Ladder safety three step with hand rail was needed for the Culinary and cheaper with Hubert	
Employee of the month plaques were ordered for the rest of 2018.	
Enrollment fee for youth CF attending Lincoln University per the agency's Jerry M. Funding.	
This transaction covers the cost of a Journal Subscription to the AAP for medical staff	
BROILER,2 BURNER,W/REMOVABLE GREASE TRAY were needed and cheaper with Hubert	
Items purchased are for the token economy level system at Hope House: Candy Juice Ice Cream Chips	
10 tickets for youth to Winners circle event	
This transaction covers the cost of items requested by our mental health team at YSC. These materials will be used to engage youth in various therapy sessions and can also be used during groups.	
NB Family Engagement Event	
Pizza party for the youth who maintained their Phase 4 Contribute level system was cheaper with Little Caesars	
M. Hamlett registration for American Correctional Association conference	
J. Williams registration for American Correctional Association Conference	
Hope House residents went horse back riding as a activity for displaying great behavior, attending school and keep their rooms and the house clean and free of contraband.	
Deputy Superintendent D. Foster's registration fees (ACA Conference)	
Deputy Director W. Fullilove's ACA conference Fees	
UPS replacement battery for UPS in server room at NB.	
television purchased for the 10th floor is to view presentations, council Hearings, local/national news coverage. Youth and Social Justice related documentaries, and short films.	
books for resource library	
Metal Suggestion Boxes for Human Resources were needed and cheaper with Amazon.	
Office supplies to include legal pads, self inking stamp "EXHIBIT," and tab dividers.	
Cable services at YSC for September's billing cycle.	
Food for Staff recognition for the Youth Services Center Midnight Tour of Duty	
RING Door system for alerts and security for staff at Hope House.	
A stroller purchased for CD along with cleaning supplies required for 450 and MLK Achievement Centers.	
APC UPS replacement battery. This is for the UPS system that is used for the file servers at YSC. Recent battery failure caused shutdown of agency wide file and print servers.	
Diapers for DYRS girls programming and teen moms experiencing financial difficulty.	

Residents received hair care services from a vendor that would start their Locs.	
Food for youth for communications event at MLK.	
Bedroom set and pillows purchased for youth DJ comprised of items required for cleanliness and maintaining his home. This youth was abandoned by his family with no financial assistance. DYRS provided stabilization by identifying housing options, providing incidentals, food and hygienic products.	
Refrigerator purchased on behalf of Education for Starbucks training program (youth cafe).	
Cupcakes, Freezes, and cheese cake for the closing deserts for the Covenant of Peace were needed and cheaper with Sams Club	
Christmas Decoration purchased for Hope House Committed Youth: Garland Christmas Cards Wreath	
Tide purchased for resident E. Ball who suffers from a serious odor issue, stronger detergent needed to laundry his clothes.	
Hope House residents received canteen items for the level system program.	
This transaction covers the cost of rental fees for the Oxygen tanks we have in our medical suites.	
Buttons for Day of Empathy	
Youth GL was purchased clothes to support her community placement. Youth's family was not able to provide clothing for the youth.	Tax on receipt. Refund requested
Hope House Cable Television	
Hope House Cable Bill	
Smartboard projector replacement bulbs for NB Smartboards.	
Ricoh toner (Cyan) for desktop printer for Control Room at NB	
Talking pieces purchased for the Restorative Justice Program	
Youth Service Center Cable Bill	
Hope House Cable Bill	
Hope House Cable Bill (Cable is for the youth)	
This transaction covers the cost of a visit to the Chesapeake Otolaryngology ENT clinic. This visit was for resident JS.	
Payment for Camp Horizons made for a weekend retreat for youth who are involved in the Gun Program at the agency. Total number of youth attending: 15.	
External training per Human Resources Department	
Youth were in need of prayer rugs which were cheaper with Authentic Statements	
Repair of Smartboard tray at NB.	
Popcorn vendor needed for restorative justice movie series	
Popcorn services for restorative justice movie and panel on 8-7-2019 was cheaper with Popcorn Paradise	
Parent Retreat Facilitator Invoice for running a group in support of strenghten families. Here services were provided to 30 families allowing for effective rehabilitation and encouragement of supporting youth.	
Waste toner bottles and ADP replacement belts for Ricoh MP C3503 network printers at 450H.	
Data presentation meeting	
Six sided folders purchased for the residents at Hope House. Inside the folders will store their documents.	

Office supplies purchased for the following units: Shift Commanders Superintendent's Suite Team Leaders Assistant Team Leaders Compliance/Contract Monitoring	
Transport carts for the Culinary were cheaper with Home Depot	
End of FY assessment meeting for FMD Staff at NBYDC.	
This transaction covers the cost of some pens for Mental Health Awareness month.	No taxes on the receipt
This transaction covers the cost of an MedStar Washington Hospital Physicians invoice for an orthopedic visit for resident EJ.	
Hope House Cable Television	
Hope House youth Cable Services	
Hope House Cable Bill	
a variety of outside coolers for the housing units were needed and cheaper with Walmart.	
Translation services paid for the youth who are committed to the agency and English is not their first language. Translation services are either for the youth or their families to effectively communicate.	
8 of the 15 youth enrolled in the Restorative Diversion Program participated in a Virtual Reality outing that helped to enhance the impact of gun violence on a VR level versus real scenarios.	
Spoke to general manager Todd at Papa John's. He informed me that the driver was given a \$20.00 tip. This was, in fact, inaccurate information.	
Fraudulent Charge - Disputed	Taxes Refunded
Hope House Office Supplies	
High resolution monitor for high resolution artwork (communications dept)	
Attached please see a copy of the In Solidarity Womens Conference fees. Here two youth SF and SH will be conducting a workshop on womens empowerment and DYRS.	No taxes on the receipt
Hope House received snack items for the refrigerator	
This transaction went toward purchasing books for staff development	
This transaction covers the cost of medical supplies ordered for the spirometry machine which is used for chronic care asthma.	
This transaction covers the cost of parts ordered for our annual preventive and maintenance of some equipment in our dental suite at New Beginnings.	
Items purchased are for the Imani Unit office supplies	
Youth participated in mindfulness services which were offered by Dr. Grice and cheaper with PayPal.	
Items purchased for the youth to use for programming sessions	
YDR Legonn Haskins Instructor CPR Kit	
Youth TD and his family was purchased dining room chairs as the family was only able to purchase the table. Walmart was used as least expensive store.	
Puzzles, Glue And Arts Supplies were needed for youth Spring Break Projects and were cheaper with Micheals.	
Candy for the Women's Day Celebration throughout the month of March was cheaper with party city.	
Books for the resource library	
This transaction covers the cost of an appointment at Children's National Medical Center. This appointment was made by our Health Services team. Resident KJ.	
Photo Backdrop for the Family Engagement was cheaper with Sticker Banner.	

Supplies ordered for community programming initiative (CPI). Some of the supplies ordered include scissors, pen's, highlighters, notebooks, envelopes etc.	
Attached please see a copy of a receipt comprised of materials purchased for girls programming activities. This receipt consisted of large frames for the girls conducting a workshop in Atlanta discussing District of Columbia efforts toward juvenile reform. With a national platform, the youth spread the word regarding how the District has invested in their needs which has ultimately led to positive youth outcomes. In addition to large frames, items purchased consisted of scissors, fabric, glue gun devices, glue, tape and card board. Youth created vision board frames allowing for positive affirmations to be viewed as a reminder of how words become actions and thoughts become behavior!	
Items purchased for the Hope House youth. Refrigerator will be used to store the youth's medication.	
Referee for the youth basketball game.	
MLK AC Snack Supply purchased for youth engagement purposes as many youth attend programming experiencing homelessness and financial challenges.	
Items purchased are candy for the youth's canteen, token economy system.	
This transaction covers the cost of an appointment at Washington Hospital Center for resident EJ.	
Food for staff Restorative Justice Training was cheaper with Jacqueline Reeder	
Posters for led by love radio show and credible messengers program	
Holiday Cutlery items were needed for Family Engagement and cheaper with Sam's Club.	
the attached purchase was made for committed youth SH who retrieved 6 undergarments. This youth is an honor roll student accepted into 12 college and received this purchase as a result of youth needs and the agency's incentive plan.	
Socks and pajama pants were ordered for the boys at YSC as a Christmas gift.	
Recreational items for the gym at YSC (basket ball and Microwave were cheaper with Walmart	
This transaction covers the cost of an appointment for resident NC.	
This transaction covers the cost of the items purchased for the Breast Cancer Awareness month. There will be festivities held at the YSC.	
This transaction covers the cost of Breast Cancer bracelets. These Breast Cancer bracelets will be used to commemorate Breast Cancer month.	
This transaction covers the cost of the Clean Up Pack, Blood Borne Pathogens Kits needed for each site. 10 for New Beginnings and 10 for Youth Services Center.	
AC Fashion look book created for programming purposes. Youth from the Achievement Center Fashion design class assembled a fashion show based upon clothing lines they developed. This book will be utilized for recruitment purposes and showcasing youth talent.	
Magnetic Dry Erase Boards for Mental Health offices were cheaper with Amazon,	
Movie tickets purchased for out of school time programming concerning 12 participants. Out of school time programming is meant to engage youth requiring increased supervision and monitoring in the absence of school.	
Youth incident free for three week for one unit earned Pizza. It was cheaper with Papa Johns	
Nandos evaluations team strategic planning session	
Youth ST and SH required clothing after their clothing had been stolen. Both youth were provided with some basic items for a very inexpensive store.	
This transaction covers the cost of dental services Dr. Greene uses to have dental related materials made or fixed.	

Items purchased were supplies for the suite. Cheaper through the Amazon.	
Managers Leadership Training Class material copies were cheaper with FEDEX	
Retreat Shirts for At Risk Staff were cheaper with FDF Screening and Printing	
Dinner purchased for Girls Programming Engagement Activity at the For Sisters Only Event hosting 18 female participants.	
Corner Bakery Breakfast for Restorative Justice all day staff training.	
Youth DS was required clothing for placement. DYRS purchased to support daily living.	
L. Kago membership fee for Society For Human Resource Management	
HR Membership fees	
Society for Human Resources Management General Membership for HR specialist.	
Ricoh toner (black) for Control Room Ricoh printer.	
Infant care package purchased for youth BS whose parents are both deceased. This youth is homeless and resides in a teen parent program.	
Office supplies purchased for the Phoenix Unit Staff	
Managers Wellness Retreat Facial were provided by Desmirra Jones	
Items including body wash and deodorant purchased for youth token economy were needed and cheaper with Walmart.	
This transaction covers the cost of Tiffany Bryant CCHP exam. The exam will be held here at New Beginnings in March 2019.	
This transaction covers the cost of Dr. Anita Greene's CCHP exam. The exam will be held here at New Beginnings in March 2019.	
This transaction covers the cost of Arkisha Russell's CCHP exam. The exam will be held here at New Beginnings in March 2019.	
This transaction covers the cost of Josefina Jaen's CCHP exam. The exam will be held here at New Beginnings in March 2019.	
This transaction covers the cost of Christine Daniel's CCHP exam. The exam will be held here at New Beginnings in March 2019.	
This transaction covers the cost of Dr. Phoebe May to take the CCHP exam. This is the Certified Correctional Health Professional title which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive.	
Cool off signs were ordered for the youth in replacement of the old signs on the units.	
Repair of Ricoh network printer at NB	No taxes on the receipt
This transaction covers the cost of the American College of Correctional Physicians 2018 Fall conference - The Trauma that Surrounds us in the Practice of Correctional Medicine. Staff AB will be attending the conference.	
Event purchased for Girls Programming. Only 10 tickets were able to be purchased at one time, so two purchases were made.	
Event purchased for Girls Programming. Only 10 tickets were able to be purchased at one time, so two purchases were made.	
"For Sisters Only" entrepreneurship tickets purchased for the purposes of Girls Programming to be utilized as a graduated response in order to encourage compliance.	
Larger size coat needed for youth cheaper with Century Fashion	
This transaction covers the cost of a registration for the NCCHC Spring conference for Adenike Akodu. Mrs. Akodu will be a presenter at this conference. The dates are April 6-9 2019. The conference will be held in Nashville, TN.	

This transaction covers the cost of registration for staff to attend the NCCHC Fall 2019 Conference. This conference will give staff the opportunity to network with other facilities and keep them abreast of the correctional healthcare world.	
This transaction covers the cost of registration for staff to attend the NCCHC Fall 2019 Conference. This conference will give staff the opportunity to network with other facilities and keep them abreast of the correctional healthcare world.	
This transaction covers the cost of the labels used with our Label Printer LabelWriter 450 Direct Thermal Label Printer. This printer is located in the medical suite at New Beginnings and Youth Services Center. It enables staff to make labels for medication bottles, discharge work, envelopes to outside entities, etc. The labels are not sold everywhere.	
Hygiene sleepwear and household products purchased for youth RS just placed at a homeless transitional program. This youth required assistance in the area of household products as youth was homeless for several months and did not have any available.	
Diapers and wipes purchased for teen moms and families experiencing financial hardship.	
Extreme Living books for resource library	
This transaction covers the cost of a drop-box to be used for data sharing Jerry M related files.	
The Handbook of Psychology and Juvenile Justice book purchased and will be used to enhance Medical Teams knowledge in their work with Behavioral Health at DYRS.	
This transaction covers the cost of Dr. Kenya Key's APA (American Psychological Association) renewal. Dr. Key must stay a member as part of her employment with Department of Youth Rehabilitation Services.	
Snacks items purchased for the youth at Hope House to have: Microwave Dinners	
Youth were in need of hair loc starter services which were cheaper with Extension of Hope	
This transaction covers the cost of a Children's National Medical Center hospital visit for resident AW.	
This transaction covers the cost of a hospital appointment to Children's National Medical Center. The visit was for youth ZR.	
This transaction covers the cost of an appointment at Children's National Medical Center for resident AW.	
Hair services for youth were cheaper with Extension of Hope	
This transaction covers the cost of an orthopedic clinic visit for our resident CM. The appointment was at Children's National Medical Center.	
Books for library.	
Duffle bags were purchased for youth leaving YSC and going to the community (home, group home, etc.). These bags will be filled with toiletries and clothing.	
Supplies order for Legal department including highlighters, staplers, pens, staples, folders.	
Led By Love Collateral	
Clothing and undergarments purchased for youth DH as her parent is experiencing financial hardship. The youth has a history of truancy and abscondence and this has been one of the first times attending school consistently. This clothing voucher was used as an incentive for positive behavior.	
This transaction covers the cost of having our 2 weight scales located in our medical suites at YSC tested, cleaned and calibrated. This is a regularly scheduled preventive maintenance appointment.	
Office Chair for staff	
Xbox games purchased for the youth at the Youth Service Center	

Youth World of Waterslide for Recreational Department was needed and cheaper with Amazon	
Promwear purchased for youth JH graduating senior attending Maya Angelou. This youth has had a significant truancy history and remains dual jacketed. In an effort to reward compliance and support youths grandmother experiencing financial difficulty, JH received financial assistance with securing a Tuxedo rental and shoes.	
Youth's (DT) mother needed a stroller/car seat as she had a pre-mature daughter and due to paying other bills, she was unable to cover the cost of stroller/car seat. DYRS supported the family by purchasing as the family asked for assistance.	
L. Moore membership for Society for Human resource management.	
This transaction covers the cost of adding another staff member to the GAIN II assessment tool. This tool is used to assess substance abuse in youth. We currently have about 13 staff with this access.	
Hope House residents canteen items.	
Pizza purchased for a recreation activity for the youth. Spades tournament	
Office blinds were needed for the school area and were cheaper with Next Day Blinds.	No taxes on the receipt
MP3 Players for the youth on the housing units were needed for behavioral incentive program. They were cheaper with Amazon.	
Lunch purchased for 8 youth participating in Youth Advocacy event with the Youth Council. These 8 youth include DB, LT, DM, SH, RL, QS, DT, SG. Here youth discussed the Youth Council's intent of participating a "Voting Rights Campaign" where the goal is to register as many District transitional age youth as possible.	
Ceiling mount for carrageen acoustic panel. Amount is different from receipt as we were charged incorrectly.	
Paint needed for Directors Office.	
This transaction covers the cost of an appointment for resident SW at Children's National Medical Center. This appointment was at the request of the Health Services team of DYRS.	
Prom wear purchased for youth JH residing in foster care comprised of a Tuxedo, shoe and accessory rental.	
DYRS provided financial support to youth JC with securing prom wear. Attached please find receipts in the amount of 185.00 for the purposes of a Tuxedo and shoe rental. Attending the Junior prom was utilized as a means of positive youth development in order to reward and encourage positive behavior. Traditionally this youth maintained a history of truancy and noncompliance however this reward is leading to behavior modification.	
Office Supplies purchased for the staff at Youth Service Center	
This transaction went toward the purchase of sodas and chips for all staff in accordance with the DC One Fund Fundraiser.	
Candy and Decorations were ordered for the YSC's trick or treating for the youth on 10/30/18.	
Youth JH was purchased additional bedding items to support the bed purchase. Items purchased from Walmart as least expensive store for furniture items.	
The amazon order were storage bins and plexi-glass frames for the girls unit game space area.	
Ricoh Printer repair for printer at NB.	No taxes on the receipt
Youth DW required a dresser to store clothing for her and her upcoming newborn baby. Youth was unable to purchase item.	
Positive youth engagement activities purchased for Achievement center purposes consisting of popcorn machine and carnival materials.	
Food items for staff training breakfast for 8/27 & 8/28 were cheaper with Sams Club	

This transaction covers the cost of some Super Sticky Easel Pads. For use in group therapy with the youth and training with staff as applicable.	
Subscription to Grammarly Business for 1.0 accounts	
File Cabinet for the main control center was cheaper with Amazon	
Chair for General Counsels Office	
Youth incident free for three week for one unit earned Pizza. It was cheaper with Papa Johns	
Power Source Mental Health poster for the housing units were cheaper with Lion Heart	
This transaction covers the cost of staff KA membership to the Academy of Nutrition and Dietetics. KA must stay active with this license.	
Amazon was contacted for a refund. Amazon will be refunding full amount. Email of confirmation from Amazon attached as receipt.	
Youth DA was purchased clothing as his family was unable to support his need. Old Navy was a least expensive option for the purchase of multiple winter clothing.	
Ricoh printer repair at NB.	No taxes on the receipt
Youth ZT was going to placement and required shoes and clothing. DYRS purchased as youth's family did not have the financial means to do so.	
Emergency supplies needed for office infrastructure.	
Items purchased is for youth with sensitive skin: Body Wash	
Staff Appreciation for NB Culinary Staff. 07-31-2019	No taxes on the receipt
Decorations and supplies were purchased for the Halloween Trick-or-Treat Movie day at YSC 10/30/18.	
Youth AW was purchased items to support her community placement. Items purchased were to support her bedroom for bedding and storage of clothing.	
Aromatherapy diffuser for the mental health office for therapeutic services were cheaper with Amazon	
Phase Iv Incentive meal for the following youth JH, MH, DJ, KI, JB, DG, KJ, SW, DA, TH, BM	
Softperfect Network Scanning Software tool for IT. Used to scan the network to identify problems, inventory and remotely restart devices. Can only be purchased directly from Softperfect.	
Family Engagement crafts for Halloween were cheaper with Michaels.	
10 Tickets for youth to attend a play in the community.	
Books for resource library	
security caulk needed to install desks in residents rooms	
Attached please see the receipt for DYRS youth SH and her family attending a graduation dinner. Here her immediate family, cousins, foster mother and Credible Messenger celebrated her major accomplishment at Bus Boys and Poets. The family is experiencing financial hardship and requested DYRS assistance with this cost.	
Supplies purchased for AFO	
Youth JF required clothing prior to his placement at Capital Academy. DYRS purchased clothing as his family was unable to.	
Print copies on foam board	
Portable DVD Players for the youth on the housing units were needed for behavioral incentive program. They were cheaper with Amazon.	
Quickship desk for intake area at NB.	
Work group breakfast for strategic planning session	
6 staff were trained with the American Red Cross	

Binders, letter openers, tape dispenser, note pads, office supplies were cheaper with Walmart	
This transaction covers the cost of the purchase of a Fit Bit requested by Dr. Romiti Sillitti. This fit bit will be used to monitor the sleep patterns of residents complaining of Insomnia. Dr. Meg, our Psychiatrist will also participate in the monitoring. The brochure holder will be placed in each of our examination rooms here at NB. We will post copies of our brochure from Health Services. We are required to notify residents of our services.	
Youth LR was a victim of domestic violence and was removed on an emergency basis from the home. Youth was unable to retrieve their items and required immediate items for placement in agency facility. Walmart was used as a least expensive options.	
Youth LR was purchased two pairs of shoes as she did not have any following her discharge from placement. Youth returned to the community and required shoes to support her community transition.	
Ricoh printer repair at YSC.	No taxes on the receipt
Repair of Ricoh printer at MLK	No taxes on the receipt
15 uniforms for youth for the youth café	
Work gear purchased for youth SB working for a construction company completing HVAC Work. Here the youth received a coat, work vest, weather resistant pants and thermals.	
4ft and 6ft Ethernet network cables for 450H network switches and ready inventory.	
Groceries, thermals and hygienic products purchased for youth SB who was homeless and just received acceptance into a transitional living program.	
Attached please find school uniforms purchased for youth AGJ	
Youth DT and LR were discharged from placement and therefore required the purchase of clothing as they had been in placement for significant time. Both youth required clothing for the change in weather.	
Bluetooth headsets for government issued cell phones	
This transaction covers the cost of the DYNO machine labels used to print out lab orders. This machine is connected to Lab Corp.	
TV services for campus are provided by Direct TV	
Clothing items, shirts, pants, pajamas for youth MC were needed and cheaper with Walmart	
Employee recognition purchases	No taxes on the receipt
Hope House residents snacks for the refrigerator/in between meals/	
IT supplies purchased for 450	
Renewal of Subscription to the Washington Post	
This transaction covers the cost of office supplies ordered by the Restorative Justice coordinator and our medical staff. These items will be used to prepare for projects now and in the future. We used a DC vendor.	
Tickets to the lantern festival for youth at Hope House.	
DYRS Care Coordinator Manual	
Parking signs and posts to ensure compliance with ADA accommodations.	No taxes on the receipt
Plates, Napkins, Table Cloth and snack items for the holiday with the youth were cheaper with Walmart.	
Supplies purchased to protect sensitive information.	
Youth May Basketball games for the season were in need of a referee which was cheaper with Just Sports	
TV services for campus are provided by Direct TV	
TV Services for NB campus are cheaper with Direct TV	

Supplies in preparation of gift card audit and general storage (plastic card holders, sharpies, etc.)	
Office Supplies Coffee Machine for Superintendent Suite were cheaper with Walmart.	
Fitness Service for the Agency Mental Health and Wellness Event were cheaper with Jacqueline McKinnon at NB location	
TV services for campus are provided by Direct TV	
Attached please see undergarment prom wear purchased for youth SH. This youth received undergarments as an incentive after coming into compliance academically as youth was previously truant for a period of 40 consecutive days. Prior to this, graduation was questionable however with incentivizing behavior and setting a strong plan in place, the youth met all requirements and will now attend Virginia State University in the fall.	
TV services for campus are provided by Direct TV	
January 2019 Advertising on Indeed.com for Human Resource	
Art supplies for groups on the units were cheaper with Hobby Lobby.	
Diapers purchased at for teen mothers experiencing financial hardship.	
This transaction went toward purchasing books for Title XVI Youth to build a library at New Beginnings. Barnes and Nobles is set to refund the taxes to the card in 3 - 5 business days.	Tax on receipt. Refund requested
Art Supplies for youths on going birthday club on campus were cheaper with Hobby Lobby.	
Supplies for the office of the Director	
Clothing purchased for homeless youth JB attending the Work Force Development programming and AC Services seeking assistance with the stabilization process.	
Apartment start up packets purchased for two youth comprised of toilet paper and paper towels.	
Plates were purchased for the employees of the month to place on the plaque that is displayed in the front lobby of YSC.	
This transaction covers the cost of an emergency optometry appointment for resident NC.	
Clothing and haircare products purchased for youth attending the Girls Program and Youth Council.	
L. Kago Recertification for Society for Human Resource Management	
This transaction covers the cost of dental services provided by an outside dental office. Dr. Anita Greene made the referral due to services needed that DYRS cannot provide. This appointment was for resident CW.	
Delivery fee for lunch services for catering for April 29 - May 1, 2019 for Jackie food for the soul	
Fitness Classes for the Agency Mental Health and Wellness Event was cheaper with 4 Self Motivation Fitness at the YSC location	
Funding for EZ PASS usage for fleet vehicles	
This transaction covers the cost of a visit to Dr. Anderson, a ophthalmologist in DC that we send our residents to for emergency eye appointments. This appointment was for MH.	
This transaction covers the cost of an appointment for resident KJ . This appointment was at the request of the Health Services team of DYRS.	
This transaction covers the cost of an emergency optometry appointment for resident EG with Dr. Ronald Anderson.	
This transaction covers the cost of an outpatient appointment at Howard University Hospital for resident DC.	
This transaction covers the cost of an appointment for resident DT at Dr. Ronald Anderson's office. This appointment was at the request of the Health Services team of DYRS.	
Table replacement inside of barbershop at NB	
This transaction covers the cost of the water filter for the refrigerator that is used by the entire New Beginnings staff. This fridge is also used by YDR's and other training staff.	

This transaction went toward the purchase of 3 White Noise Sound Machines to protect sensitive information from being overheard.	
Canon printer for the youth photos with family for the Covenant of Peace was cheaper with Amazon	
Breakfast was ordered for the DC One Fund on 10/30/18 for New Beginnings.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
TV services for campus are provided by Direct TV	
TV services for campus are provided by Direct TV	
TV services for campus are provided by Direct TV	
Undergarments purchased for youth, DT and LR, who were recently released from New Beginnings. Youth was purchased items to further support community placement. Both youth have minimal family presence and therefore DYRS purchased items.	
Training fees received for employee Takoywa Slater Community Programs Assistant. This training will aide the employee in increasing their administrative capacity.	No taxes on the receipt
Training that will deliver a wealth of knowledge and insight in effectively evaluating access to the agency and when it is necessary to increase security in the lobby and front desk areas	
Office Supplies	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
Printing of scrolls for the Covenant of Peace were needed and cheaper with FedEx	
Pizza was purchased for the winners (A200) of the Halloween door decorating contest.	
Youth on High levels 5/6 were able to earn food for the incentive based program from Jersey Mikes.	No taxes on the receipt
TV services for campus are provided by Direct TV	
Youth AW was placed at family home outside of the District of Columbia for safety reasons. Clothing was purchased to support his immediate placement outside of Washington DC with a relative.	
Food items (Pizza - chips- cookies - mozzarella sticks) for youth Super Bowl Party were cheaper with Sams Club	
Interactive Positive Youth Engagement Activity held at Bus Boys and Poets.	
Card Paper and arts supplies for the youth Home Coming Game with Family Members were cheaper with Hobby Lobby.	
Lunch purchased for 12 youth attending Achievement Center Out of School Time Programming. Such programs are designed to positively engage youth.	
This transaction covers the cost of materials needed to assist our residents in how to use their creative skills These items will used in groups.	
MLK Achievement Center Snack Supply.	
This transaction covers the cost of 3 frames for staff to use so they can display their CCHP certificates in our facilities. 1 soundbar was order for use on a staff members computer.	
Amtrak ticket purchased for youth SGhide returning from being away at college for the holidays. This youth's family is experiencing financial hardship however is eligible for Jerry M. Funding.	
Utensils purchased for two youth's apartments residing in a homeless transitional living program.	
Wrapping paper, ribbons, bows, table cloths, etc. were ordered for the youth's Christmas door decorating contest and Christmas dinner.	
This transaction covers the cost the a membership for staff CD to the National Organization for Victim Assistance. This membership is part of the PREA training that Ms. Daniel had earlier this year. This training/membership will provide Mrs. Daniel with the knowledge needed to advocate on behalf of our population as needed.	

5 staff trained with the American Red Cross	
This transaction covers the cost of paying for parking stickers at Howard University Hospital. These visits are for youth with appointments and HUH asked that we pay and park the van instead of blocking the entrance during the entire appointment.	
This transaction covers the cost of a hospital visit to Children's National Medical Center for resident KJ.	
Dry erase paint needed for office	
Subway for youth at the community fair. This is a workforce team event.	No taxes on the receipt
This was a fraudulent charge and reimbursed by Precision Capital Partners the next day. See attached memorandum.	
YSC youth had a July 4th cookout. Items purchased were items for games and arts and crafts for the youth.	
Groceries purchased for SB homeless youth residing in a transitional living program. Groceries were purchased until entitlements can be solidified.	
Refrigerator for the Superintendent Suite was cheaper at Home Depot	
Shoes and clothing purchased to support youth DW in Job Corps placement	
Supplies for staff recognition event cheaper with Michaels.	
Supplies and replacement parts needed to fix security door at NBYDC.	
Credible Messenger Posters from Fedex	
14 Youth participated in an outing Saturday for the Restorative Diversion Group. Pizza was purchased as the activity ran through lunch.	
locks needed for security gates	
This transaction went toward supporting the communications team in purchasing posters for Dc One Fund.	
5 tickets to the winners circle event for youth	
Portable DVD Players for the youth on the housing units were needed for behavioral incentive program. They were cheaper with Amazon.	
Cell phone cases for Galaxy S8 phones at NB (12)	
Houseware products purchased for youth residing at Covenant House Homeless transitional living program.	
Youth Storage totes for clothes and supplies were needed and cheaper with Walmart.	
Music system for the youth was needed for Hope House and cheaper with Walmart	
Out of school time programming supplies purchased consisting of mason jars and office supplies for the purposes of positive youth engagement. These groups are facilitated by Youth Engagement Specialist.	
Post cards purchased from Fedex to distribute information to foster parents	
Items purchased for the Phase IV kids: JB, NC, FRm TR, EF, KS, TR, DA, DL, ZF, JH	
Out of school time programming comprised of viewing the movie Creed.	
Storage units for Abscondence Unit	
This transaction covers the cost of items purchased for Breast Cancer Awareness Month. The festivities will be held at the YSC.	
Lunch purchased for Youth Council members volunteering in their community.	
Ice Cream purchased for the New Beginnings Youth spades tournament	No taxes on the receipt
Household items purchased for youth experiencing homelessness residing in Covenant House Transitional Living program comprised of: bed sheets, kitchen cloths, pot holders and dishcloths.	
iPhone 7 cases for 450H ready inventory.	

iPhone 7 cell phone cases for 450H ready inventory.	
This transaction covers the cost of a Dry Erase white board which will be used at MLK in the conference room. We also ordered the dry erase markers and cleaner.	
Day of Empathy Banner from FedEx	
Staff Training, Professional Contract and Writing	
Youth DC and his mother reported the need of two dining room chairs as hers broke and the family could not all sit together for dinners. This practice promotes family bonding and unification. Items purchased from Walmart as least expensive furniture store.	
This transaction covers the cost of room dividers to be used at YSC.	
Groceries purchased for youth LR who was displaced as a result of a "stay away" order taken out by youths father. In order to remedy youths immediate needs, a transitional living program was identified and groceries purchased allowing for housing and stabilization. Here this youth will receive essential life skills that will aide in homeless prevention. In order to redress this matter the youth was referred to benefits eligibility programs such as food stamps.	
Water items for youth holiday celebration on campus was cheaper with Walmart.	
These workbooks were purchased for group sessions on daily life skills with the youth.	
Coloring books, work search puzzles, gift bags, and candy canes were purchased for the youth at YSC as gifts for Christmas.	
Purchase of a microwave for YSC 2nd floor.	
This transaction covers the cost of an appointment for youth EJ with Washington Hospital Center.	
Girls Programming Women's Empowerment Banner purchased to support 3 programming events to be held annually for youth and families.	
This transaction covers the cost of having our EKG machine serviced. This is a regularly scheduled preventive maintenance appointment.	
This transaction covers the cost of an appointment at Washington Hospital Center oral surgery department. Dr. Anita Greene authorized this payment and appointment.	
This transaction covers the cost of Dr. Ballard's membership with The American Balint Society. This society is a supportive and collaborative organization of clinician- teachers who share common values: an appreciation of the use of intellect, emotion and self-reflection in the doctor's work and the therapeutic potential of the doctor-patient relationship. The goal of the Balint Group experience is for the participants to transform uncertainty, confusion, and difficulty in the doctor-patient relationship into understanding and meaning that nurtures a more therapeutic alliance between clinician and patient.	
New Beginnings Chapter Charter Staff Development payment for Toastmasters	
This transaction covers the cost of a hospital visit to Washington Hospital Center for our resident DL. His appointment was made by Health Services Administration.	
Additional Network License needed	
Variety items for housing units for the youth for mental health wellness were cheaper with Amazon.	
School uniform pants purchased for youth MC attending high school. This youth's parent relocated to Canada without agency notification.	
Office supplies ordered for Human Resources Department including legal tab index dividers, regular dividers, dry-erase markers, dry-erase eraser, white out and pens.	
Youth GP required the purchase of food and additional items to support him in the home. Youth was taken to Walmart where items are least expensive.	

Prom dress purchased for dual jacketed youth SH. This youth has made significant academic strides this year. As an incentive, DYRS assisted in the process of providing senior support as the family of the youth is not actively involved. Please see attached a copy of her receipt.	
Medical Supplies	
Learning Games, Toy trucks and baby dolls for the youth children for the Holiday were cheaper at Walmart.	
motor needed for sewage pumps	
Supplies and snacks purchased for youth for the Covenant of Peace was cheaper with Amazon	
Items purchased for the Phase IV kids, DA, SW, JB, TC, TI, JH, MH, DG, KJ, DL. JW	
A bed dresser was provided for youth JH who did not have where to store her clothing.	
This transaction covers the cost of signature services for use by Dr. Alsan Bellard. Dr. B has to sign quite a few documents on a daily basis mostly for staff who are not on site.	
Photography services related to the National Day of Empathy and the youth participation.	
The Career Exploration is a summer program for our youth who were unable to obtain Summer Employment. We will bringing in people who will be speaking about their industry, visual aid, Power Points about the various career options.	No taxes on the receipt
Escape room tickets for youth at Hope House. This is part of the Hope House summer activities and treatment plan for good behavior.	
Text book purchased for youth in college.	
variety items for secure offices inspirational quotes wall art was cheaper with Amazon	
Galaxy S7 cell phone cases for 450H ready inventory	
March job advertising with Indeed for Human Resource	
Food items for staff recognition event were cheaper with Walmart.	
Amazon annual Prime membership fee.	
This transaction went to pay for business cards for staff.	
Youth MM was purchased uniforms from Old Navy to support his school placement.	
Supplies for vision boards for youth in the education program pathways event.	
Training supplies for New Hires	
A small cubic refrigerator for the Master Control Room was needed and cheaper with Amazon.	
Picture frames purchased for some of the girls who participated in the summer programming retreat regarding there project. Here youth were able to create tiles filled with positive affirmations to be utilized as a positive reinforcement reminder.	
This transaction covers the cost of work related to resident TR's dental treatment. The assistance of the Maryland Dental Laboratory was required for the dentist to complete work	
This transaction covers the cost of lab work ordered by Dr. Anita Greene, DDS. She asked Maryland Dental Lab to make a Night Guard. Resident TR.	
2 pairs of sneakers purchased for youth JG in support of stabilization efforts while attending college. This youths family is experiencing financial hardship.	
Pizza for youth at the pathways graduation event sponsored by the education team.	
Snack supply purchased for youth attending the overnight girls retreat. Here youth focused on accountability, the importance of the decision making process and techniques to deal with trauma.	

The following youth required birth certificates to be able to obtain ID and other personal matters throughout their commitment. DYRS purchased BCs for youth. Youth are TG, KP,QS,AS, and RW.	
Youth birth certificates purchased for placement, ID cards and other matters that require an original birth certificate. Purchase made directly with the DC Vital Statistics Office.	
Youth birth certificates purchased for placement, ID cards and other matters that require an original birth certificate. Purchase made directly with the DC Vital Statistics Office.	
During winter break for DC Public Schools, Care Coordination took youth who were in compliance to the Black in Wax Museum In Baltimore MD.	
Birth Certificates was purchased for youth who were seeking their ID cards from the Department of Motor Vehicles who require Birth Certificates.	
Birth Certificates purchased for committed youth which are required to obtain an ID.	
Youth DC required a dresser for his placement and return home. Youth was purchased a dresser through Walmart as a least expensive store, as mother was unable to supply.	
Staff attended the Restorative Justice Training where lunch was provided and cheaper with Panera Bread.	
Wet / Dry Vac and Clorox non bleach wipes were needed for campus	
Reinforced fastens folders were cheaper with Staples	
YSC youth had a July 4th cookout. Items purchased from Party City were items for Arts & Crafts for the youth.	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
Youth AW was being placed at an out of state group home and required assistance with clothing. Youth's family is not able to support and assist in providing clothing for the youth.	
Seat purchased for ADA accommodations. Was more affordable with Amazon and two day delivery was guaranteed	
Food items for the staff Love Day Morale Day were cheaper with Sams Club	
Youth was purchased two pairs of shoes to support change of weather as he nor his family were able to purchase. CHAMPS is known for least expensive store for sneakers.	
Warming cabinet for the culinary was cheaper with AAA rental	
This transaction covers the cost of our purchase of items for our staff member Charmonda Gregory to do her Educational Series which we conduct each week. These series are a part of our NCHC accreditation renewal.	
Youth Cafe materials from Amazon for workforce development youth program.	
Job Posting for Human Resources Department	
Youth Cafe decal	
Anger control card games for the nits were cheaper with Amazon.	
Items needed (stress balls and energy chimes) for the youth restorative justice circles with the youth were needed and cheaper with Amazon	
Vendor to purchase specialty parking permits for ADA accommodations.	No taxes on the receipt
Suggestion box was need for HR and cheaper with Amazon	
AC Office supplies comprised of pool sticks and felt letters purchased for positive youth engagement activities occurring on an ongoing basis.	
Emergency clothing voucher made up of interview wear for youth MCisse comprised of black work pants.	
Funding for EZ Pass travel for fleet vehicles.	
This transaction covers the cost of our purchase of the DSM-5 - Diagnostic and Statistical Manual of Mental Disorders, 5th Edition - American Psychiatric Association. This book will be used by our Behavioral Health Department.	

Job posting for Human Resource was cheaper with LinkedIn	
This transaction covers the cost of a microwave oven which will be shared by the entire medical staff and others located at New Beginnings. I priced other microwave ovens in the area and this was the best priced.	
Fire and life safety Items needed for compliance with Jerry M	
Purchases of 8 gloves for staff in abscondence unit.	
Additional Dominos Pizza purchase for a group of youth and families that came to the Gun Program orientation for the Camping Retreat occurring in the coming weeks. More food had to be purchased due to amount of people that participated in orientation.	
Candy and Snacks for the youth Summer Break game challenge were needed and cheaper with Walmart.	
Bonnets and shower caps were purchased for the girls at YSC for Christmas.	
Emergency grocery supply for youth MD and BT residing in a homeless transitional living program.	
This transaction covers the cost of the postage stamps ordered for Dr. Anita Greene, DDS. Dr. Greene has to use 4 -5 stamps on each package when she sends her x-ray badges in to Mirion Technologies. I order 2 rolls per order. I give her 50 at a time which last her a few months. We are down to our last 50.	
Office supplies purchased for staff use	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
Bingo game, mind game, and prizes for the youth Summer Transition Program was needed and cheaper with Five Below.	
Certificate holders and dividers were cheaper at FedEx	
This transaction covers the cost of staff Dr. IM CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
Membership dues paid for the American Correctional Association	
Stamps purchased for the purposes of AC promotional items to be forwarded to the families and parents of youth.	
This transaction covers the cost of Michelle Jackson's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Shaynelle Bordley's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
Twin, DL and TL, required assistance with moving as they were required to leave the home in less than 30 days. Movers were initially paid \$400, however they charged an extra hour as move took longer than anticipated.	
Wireless mice for 450H ready inventory	
This transaction covers the cost of Kenya Key's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Shiresse Brewington's yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
ACA Annual Membership Dues for J. Williams	
Reload of funds for Fleet Vehicles that use E-Z service lanes	
EZ Pass funding for transporting youth to various locations in and out of the region.	
ACA conference registration for staff	
12 Youth who participate in a restorative, 8-week program participating in a camping trip that did not provide toiletries and towels. DYRS purchased as they needed for the camping trip.	
Detailing to clean the interior of fleet share vehicles	
This transaction covers the cost of Merline Hector's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	

This transaction covers the cost of Sarina Spriggs' CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Dr. Corinne Jefferson's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Gordon Sabblah's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Merline Hector's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Anire Adefolalu's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Esabella Tebid Mbah's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Adenike Akodu's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Godwin Ugbor CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Surekha Gorantla's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Christiana Keke-Ekekwe CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Constance Waddell's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Eric Hugh's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Renee Deloney's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Charmonda Gregory's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Joelle Gelmann's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
ACA Membership fee renewal for Mr. Hamlett	
This transaction covers the cost of Kimelia Austin's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Adrian Crowe's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of Arinzechi Bayote's CCHP yearly renewal. All staff must renew their CCHP status in order to keep the membership.	
This transaction covers the cost of tea pots ordered at the request of the Psychiatrist. She has asked that some residents who are having trouble sleeping at night get served Sleepy Time tea. The pots are used to make the tea in the medical suite by medical staff dispensing night meds.	
Storage boxes purchased for YSC	
iPhone charging cable (10) for 450H ready inventory.	
Job posting for Human Resource was cheaper with Indeed	
Youth council open Mic Event attended at Bus Boys and Poets. Here a Youth Council Member showcased his talent and engaged in dinner.	
This transaction went to pay for business cards for staff. Name can be found on the invoice	

<p>McDonalds purchased for the Phase iv contributes:</p> <p>FR TR JP JB JW JH EF DA ZF KS</p>	
Marpac white noise machines to protect sensitive information.	
Staff Recognition items purchased	
Youth AW was being placed at an out of state group home and required clothing for placement. Youth's family is unable to support in providing clothing for youth.	
Food	
Motivational Wall decals for the units at NB were cheaper with Amazon	
Youth DL was in need of a pair of shoes.	
Shoes purchase for youth SH	
This transaction covers the cost of having our weight scales located in our medical suites tested, cleaned and calibrated. This is regularly scheduled preventive maintenance appointments.	
Specialty part needed for Relaxation lounge at YSC.	
Privacy screen for case management department	
Cymbals and wireless presenter was needed for the youth Power Source Therapy session on the Units and cheaper with Amazon	
<p>Items purchased are supplies for Phoenix Housing Unit:</p> <p>Pencils Writing Paper Binders Envelopes Markers</p>	
Youth Candy and Puzzle Games for the Spring Break Scavenger Hunt were cheaper with Five Below.	
<p>This transaction covers the cost of some files medical records will use to complete the organization task of cleaning out old file cabinets and replacing them with a new system.</p> <p>This task will be completed at NB and YSC.</p>	
Replacement projector lamp for NB auditorium.	
The youth at the Youth Service Center had a Pizza party for being incident free for thirty calendar days!	
Supplies - pens, 11x17 paper, etc.	
This is for our waste pickup services in medical from New Beginnings/YSC. 30 Gallon Box Disposal and Energy and Diesel Fuel surcharge.	
This transaction went toward the purchase of 12 books for the staff's professional development.	
Dinner purchased for 4 youth participating in the Youth Council Community Service Project. Here youth visited a community garden and learned about horticulture as well as participated in planting items.	
Games purchased for the youth at the Youth Service Center	
Text book purchased for youth RM attending school as he is entitled to receive assistance via Jerry M. Funding.	
Youth JH nor family was at home at the time of the delivery and therefore, a re-delivery fee was charged to have bed delivered to the home.	
Human Resources- Program Analyst Job Posting	

H.R. Posting for Grants Manager	
Youth ZT was going to placement and required shoes and clothing. DYRS purchased as youth's family did not have the financial means to do so.	
Shoes purchased for youth SB who needed as his only pairs of shoes quite destroyed.	
Office supplies purchased. The supplies was a pack of name badge hang.	
This transaction covers the cost of snacks including veggie straws and protein bars purchased for the Health Services Administration's Men's Health Fair. The Health Fair was held September 3, 2019 at New Beginnings Youth Development Center.	
Logbooks purchased to capture daily resident activities.	
This transaction covers the cost of the purchase of Alkaline water for the purpose of the Men's Health Fair. The fair will be held on September 3, 2019 at New Beginnings Youth Development Center. The fair will focus on men's health issues and prevention. Vendors will be on site to teach how to prevent certain health issues in men that are not discussed enough. Also we will have healthy snacks and other tasty dishes and ideas.	No taxes on the receipt
Five 5 port unmanaged port switches for new office.	
Cupcakes for Sweet Halloween Snack on campus was cheaper with Sam's Club	
Pest Control Services rendered at Hope House	
This transaction went to pay for business cards for staff.	
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This transaction went to pay for business cards for staff.	
Business cards for staff	
Frame purchase for youth graduating from college.	
Hanging File Folders and labels files for maintaining files were cheaper with Staples	
This transaction went to purchase badge protectors for members of the Abscondence Team.	
Snow Cone containers Popcorn for youth July 4th Holiday celebration was needed and cheaper with Amazon.	
Professional wear purchased for a job interview pertaining to youth MC. This youth transitioned from a secure group home to the community with no parental support.	
Dominos Pizza purchase for a group of youth and families that came to the Gun Program orientation for the Camping Retreat occurring in the coming weeks.	

DISH network for streaming of council hearing, news, and information	
DISH network for streaming of council hearing, news, and information	
This transaction pertained to youth QS and LT regarding grooming services related to hair cuts. Both youth have grown in their development and received this as a positive youth incentive.	No taxes on the receipt
This transaction covers the cost of our payment to the MD Department of Environment for their monitoring of our X-Ray tube.	No taxes on the receipt
A dresser was purchased for youth DB to support return home. Youth did not have any where to store clothing and therefore, DYRS provided items.	
Vendor used for uniforms for Fleet and Maintenance division.	
Pillows purchased for two apartments servicing homeless transitional age youth at Covenant House.	
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
Supplies for the office of the director	
8 GB RAM upgrade for OptiPlex 7050 desktop PC.	
Pizza purchased for the youth as incentive to reward good behavior	
Youth AM required uniforms and all were purchased from Forman Mills. Youth's mother is unable to provide uniforms for school there DYRS purchased.	
The youth at YSC had a cookout for memorial day. Charcoal purchased for the grill. Buying in bulk at Sam's was the best option.	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	
External DVD drives for laptops at NB	Tax on receipt. Refund requested
Office supplies purchased for new hire. Wireless Mouse and keyboard. Prior to purchasing with CBE, we confirmed with IT department to see if there were some in stock and there were not.	
Supplies for Contract and Procurement team.	
Youth JF was being placed at Capital Academy and clothing was necessary before his placement. Youth's family was unable to provide clothing items.	
LF and BT Youth Council Celebration Dinner Outing for the youths performance. This youth continues to engage in positive activities in the community to include service work. This dinner was a part of the incentive plan	
Utensils purchased for girls programming breakfast comprised of cups, to go trays and drinks for 18 girls and 6 children.	No taxes on the receipt
Youth meet weekly criteria for level 6 incentive program and were awarded Pizza which was cheaper with Little Caesar	
Scotch mounting tape (10 packs) were purchased for the managers.	
Supplies order for HR department including classification folders and file folders with labels.	
Sound machines for the youth therapy session were cheaper with Amazon	
Amazon supplies for education teams pathways graduation event.	
This transaction covers the cost of a purchase of Waste Baskets from Amazon. These baskets were much cheaper ordering from Amazon than another vendor. These waste baskets will be in the MH offices on each unit and the DD for Health Services.	
SKYPE video camera for 9th floor conference room.	
Lock box and key purchased for the youth on Genesis. Box will be used for grievance forms.	
Arts and Crafts items purchased for Hope House youth.	
Table Base for the Managers office in between Phoenix & Sankofa	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	

Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	
11 books, "The Four Agreements" for Managers library	
Cork Board for Campus were cheaper with Amazon	
Notary Stamps for DYRS HR	
Youth received Quick Wave for displaying exemplary behavior: JB FR TR EFG JW	
Surge Protector power strips for 450H ready inventory.	
Prom shoes purchased for dual jacketed CFSA DYRS Youth Council President SH. SH does not have family support and has had a history of truancy. Despite this fact is graduating with a 3.3 and attending Virginia State University in the fall. As an incentive as well as due to financial difficulties, DYRS is assisting with all facets of prom.	
Paint purchased for the maintenance department to paint a wall at YSC.	
Clothing purchased for homeless youth JB attending the Work Force Development programming and AC Services seeking assistance with the stabilization process.	
DYRS obtained 3 youth (RS, KS, and DB) birth certificates for placement and to enroll in school. In order to purchase, processing fee for each certificate was \$23.00.	
Site Survey for Direct TV services at NBYDC	
Youth birth certificates purchased for placement, ID cards and other matters that require an original birth certificate. Purchase made directly with the DC Vital Statistics Office.	
Birth Certificates purchased for committed youth who required to obtain an ID.	
Purchase of 50 bellychains with cuffs for use at DYRS facilities	
Youth AW was in the 450 Office for a meeting and reported she needed feminine products as she did not have and could not afford. Youth was taken to CVS to purchase items.	
Microsoft mouse for laptop (ADA accommodation)	
This transaction covers the cost of 4 sets of cards. The cards are Self Compassion and Mindfulness for Teens - 54 exercises and conversation starters. They have been distributed to the mental health staff at both facilities.	
Papa Johns for youth at community fair. This is a workforce community fair.	
Art Supplies for the youth to create Black History Month Projects for campus were cheaper with Hobby Lobby	
This transaction covers the cost of medical supplies ordered to maintain the medical clinic.	
A life skills booklet was purchased for Youth's group sessions. This booklet contains different handouts consisting on future goals, dreams, and aspirations.	
SKYPE video web cameras for 450H (3) for 450H ready inventory.	
Lock & Bracket purchased to place on a fridge that will be used to store the youth at Hope House medication. Trash can purchased which meets the guideline for inspection at Hope House.	
Items purchased are supplies for the New Beginnings Superintendent's Suite	
Fradulent Charge - Disputed	Taxes Refunded

Out of Time School Programming Movie viewing of the Creed show.	
Youth TR, required the purchase of a pair of shoes as he was in the community and required to support the change of weather. DYRS purchased shoes at CHAMPS, a least expensive store for sneakers.	
1 bean bag was purchased for the girl's cool out area in the game space.	
Loc maintenance hair services for youth were cheaper with Extension of Hope	
Clothing purchased for homeless youth SH experiencing financial hardship. This youth was recommended to attend the Work Force Development in order to aide in securing financial support.	
Pizza for youth at the community fair for workforce team.	
Spigen Galaxy S8 cell phone cases (5) for 450H ready inventory.	
3 Handset Expandable Cordless Phone for the youth at Hope House was cheaper with Walmart	
variety items for secure offices inspirational quotes wall art were cheaper with Amazon	
DC One Fund event food	
Youth AW was being placed at an out of state group home and required clothing for placement. Youth's family is unable to support in providing clothing for youth.	
Drinks purchases for the Phase IV Incentive program for the youth: JB DA NC TC LFG LF MH JW	
Cleverbridge Disk Cloning software. Specialized software needed to copy off data from damaged disk for card access system at YSC.	Taxes Refunded
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
Fradulent Charge - Disputed	Taxes Refunded
Gift bags, candy canes and Christmas cards were purchased for staff Christmas gifts.	
Supplies for communications teams.	
Office supplies purchased for the staff at Youth Service Center	
Christmas Stocking, garland, glitter, candy canes, tinsel and ornaments for Staff Morale Holiday event were cheaper with Dollar Tree	
iPhone 7 cases for ready inventory at NB.	
Breakfast items for the New Jersey delegation	
Youth AM required items as she is placed in the community. Walmart was used as the least expensive store.	
This transaction covers the cost of dental supplies for dental offices at New Beginnings and Youth Services Center.	
Lunch purchased for youth SB who had not received access to entitlement benefits such as food stamps due to lack of documentation.	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
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Attached please see a copy of the work pant receipt purchased for youth JB. This youth's family is experiencing financial hardship. The youth secured employment at Dunkin Donuts and required uniform pants in order to begin.	
Employee recognition purchases	No taxes on the receipt
Back to school hair payment for vendor that provided services for multiple youth.	
Security boots purchased for SBradford to attend workforce development program. This youth was working on the stabilization process in the areas of homelessness, employment and substance abuse.	
Quickship needed on Methane Gas detectors for equipment rooms at NB.	
Popcorn for youth July 4th Holiday celebration was needed and cheaper with Amazon.	
School clothing purchased for youth MC. Youth resides in a group home.	Tax on receipt. Refund requested
This transaction covers the cost of our purchase of Monthly Tab Dividers. These monthly dividers will be used to organize the binders in the medical clinic. Better organization in the clinic helps clinicians work more efficiently to meet the needs of our youth.	
supplies for chief of staff department - dry erase markers and desktop filing supplies	
This transaction covers the cost of an appointment for youth EJ at Medstar - Washington Hospital Center.	
This transaction covers the cost of a 2019 Webinar: Trauma-Informed Principles for Suicide Risk Management. All of our Behavioral Health staff attended this webinar at NB and YSC.	
Office Supplies ordered for Care Planning and Coordination staff.	
Youth TB was purchased items to support bed purchase for his return home to the community. Youth's mother was unable to purchase and the agency supported the family.	
Food was provided for a morning manager's meeting that had special guest	
Coat purchased for youth SGolden whose parents are experiencing financial hardship.	Per PCARD holder, vendor refuses to honor DC tax exempt status bc it is past 30 days from the date of purchase. Tax charged on receipt.
Bluetooth mouse for laptops and one extra for ready inventory.	
Replacement wireless keyboards for smartboards at YSC.	
Paper supplies for communications team.	
Lunch purchased for 4 youth and their sibling participating in assisting the Toys for Tots program distribute 13000 toys to disadvantaged families. This is an annual activity of which the youth council supports.	
Supplies for the Agency Staff Jerry M. Exit Rally Recognition	
This transaction covers the cost of our purchase of the DSM-5 Pocket Guide for Child and Adolescent Mental Health. This book will be used by our Behavioral Health Department.	
Items for the youth cafe from amazon.	
3 gavels for Administrative Law Judges	
Youth DT was in needed of items as she was released from a programming facility. Youth was purchased items as there is no real family involvement.	
The following youth received Chipotle's for making it to Phase IV which means they have been displaying excellent behavior. DA NC MH BM KS SW	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
Youth NW was provided items for his home placement. Youth's family was unable to purchase and DYRS supported the family.	

Youth TR was purchased a bed to support home placement.	
Youth JR was purchased items to support his placement	
Senior Photos Make up artist paid for youth SHenderson received as an incentive for being accepted into a 4 year school. This youth has secured gainful employment on her own, attends the Youth Council and participates in girls programming regularly.	
No response from CBE. Privacy screen for Medical dept at YSC.	
Papa Johns for youth at education event on 4/19/19.	
Diapers purchased for teen moms experiencing financial hardship attending girls group and Achievement Center programming.	
S-Pen replacement	
Youth NJ needed a lamp, pillows and bedding as his room did not have either. Youth's family was unable to purchase the items, and DYRS assisted.	
Food was provided for a afternoon manager's meeting that had special guest	
Adobe creative cloud purchased for staff use	
Buttons for the banner for the Jerry M. recognition was cheaper with Pure Buttons	
Supplies for youth programs event on 4/18/19.	
Additional hygiene products were purchased for the boys at YSC for Christmas.	
Office of the Director Office Supplies	
Youth JB required undergarments and purchase was made at Walmart as a least expensive options.	
This transaction covers the cost of Michelle Jackson taking the CCHP-RN exam. This is the Certified Correctional Health Professional title which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive. She will take the exam here with PSI.	
This transactions covers the cost of Dr. Phoebe May, Mental Health Specialist to take the CCHP exam. This is the Certified Correctional Health Professional title which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive. The exam in on August 17, 2019.	
This transaction covers the cost of Leonard Ekane, RN to take the CCHP-RN Specialty exam. This is the Certified Correctional Health Professional title which will be instrumental in our continuing with the NCCHC accreditation we have been honored to receive.	
Youth RR required clothing as his family was unable to provide. Youth was purchased items to support his placement.	
Software purchased for medical suite	
This transaction covers the cost of materials needed to assist our residents in how to use their creative skills. The items will used in groups.	
Youth ZT was going to placement and required shoes and clothing. DYRS purchased as youth's family did not have the financial means to do so.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
Hanging folders for ACA were needed and cheaper with Staples	
External DVD drives for 2n1 laptop support at YSC	
Pizza purchased for a WFD job fair occurring at the Achievement Center.	
This transaction covers the cost of a Webinar for all Health Services staff. The webinar is Domestic Minor Sex Trafficking and Juvenile Corrections which will be shown on November 28, 2018.	
This transaction covers the cost of a Webinar for all Health Services staff. The webinar is Domestic Minor Sex Trafficking and Juvenile Corrections which will be shown on November 28, 2018.	

This transaction covers the cost of a NCCHC webinar. The webinar is Effective Crisis Management Strategies: Treatment Beyond Watch and will be shared with all Health Services clinical staff.	
This transaction covers the cost of a NCCHC webinar. The webinar is Effective Crisis Management Strategies: Treatment Beyond Watch and will be shared with all Health Services clinical staff.	
This transaction covers the cost of a Washington Hospital Center visit with a DYRS resident EJ.	
Cell phone cases for staff	
cupcakes and ice pops for the youth Memorial Holiday event were cheaper with Sams Club	
American Jail Association Annual Membership fees for Mack McGhee	
American Jail Associations membership fees for Janay Williams	
Youth were in need of larger size shoes. These items were cheaper with Kohls.	
Office supplies for operations including flip chart and markers.	
Arts and Crafts for the housing unit end of the year project was needed and cheaper with Hobby Lobby	
Youth JH required birth certificate for programs and workforce development opportunities.	
Youth DM required birth certificate for programs and workforce development opportunities	
Tree toppers, Tree lights and ornaments for Lobby Tree were needed and cheaper with Home Depot.	
Lunch purchased while out on a youth engagement activity for QShears.	
Laser Printer repair	
This transaction covers the cost of an appointment for resident DC at Laurel Hospital. He was a resident at New Beginnings during this visit. This appointment was at the request of the Health Services team of DYRS.	
Advertisement for Human Resource Job Posting was cheaper with Indeed.	
This transaction covers the cost of distilled water. The distilled water is the only water we can use in the humidifier. The humidifier is for one of our residents using a CPAP machine.	
Cards for Staff Morale Committee were cheaper with Walgreens.	
Safeguard material needed for control room equipment at YSC.	
Drinks purchased for the youth for the Phase IV incentive program KJ EG DG DL DA SW BM TH TI JB MH JH	
15 youth in the Restorative Diversion program participated in a group on self-identity. Supplies from Michael's purchased for their group participation.	
Business cards for staff.	
Attached, please see cleaning supplies purchased for a youth requiring placement at youths home. Due to uncleanliness of his environment, the Care Coordination Division mandated the youth to complete various chores allowing for stabilization efforts.	
SAMS membership for purchasing bulk supplies	
Sams Club Membership for the Secure Division	
Staff business cards for the communications team.	
Buttons for gun violence event	
Lunch purchased youth volunteers who assisted with assembling 207 Thanksgiving Baskets.	
This transaction covers the cost of 2 Restricted Area Authorized Personnel Only signs and 2 Keep Door Closed at all times. These signs will be placed in medical to keep unauthorized staff from entering confidential areas of the suite.	

Household items purchased for homeless youth comprised of two mop and bucket sets.	
UDC Enrollment fee for youth JB. This youth is attending school per the agency's Jerry M. Funding.	
This transaction covers the cost of Halloween items ordered for YSC. These items were used to make a contribution to the decorations around the facility and medical.	
Wall Motivational quotes for the Secure Office was cheaper with Amazon	
Juvenile Justice Institutional Counselors will use the cart to transport the youth's files from the Youth Service Center to the Hope House.	
Papa Johns for youth at the community fair for workforce development team.	
Youth was provided a comforter set to support home placement. Youth returned to live home with family.	
The National Practitioner Data Bank (NPDB) is a web-based repository of reports containing information on medical malpractice payments and certain adverse actions related to health care practitioners, providers, and suppliers. Established by Congress in 1986, it is a workforce tool that prevents practitioners from moving state to state without disclosure or discovery of previous damaging performance. DYRS added 21 new Health Services clinicians.	
This transaction covers the cost of some certificates and some card stock paper. The certificates will be given to residents who receive certain awards and the card stock paper will be used for the Trauma Focused puzzles.	
Replacement 3.5mm audio cables for PA system at NB.	
Snack items for youth's holiday event were cheaper with Sams Club. Snacks included Ice cream and half sheet cake.	
Youth JB was purchased items to support her community placement at home. Youth's family was unable to purchase items for youth.	
TV wall mount and power cable	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	Tax on receipt. Refund requested
a popcorn machine was purchased for the Achievement Center for the purposes of positive youth engagement and the back to school event	
Red file folders fasten folders were needed and cheaper with Amazon	
Lunch purchased for LRobinson and SGolden attending an outing for the purposes of engagement during out of school time programming.	
Mirrors purchased for 2 Covenant House apartments requiring a start up kit for 2 youth.	
Start up packet for 2 youth residing at Covenant House Transitional Living Program. Including two mirrors.	
Items purchased for maintenance: Cooler used for the grass cutting program Screw drivers	
Youth MJ required bedding and pillows for bed purchase. Walmart was used as least expensive store for furniture items.	
Buttons for the banner for the Jerry M. recognition was cheaper with Pure Buttons	
Supplies	
Larger size PJ were cheaper with Kohl's for youth DC.	
Decorations were purchased for the Halloween door decorating contest.	
Zip ties and heavy duty wall fasteners for mounting micro pc's to smartboards.	
Fire and Life safety items needed for compliance with Jerry M and DC FEMS inspection	
Transcript record request purchased for youth SB in order to attend the University for the District of Columbia. This youth is homeless and residing in a transitional living program. Compliant with case plan DYRS provided this transcript request out of the positive incentive reward plan.	
Youth EC was provided items to support community placement.	

Door tags ordered for the office doors in the suite	
This transaction covers the cost of parts ordered for our annual preventive and maintenance of some equipment in our dental suite at New Beginnings and Youth Services Center.	
Meringue File Folders	
Lunch purchased for out of school time programming youth LRobinson and SGolden.	
8 rolls of art tape in black gloss were purchased for the shift commanders for the purpose of creating calendars on whiteboards in all manager's offices.	
This transaction covers the cost of the firestick ordered by Dr. Bellard to place on the TV at YSC in the medical clinic waiting room.	
Micro USB Android charging cable 3pk x 4 for 450H ready inventory.	
Youth AG and his return home was supported by purchasing items that supported his placement.	
Employee recognition purchases	No taxes on the receipt
Dinner purchased for youth attending the Mayors youth panel conference. The conference was held from 4-730pm. Unfortunately youth transitioning straight from school did not have the opportunity to have dinner nor did the have money.	
Youth JS needed a set of bed linen and one was provided to support her community placement at home.	
Movies purchase for the youth to use while in the Youth Service Center Resource center. Cheaper purchased through Amazon!	
This transaction covers the cost of an Amazon purchase of pens for our office supplies for all staff.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
AC Office Supplies consisting of pool sticks utilized at the Achievement center as an engagement tool for youth and participants.	
Youth and his family were due for a quarterly Care Planning Meeting and due to youth not traveling to Washington DC area, the meeting was held at the Library near their home. \$35.00 fee to reserve private room.	
youth SB University for the District of Columbia school enrollment fee.	
reinforced fastener folders were cheaper with Staples	
office supplies (pens)	
Pants purchased for a homeless youth inappropriately dressed at the Achievement Center. Youth's appearance subjected youth to being bullied by peers. As a result a shower was afforded and appropriate sized pants purchased.	
2 tickets for youth to attend a play in the community.	
Youth CB attends school at University of the District of Columbia and book were purchased to support college classes.	
Items purchased for the Youth Phase IV incentive Programs Snacks purchased for the "Movie Under the Stars" Listed below are the youth who participated. JB DA NC TC LFG LF MH JW	
Papa Johns was ordered for a group of youth that were in the Achievement center. Youth were provided lunch as they had been there most of the day.	
Office supplies	

Supplies for youth pathways event	
Locks for abscondence storage	
Lunch purchased for Youth Council participants volunteering for disadvantaged families.	
Dry Erase Board purchased for Hope House staff to use for passing on information to both youth and staff.	
Lunch purchased for youth SB while on a outing and conducting a 4.5 hour wait at the Social Security Office and DMV.	
This transactions covers the cost of our waste pickup services from both New Beginnings and Youth Services center. It's pickup from our Medical Department.	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
Hair grooming services purchased for youth MC. Youth secured employment and was enrolled in school thereby affording him hair grooming services as a positive youth development incentive.	No taxes on the receipt
CopyTrans software - used by IT. Utility to copy iCloud or iPhone contacts/photos to PC or to another iPhone or Android device.	No taxes on the receipt
Cell phone case/battery charger for staff	
Tshirts purchased for youth MCisse as a part of a clothing voucher as the youth transitioned from a secure group home with no support from his family as they relocated to Canada without notifying the agency.	
Replacement dishes purchased for youth DM residing in a homeless transition living program.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
This printing project is for employee engagement and professional development in the Operations and Administrative Services division.	
Lunch purchased for several Youth Council Members volunteering with the Toys for Tots Program.	
Google/Microsoft domain fee paid for the Share drive. This document is utilized for the purposes of tracking community members, youth and family participant outcomes.	
Office Supplies for Contract Monitoring and Compliance team.	
Office supplies	
Office supplies for for staff including note pads, pens, and post - its	
Lunch purchased for youth SB experiencing homelessness. The agency has referred youth to the DOES Workforce Development and food stamp programs.	
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
This is for our waste pickup services in medical from New Beginnings. 30 Gallon Box Disposal and Energy and Diesel Fuel surcharge.	
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
This is for our waste pickup services in medical from New Beginnings/Youth Services. 30 Gallon Box Disposal and Energy and Diesel Fuel surcharge.	
This transaction covers the cost for our Medical Waste pickup services. These services are covered at YSC/New Beginnings.	
This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
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This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	

This transaction covers the cost of our Waste pickup services for both sites. The waste is from our Medical Department.	
Items purchased at the For Sisters Only event whereby 17 youth participated and received incentives in the form of hair products and clothing.	
This transaction covers the cost of materials needed to assist our residents in how to use their creative skills These items will used in groups.	
IT supplies purchased for 450	
This transaction covers the cost of the Emergency Safe ordered. We ordered 1 for each site at New Beginnings and Youth Services. This safe will hold keys and other confidential items.	
This transaction covers the cost of a Emergency Key Safe steel by Fire King. This will be used to hold keys.	
This transaction covers the cost of a TV Wall mount that will be used in the waiting area in medical at YSC. This will be used by resident waiting to be seen by medical staff.	
Youth DB was sitting for exam and required a study book. Youth was purchased the study book for further preparation. Purchased from Walmart as a least expensive store.	
office supplies	
Beverages for staff training with Wisconsin County were cheaper with Giant,.	
Pizza for youth who participated in the gun violence focus group.	
IT supplies purchased for 450	
Office supplies purchased for Training Officer to ensure confidentiality.	
Food Delivery for Famous Dave was needed	
Delivery services for the Mental Health and Wellness Fair for Smoothie King at the YSC location	
Data Collection Webinar: Melanie Demarest	
Posters for pathways youth event	
DVD Drive for supporting 2n1 laptops at 450H	
This transaction covers the cost of parts ordered for our annual preventive and maintenance of some equipment in our dental suite at New Beginnings and Youth Services Center.	
Labels for Youth and Family Programs retreat	
Soap purchased for youth with sensitive skin per the doctors orders: TC & JH	
This transaction covers the cost of some Fasciitis Compression Socks ordered for resident SW at New Beginnings.	
Lunch purchased for youth taken shopping to obtain work clothing and school clothes. Youth include MCisse and two others.	
hand soap and trash bags purchased for the MLK Achievement Center. Maintenance is not available on Saturdays so trash bags are required	
Youth TR and family did not have a copy of birth certificate. Youth was purchased BC as needed to obtain ID and other matters.	
Birth Certificate was purchased for a youth who were seeking their ID card from the Department of Motor Vehicles who require Birth Certificate.	
Dinner purchased for youth DJ. This youth was abandoned by his family with no financial assistance. DYRS provided stabilization by identifying housing options, providing incidentals, food and hygienic products. This task took approximately 6 hours at which point the youth indicated he had not eaten all day and was very hungry. Dinner was purchased for the youth at this time.	
Filing boxes were purchased to maintain all shift commanders and operations files safe and secured.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
Household items purchased for youth LB residing in a homeless transitional living program comprised of bathroom mats.	

Invoice attach shows cancellation of items yet full amount is charged here. You will see the refunds in the log of this transaction period.	Taxes Refunded
Poster for Education youth event	
This transaction covers the cost of a film purchased for a Restorative and Social Justice Film series. This series is intended to educate and facilitate conversations among DYRS staff, youth and Families. We are screening a new film every Thursday for 6 consecutive weeks this summer.	
Supplies needed for new Thermostat covers at NB.	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	Tax on receipt. Refund requested
Square Trade warranty for Desktop printer. Printer arrived damaged and is being returned for refund. Once the printer is received by the vendor this transaction will also be refunded	
Posters for youth event	
3M Black Scotch Extreme Fasteners - used to mount micro PC's to backs of Smartboards at YSC	
Incentive Make Up services purchased for Youth Council President S.Henderson's Senior Photos. This youth was accepted to college in North Carolina and provided this incentive to continue to support her educational goals.	
Stamps for outgoing mail for Agency	
Identification card for youth MC was needed	
Larger size slippers for youth DC were cheaper with Kohl's	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	
Supplies ordered to create a Therapeutic environment during groups and trainings at New Beginnings and Youth Services Center.	
This transaction covers the cost of the purchase of green dots for medication checks coming from Correct RX. This allows us to know who checked the medication upon arrival. The dot is placed and initialed.	
USB cables to connect PC to new Smartboards installed in NB housing units.	
This transaction covers the cost of an appointment at Med Star Washington Hospital Center. This appointment was made by our Health Services team. Resident EF.	
Office supplies for staff	
variety items for secure offices inspirational quotes wall art were cheaper with Amazon	
Lunch purchased for youth SB who is currently unemployed and homeless residing in a transitional living shelter. The youth attempted to retrieve vital statistic documents and spent a total of 7 hours waiting in various government agencies. Lunch was offered as an incentive and necessity as youth has no support.	
Stamps to mail letters concerning changes in visitation from the Juvenile Justice Counselor were needed	
Breakfast purchased for youth AW and NM. NM is a Transition Zone youth participating in obtaining educational support as a result of being suspended from school. AW departed from 450 AC to Youth For Tomorrow group home.	
This transaction went to support the establishment of a Title 16 Library. Taxes are in the process of being removed from the card.	Tax on receipt. Refund requested
This transaction covers the cost of our membership with The National Practitioner Data Bank (NPDB). NPDB is a web-based repository of reports containing information on medical malpractice payments and certain adverse actions related to health care practitioners, providers, and suppliers. Established by Congress in 1986, it is a workforce tool that prevents practitioners from moving state to state without disclosure or discovery of previous damaging performance.	

This transaction covers the cost of our purchase of 3 Pockets Hanging File Holder Organizer Metal Wall Mount.	
The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
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The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
Groceries purchased for youth CT homeless and experiencing domestic violence. The Achievement Center attempted stabilize the while locating housing and domestic violence options. Groceries were primarily for the hotel as this was the only option.	
This transaction covers the cost of rental fees for the Oxygen tanks we have in our medical suites.	
Lunch purchased for youth council participants attending a volunteer event for disadvantaged families.	Tax on receipt. Refund requested
The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
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The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
October monthly Netflix reoccurring charge. Netflix is used as a positive youth engagement tool for the purposes of groups.	
The Netflix program is utilized as a positive youth development engagement tool in order to facilitate restorative justice groups, life skills and for recreational purposes.	
Monthly reoccurring Netflix charge received as the program utilizes this service as a positive youth engagement tool.	
Fradulent Charge - Disputed	
Youth GED testing	
This transaction covers the cost of a CBT 123: The Hilariously fun game that Empowers Kids and teens to take charge of their thoughts, actions and emotions. They will used by the Mental Health staff.	
Poster for pathways youth event	
Barite Stainless Steel Wire Keychains	
This transaction covers the cost of Dr. Alsan Bellard's CPR recertification. Dr. Bellard is required to have his CPR credentials up-to-date while performing his duties and responsibilities here at DYRS.	
Youth SG required item for placement. Youth was being placed at an OOS group home and mother was unable to purchase. Walmart was used as the least expensive option.	

This transaction covers the cost of books required for both our one-day and 5-day training classes.	
poster for pathways youth event.	
This transaction covers the cost of printing services needed for the Understanding Behavior Health: Creating trauma responsive and caring environments for court involved youth (Think Trauma Training) puzzles. These puzzles will continue to be needed for our Train the Trainer sessions.	
Poster for youth pathways event	
This transaction covers the cost of Halloween items for our festivities on October 31, for the residents at New Beginnings and Youth Services Center. The items purchased are candy and decorations.	
2 packs of markers purchased from target to support the Restorative Diversion Program first circle/group with the 15 youth assigned to the program.	
Ticket purchased for youth TJ who attended the out of school time movie identified at the Regal Theater. This was not a split purchase but rather an instance of the youth requiring entry to the movie theater after payment was made for all others due to tardiness. In order to ensure this youth was monitored effectively, this writer initiated payment.	
This transaction covers the cost of Halloween items ordered for NB. These items were used to make a contribution to the decorations around the facility and medical.	
This transaction covers the cost of a purchase of pens from Amazon. These pens were much cheaper ordering from Amazon than another vendor.	
Poster for youth pathways event.	
Fraudulent Charge - Disputed	
Tickets paid for youth for entry into Bus Boys and Poets open mic night competition for Lferrell.	No taxes on the receipt
This was charged in error. I accidentally pulled the wrong credit card out. As soon as I noticed the error, I requested an immediate refund.	
AC Office supply purchase comprised of markers.	
This transaction covers the cost of a film purchased for a Restorative and Social Justice Film series. This series is intended to educate and facilitate conversations among DYRS staff, youth and Families. We are screening a new film every Thursday for 6 consecutive weeks this summer.	
This transaction covers the cost of a film purchased for a Restorative and Social Justice Film series. This series is intended to educate and facilitate conversations among DYRS staff, youth and Families. We are screening a new film every Thursday for 6 consecutive weeks this summer.	
An account that was setup automatically when purchasing the Kindle's for the youth to use during the book club. The charge has been credited back to the account. Please reference Transaction #2815621196001	Refund for this transaction is on line 21
This transaction covers the cost of vinegar which will be used in the CPAP machine for one of our residents here at New Beginnings. Vinegar is used to clean the tubes.	
This transaction covers the cost of books required for both our one-day and 5-day training classes.	
Advertising Services with Indeed	
Chipotle purchased for youth DH while picking up school uniforms and clothing as her family is experiencing financial hardship	
This transaction covers the cost of containers needed to assist our residents in how to use their creative skills These items will used in groups.	
Fees paid for youth MC to receive a copy of his birth certificate in order to allow for further stabilization.	
Labels for Youth and Family Programs retreat	
IT supplies purchased for 450	

Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
This transaction went to pay for clothing items for Title XVI kids. Specifically, this is to place taxes back on the purchase card from an original transaction executed on 9/19/18	Refund
Refund for canceled item.	Refund
Refund	Refund
Refund	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Credit for disputed charge.	Refund
Amazon refund for taxes charged	Refund
Refund	Refund
Refund for Birth Certificate of TR completed as it was no longer needed.	Refund
Refund	Refund
On the receipt for Walmart purchase of \$181.75, a return for the Comfort Classics Soft Brushed Micro Fleece Blanket was made in the total of \$24.71. Purchase was for youth JH.	Refund
Refund	Refund
This transaction covers the cost of a Wall Mount that was ordered, but because they delivered it on a Saturday, it was returned and a refund was issued.	Refund
Refund	Refund
Refund	Refund
Amazon refund for taxes charged	Refund
Refund for taxes charged	Refund
Refund from Walmart.com as item was returned. Original purchased made for youth DB.	Refund
Amtrak reimbursement returned as the youth was not permitted to enter the train due to a lack of ID. No receipt was provided.	Refund
Refund	Refund
This is a return from Walmart.com after item could not be delivered. This is a refund.	Refund
Refund	Refund
Please note this is a refund and not a charge. There is not attached receipt due to refund.	Refund
Refund for service work on UPS system at YSC	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Refund	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Refund for computer purchase noted in the earlier transaction.	Refund
\$100 refund for charge during sale from Human Solutions	Refund
On the receipt for Walmart purchase of \$181.75, a return for the was made in the total of \$116.88 for the South Shore Soho Dresser. Purchase was for youth JH and dresser was not delivered.	Refund

This transaction went toward the purchase of books for the development of a Title 16 library. Specifically, taxes were applied to the original order, this transaction details the taxes being placed back on the card.	Refund
This is a reimbursement from a fraudulent charge. Please see attached memorandum.	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
This is a refund from Amazon after disputing a charge for a Business Prime account.	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Refund in the amount of \$200.00 for distasteful services served on 11/2/18.	Refund
Refund	Refund
Refund	Refund
Refund	Refund
This transaction covers the cost of a refund by Amazon for a delivery that we never received. They sent a text stating the package was lost, so I requested a new order and a refund. These Breast Cancer bracelets will be used to commemorate Breast Cancer month.	Refund
Refund	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Refund	Refund
This transaction covers the refund by DocuSign to Dr. Bellard for their signature services. These charges were erroneously placed on the card and we requested and was granted this refund.	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
This was a fraudulent purchase where the bank refunded the credit.	Refund
Refund	Refund
Men's Pajama pants were returned due to drawstring on them.	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Refund	Refund
Partial refund on order for backpacks.	Refund
Refund	Refund
Credit for disputed charged	Refund
Refund	Refund
A refunded was processed for an additional plaque that was ordered.	Refund
Refund	Refund

Refund	Refund
Refund for disputed charge	Refund
Refund	Refund
Refund	Refund
Refund	Refund

Services for Committed Youth - FY19

Provider	Goals
Youth Engagement Specialists/Achievement Center Staff	Support, mentoring, and life skills
Gideon Global	To achieve barber license/trade, customer service skills and entrepreneurship skills
Center City Community Technology Development	Develop skills in graphic design and digital arts
KBEC	Introduce youth to the fundamental concepts, skills and techniques in basic cookery and culinary arts.
Grow Up Grow Out	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Dexterity Driving School	Provide classroom instruction that will prepare students for their knowledge test to obtain their permit.
Sensory Services	Provide comprehensive knowledge of music through performance, creation, and experience
Women Who Boss	Entrepreneurship program advocating physical financial and mental wellness through weekly and monthly activities.
Urban Encouragement	This program is designed to teach youth the art of film making and theatre production, including but not limited costume design, drama workshops, advertising, and other disciplines related to film making
Pleasant Services	Provide comprehensive knowledge of music through performance, creation, and experience
Out of the Box Imagery	Deliver Restorative Justice Photography services
Application Controls, Inc.	Deliver HVAC Vocational Training.

Extensions of Hope	Wig design, hair weaving, braiding, hair care and education services.
Sasha Bruce	This program focuses on healthy lifestyles based on nutrition, hygiene, sexual behaviors, and mental health
YAP	This program has a focus on young women and girls and focuses on the development of healthy self-image, quality relationships, and positive development
EAT	This program teaches youth the business aspects of fashion merchandizing including price setting, marketing and development of products with a focus on entrepreneurship
Georgetown Tutoring	Individualized goal-focused academic tutoring across a wide range of subjects. Tutoring includes school subject, credit recovery, test preparation, college testing preparation.
East River Family Strengthening Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
East River Family Strengthening Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
ERCPCP-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
ERCPCP-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.

Good Projects-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Good Projects-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
InnerCity Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
InnerCity Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Life Deeds, Inc-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Life Deeds, Inc-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Sasha Bruce Youthwork, Inc-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Sasha Bruce Youthwork, Inc-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community.
Majestic Studios	Photography skills
Treknot	Construction skills
WFD Internship	Placement services provided by DYRS staff

WFD Unsubsidized Employment	Placement services provided by DYRS staff
WFD Work Preparation	Placement services provided by DYRS staff
Restorative Diversion	Program to meet the needs of youth involved in serious gun-related offenses

Services for Committed Youth - FY20 YTD (1/9/20)

Provider	Goals
Back 2 Basics	To achieve barber license/trade, customer service skills and entrepreneurship skills
Center City Community Technology Development	Develop skills in graphic design and digital arts
Ateya Productions	This program strengthens and identifies areas of improvement in an individual, and developing strategy plans and resources to achieve personal goals.
Dramatic Solutions	This program assists in developing a life vision map, and action plans and resources to achieve success.
Creative Solutions	This program assists youth in mastering social media training, song writing, creating radio clean music, and studio techniques and etiquette when recording.
ES Fitness	This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates.
Dolls & Dreams	This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices.
YAAY Me Inc.	This program develops youth's portfolio in becoming a CEO of their own company and crafting a business pitch.
Urban Encouragement	This program is designed to teach youth the art of film making and theatre production, including but not limited costume design, drama workshops, advertising, and other disciplines related to film making

Georgetown Tutoring	Individualized goal-focused academic tutoring across a wide range of subjects. Tutoring includes school subject, credit recovery, test preparation, college testing preparation.
Alliance of Concerned Men-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Alliance of Concerned Men-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Far Southeast Family Strengthening Collaborative-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Far Southeast Family Strengthening Collaborative-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
ERCPCP-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
ERCPCP-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Grow Up Grow Out-Credible Messenger	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community
Grow Up Grow Out-Credible Messenger(Family)	The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community

<p>InnerCity Collaborative-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>InnerCity Collaborative-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Life Deeds, Inc-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Life Deeds, Inc-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Sasha Bruce Youthwork, Inc-Credible Messenger</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>
<p>Sasha Bruce Youthwork, Inc-Credible Messenger(Family)</p>	<p>The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community</p>

Service Type/ Nature of Program	Average Cost per youth	Total Fund Allocated FY19
Achievement Ce		
DYRS Programming	N/A - DYRS staff fulfill this role	
Vocational Training	\$11,750	\$117,497
Vocational training	\$13,997	\$139,970
Culinary Arts	#DIV/0!	\$98,607
Transformative Mentoring / Restorative Justice Services	\$9,687	\$513,395.00
Vocational Training	\$6,383	\$165,965
Arts Enrichment	\$1,820	\$29,123
Women's Entrepreneurship	\$2,332	\$34,980
Vocational Training	\$9,091	\$99,999
Deliver Music Production and Songwriting.	\$3,854	\$7,708
Youth Photography	\$2,687	\$13,433
HVAC	\$6,845	\$27,378

Hair Care Services - Wig Design, Braiding, etc.	\$2,196	\$15,374
Health and Wellness	\$579	\$25,473
Life Skill's / Women's Empowerment	\$592	\$20,128
Fashion Desion/ Entrepreneurship	\$857	\$4,286
DC YouthLink		
Education/Tutoring	\$1,387	\$41,610
Credible Messer		
Transformative Mentoring / Restorative Justice Services	\$4,287	\$364,369.19
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	\$5,169	\$444,524.25
Transformative Mentoring / Restorative Justice Services		

Transformative Mentoring / Restorative Justice Services		
	\$5,636	\$422,716.70
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services		
	\$4,732	\$364,372.19
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services		
	\$3,437	\$364,373.19
Transformative Mentoring / Restorative Justice Services		
	\$3,854	\$466,361.82
Transformative Mentoring / Restorative Justice Services		
WFD		
WFD	\$2,766.67	\$16,600.00
WFD	\$6,456.00	\$32,280.00
WFD	n/a	

WFD	n/a	
WFD	n/a	
Other Program		
Restorative Programming	\$15,000.00	

Service Type/ Nature of Program	Average Cost per youth	Total Funds Allocated FY20
Achievement Ce		
Vocational Training	Unable to provide cost, as it relates to the total number of youth participation annually	\$125,000
Vocational training	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
Cultural Arts	Unable to provide cost, as it relates to the total number of youth participation annually	\$80,000
Life Skills	Unable to provide cost, as it relates to the total number of youth participation annually	\$70,000
Music Production	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
Physical Fitness and Nutrition	Unable to provide cost, as it relates to the total number of youth participation annually	\$69,355
Girls Programming	Unable to provide cost, as it relates to the total number of youth participation annually	\$75,000
Entrepreneurial Skills	Unable to provide cost, as it relates to the total number of youth participation annually	\$145,000
Vocational Training	Unable to provide cost, as it relates to the total number of youth participation annually	\$100,000
DC YouthLink		

Education assistance -- Tutoring	Unable to provide cost, as it relates to the total number of youth participation annually	\$70,000
Credible Messer		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$600,463.00
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$611,711.28
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$612,611.00
Transformative Mentoring / Restorative Justice Services		
Transformative Mentoring / Restorative Justice Services	Unable to provide cost, as it relates to the total number of youth participation annually	\$516,230.00
Transformative Mentoring / Restorative Justice Services		

<p>Transformative Mentoring / Restorative Justice Services</p>	<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>	<p>\$600,466.00</p>
<p>Transformative Mentoring / Restorative Justice Services</p>		<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>
<p>Transformative Mentoring / Restorative Justice Services</p>	<p>Unable to provide cost, as it relates to the total number of youth participation annually</p>	
<p>Transformative Mentoring / Restorative Justice Services</p>		

Program/service	# of Committed Youth	# of Post Committed Youth	# of Community
nter			
Youth Engagement Specialists	97	11	
Barbering	10	0	
Digital Arts	10	0	
Culinary	0	0	
Mentoring	33	1	
Driver's Education	25	1	
Music Production	8	8	
Life Skills	15	0	
Film Creation and Making	9	2	
Cypher Workshop	2	0	
Youth Photography	5	0	
HVAC	4	0	

Hair Care Services - Wig Design, Braiding, etc.	6	1	
Healthy Lifestyles	31	13	
Women's Empowerment	23	11	
Entrepreneurial Skills	5	0	
Tutoring	24	6	
Mentoring	52	7	
Mentoring	23	3	
Mentoring	45	20	
Mentoring	17	4	

Mentoring	46	5	
Mentoring	21	3	
Mentoring	58	7	
Mentoring	11	1	
Mentoring	52	9	
Mentoring	34	11	
Mentoring	55	26	
Mentoring	29	11	
Video Production	6	0	
Carpentry Program	5	0	
	15	1	

	12	2	
	23	2	
ning			
Gun Down Programming	16	0	

Program/service	# of Committed Youth	# of Post Committed Youth	# of Community
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nter

Barbering	3	0	
Digital Arts	2	2	1
Cultural Arts	6	0	
Behavioral Health & Wellness / Restorative Justice	0	0	0
Music Production	6	6	
Physical Fitness & Nutrition	3	0	
Girl's Programming	5	0	1
Entrepreneurial Skills	1	1	
TV, Film & Video Production	3	1	

Tutoring	7	0	
nger			
Mentoring	0	0	
Mentoring	0	0	
Mentoring	16	0	
Mentoring	3	0	
Mentoring	36	8	
Mentoring	19	3	
Mentoring	0	0	
Mentoring	0	0	

Mentoring	37	6	
Mentoring	4	1	
Mentoring	36	5	
Mentoring	17	5	
Mentoring	41	13	
Mentoring	19	3	

Outcomes

Youth learn basic life skills

Youth earn barbering license to obtain ongoing employment opportunities and business ownership

Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project

Employment, Certification in ServSafe, American Culinary Federal; Participants learn how to cook. ServSafe certifications are available. 6 participants earned ServSafe certifications

Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements.

Participants learned the content for knowledge test; participant earned a driver's license;

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

This program develops youth's ability to build linkages within the community, self esteem, and promotes economic development of youth.

Youth acquire a final project/portfolio for marketing and exposure to film making industry moguls to develop skills and market expertise (performances).

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

Improve creativity, expression, versatility, and techniques that help youth have a personal experience with others and a greater knowledge of photography.

HVAC Safety & Tools, Residential Electricity, Applied Mathematics in an HVAC Context, Principles of Electricity, Piping & Heating Systems

Learn how to be successful business owners in the hair salon industry, and learn how they grow their businesses, making them prosper and thrive, all in the face of ever present competitors. As a hair salon owner, you want to satisfy your customers' hairstyling needs – from hair coloring, perming, lengthening, doing make-overs, and more – with the use of environment-friendly products and practices. Attain your goals, in line with your customers' wants and needs, and at a price that brings you profit.

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Employment, Program Design, develop vocational skills leading to entrepreneurship.

Youth achieve grade point average and attendance improvement that lead to attainment of diploma.

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Youth obtain and retain WFD internship with local employment partners and participate in career exploration.

Youth receive assistance in placement and retention in Unsubsidized Employment.

Youth receive assistance in work preparation via orientation, resume writing, interviewing skills and financial literacy.

Provide a safe environment for youth to participate in programming at the Achievement Center on weekends. The outcome is designed to deter DYRS youth from obtaining and/or utilizing guns in the future.

Outcomes

Youth earn barbering license to obtain ongoing employment opportunities and business ownership

Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project

This program strengthens and identifies areas of improvement in an individual, and developing strategy plans and resources to achieve personal goals.

Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; all participants in December completed mixtape for Mixtape Challenge

This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates.

This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices.

Youth will develop portfolio in becoming a CEO of their own company and crafting a business pitch.

Youth acquire a final project/portfolio for marketing and exposure to film making industry moguls to develop skills and market expertise (performances).

Youth achieve grade point average and attendance improvement that lead to attainment of diploma.

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FY 19

REPROGRAMMING DATE APPR.	AMOUNT
2/19/2019	\$ 152,384
3/4/2019	\$ 453,883
6/26/2019	\$ 194,396
7/15/2019	\$ 270,000

FY 20- NA as 1/15/2020

DEPARTMENT OF YOUTH REHABILITATION SERVICES FY19/FY20 REPROGRAMMING SUMMARY

EXPLANATION

From DYRS to DCHR-HR Centralization

From DYRS to EOM/OCA

FROM DYRS 9000 to DYRS 1000

From DYRS to EOM/OCA

None for FY 2020

TYPE	MOVEMENT OF FUNDS
Operating	OUTSIDE AGENCY
Operating	OUTSIDE AGENCY
Operating	WITHIN AGENCY
Operating	OUTSIDE AGENCY

Total Expenditure						
Fund 0100		FY18		FY19		FY 20 To Date
New Beginnings	\$	12,152,520	\$	13,633,642	\$	3,000,700
Youth Service Centers	\$	16,303,240	\$	16,218,932	\$	3,901,083
All Out of State Residential Placements						
Local Group Homes	\$	2,794,080	\$	1,900,716	\$	464,294
Shelter Homes	\$	5,350,485	\$	4,390,039	\$	1,146,681
Therapeutic Foster Care Homes	\$	3,035,281	\$	2,963,918	\$	601,603

Average per Day per Youth						
Fund 0100		FY18		FY19		FY20 To Date
New Beginnings						
Youth Service Centers						
All Out of State Residential Placements						
Local Group Homes	\$	319	\$	322	\$	323
Shelter Homes	\$	347	\$	348	\$	348
Therapeutic Foster Care Homes	\$	303	\$	329	\$	329