

**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF YOUTH REHABILITATION SERVICES**



**Testimony of  
Neil A. Stanley, Director  
Department of Youth Rehabilitation Services**

**Budget Oversight Hearing  
Committee on Human Services**

**April 4, 2012**

**INTRODUCTION**

Good morning Chairman Graham and members of the Committee on Human Services. For the record, I am Neil A. Stanley, Director of the Department of Youth Rehabilitation Services. Joining me are:

- Christopher Shorter, Chief Operating Officer;
- Calvin Skinner, Agency Fiscal Officer; and
- Michael Umpierre, Chief of Staff.

I thank the Committee on Human Services members for the opportunity to testify on behalf of DYRS youth and families. I am also truly honored to work with such a talented and committed DYRS staff.

Additionally, the District is fortunate to have an expansive network of juvenile justice public officials. I am very proud of the work we have done over the past year and look forward to continued progress. Our key government and community partners include:

- Chief Cathy Lanier and MPD,
- Terri Odom and the Court Social Services staff,
- Judge Satterfield, Judge Bush, and the Family Court judges,
- Reverend Donald Isaac,
- Dr. Fred Phillips, and

- the entire DC YouthLink coalition.

**TESTIMONY STRUCTURE**

While I have submitted detailed written testimony, I would like to use my time today to:

- Discuss the fiscal year 2013 proposed budget and major spending areas; and
- Highlight the agency’s priorities and goals for the coming year.

**MAYOR GRAY’S ONE CITY PRIORITIES**

Deputy Mayors Otero and Quander played critical roles in developing and approving the DYRS budget and I firmly believe that the Mayor’s proposed budget for FY 2013 provides DYRS with adequate resources to:

- Keep our communities strong and safe;
- Closely monitor and supervise youth in the community;
- Ensure that all youth receive services tailored to their needs;
- Keep youth engaged in productive activities; and
- Operate the agency more effectively and transparently.

**Eighty-eight percent (88%) of the agency’s FY 2013 budget** goes directly to services that strengthen communities. We’re a very lean agency and strongly believe that our funding should follow our youth and strategies that enhance public safety.

**FY 2013 BUDGET OVERVIEW**

The DYRS proposed FY 2013 gross budget is \$106.7 million. This figure represents a 0.4 percent decrease from the FY 2012 approved gross budget of \$107 million. The budget is comprised of \$106.4 million in Local funds and \$344,000 in Intra-District funds. As stated earlier, 88% (\$94.4 million) of the funds will support direct care services, while only 12% (\$12.3 million) will support administrative costs. Here’s our basic breakdown:

1. Personal Services (44%)	\$46.6 million
i. Salary & Benefits	\$42.8 million
ii. Overtime Pay	\$3.8 million
2. Non-Personal Services (56%)	\$60.1M
i. Material, Supplies & Equipment	\$2.1 million
ii. Contracts & Other Services	\$3.5 million
iii. Direct Care Services	\$54.5 million

**FY 2013 BUDGET FORMULATION**

Now I'd like to spend a few minutes discussing how we arrived at the proposed mark of \$106.7 million for FY 2013.

First, we started with the FY 2012 baseline budget. Then, we factored in the additional cost of doing business that would keep us constant with the FY 2012 baseline. In other words, we kept the FY 2012 budget mark and then added Current Services Funding Level (CSFL) and technical adjustments.

The CSFL adjustments are a local funds ONLY representation of the increase in costs associated with operating the agency. The CSFL adjustments include:

- **\$1.6 million** increase in the overtime base budget. Traditionally the agency spends approximately 9% of all Personal Services expenditures on overtime.
- **\$1.5 million** increase to medical services to supplement funding for youth whose medical expenses were previously covered by Medicaid.
  - o In July 2011, DYRS received guidance that youth held in detention centers in an involuntary status are not eligible for Medicaid. Prior to receiving this guidance, medical vendors were billing Medicaid for services provided to detained youth.
- **\$159 thousand** adjustment for step increases for employees represented by collective bargaining units.
- **\$542 thousand** increase in benefits to ensure that DYRS' Personal Services base budget has sufficient funding to cover the projected cost.
- **\$345 thousand** increase in additional gross pay to ensure that the Personal Services base can accommodate shift differentials, holiday pay and Sunday pay. DYRS operates twenty-four hour facilities.
- **\$1.2 million** increase in contracts and other escalating costs such as:
  - o \$106 thousand for increases in fleet assessment;
  - o \$16 thousand for increases in court monitoring services; and,
  - o \$1.1 million for DC YouthLink to expand the services provided to DYRS youth. As the average age of the DYRS' population increases, many of the youth will be placed in the community with services provided by DC YouthLink. The \$1.1 million increase will allow the agency to continue expanding program and service options for youth in the community.

In addition to the CSFL adjustments, there was also a technical adjustment to the budget, which included:

- **\$183 thousand** increase to restore the District Government health insurance contribution.

The total additional cost of maintaining the CSFL and technical adjustments is \$5.6 million.

When we add this figure to the current budget we arrive at an FY 2013 initial budget mark of \$112.5 million. I'm referring to this as the initial mark because during the budget development process we made several dispositive assessments.

We anticipate a reduced total committed population in FY 2013. A smaller number of youth committed to DYRS means that overall the agency will expend fewer programmatic resources. Consequently, we will be able to absorb the previously referenced \$5.6 million Current Service Funding Level and technical adjustments and fully meet the needs of all our youth while playing a key role in keeping communities safe.

Here's how we plan to achieve the savings. As I just mentioned, we'll have a much smaller population in FY 2013 than we did in either FY 2011 or FY 2012. This means that our program expenses will be lower than this year. Additionally, we've implemented an aggressive strategy designed to lower overtime costs in FY 2013 by \$530,000.

In sum, this budget is sound, is consistent with the Mayor's One City priorities and ensures that we're on track for making steady progress while improving our overall outcomes.

## **LOOKING AHEAD**

Last month when we appeared before this committee we spoke extensively about the progress the agency has made in several key areas. And so I would like to use the remainder of my time today focusing on the DYRS FY 2013 going forward plan.

### ***DC YouthLink***

Since its inception, DC YouthLink has achieved significant success. The effort has engaged the community in unprecedented ways and has connected DYRS youth to more services than ever before. However, more work remains. In FY 2013, DYRS will sharpen the model by introducing new initiatives targeted at:

- Increasing accountability of the Lead Agencies and service providers;
- Ensuring that funding is allocated to meet the needs of youth; and
- Launching a selection and referral process that is transparent and performance based.

### ***Programs and Services***

DC YouthLink programs and services fall into five major categories:

1. Educational Support and Creativity, including:
  - Tutoring
  - GED preparation and testing
  - Academic support
  - High school diploma programs (e.g., on-line programs, Young Adult Learning Center)

- Arts enrichment
2. Workforce Training and Job Placement, including:
    - Job readiness and skills training
    - Career counseling
    - Job coaching and placement
    - Academic Transition Specialists
    - Subsidized internships
  3. Physical, Mental, and Behavioral Health, including:
    - Physical activity programs
    - Anger management services
    - Mental and behavioral health programs (via DMH Core Service Agencies)
    - Respite care
    - Substance abuse outpatient treatment (via DOH APRA ASTEP providers)
    - Counseling
  4. Family Support, Relationships, and Community Engagement, including:
    - Family support/reunification
    - Functional Family Therapy
    - Multi-Systemic Therapy
    - Youth parenting classes
    - Evidence-based mentoring
    - Civic engagement
    - Gender-specific services
    - Housing
    - High fidelity wraparound
    - DC YouthLink Care Coordination
  5. Public Safety, including:
    - GPS
    - Intensive Third Party Monitoring
    - Abscondence Unit
    - High Intensity/Partnership for Success

*Measurable Outcomes*

Over the past several months there have been a number of questions raised about DC Youth Link results. These questions are valid and must be addressed. I don't have all of the answers today, but here's what I can say. DC YouthLink works! And we know it works for the following reasons. DYRS youth are connected to an expanding array of community based programs and services. As I stated in previous testimony, before DC YouthLink, our youth received little community programming. **Today, 96% of youth in the community benefit from services that include:**

(1) education support and creativity, (2) workforce training and job placement, (3) physical mental and behavioral health, (4) family support, relationships and community engagement.

This is a great start. However, DYRS believes that the performance of DC YouthLink must be measured not only by service linkages, but also by outcomes. I am encouraged that DC YouthLink is having a strong and positive impact on safety while successfully supporting young people as they achieve educational and work milestones.

New contacts with the criminal justice system provide a barometer of public safety. I am happy to report that FY 2012 Q1 had the lowest re-arrest rate since we began tracking this outcome, with 87% of enrolled youth avoiding re-arrest during the quarter. Further, between April and December, 2011, 82% of DC YouthLink participants have not been re-convicted of a crime.

As a practitioner who has worked in this field for many years, I believe that the initial public safety indications are very promising.

In addition to this very important outcome we also believe in ensuring that young people are equipped to transition into adulthood. The outcomes in two key areas—education and workforce development—illustrate that we’re heading in the right direction.

As of today:

- 71 youth have received a high school diploma or GED;
- 18 have gone on to attend colleges and universities;
- 30 youth have successfully completed certification programs;
- 203 were placed in internships; and
- 22 have moved on to unsubsidized employment in one of the most competitive job markets we’ve ever seen.

We’ve now established a framework to begin analyzing and tracking outcomes across 33 different indicators in the areas I have listed above:

In FY 2013, DYRS will track the following:

1. Educational Support and Creativity:
  - High school diploma attainment
  - GED attainment
  - Grade progression
  - School/educational support programming enrollment
  - Academic proficiency
  - Youth attachment to school and arts
2. Workforce Training and Job Placement:
  - Training program completion rates
  - Certificate/license attainment
  - Subsidized work/internships
  - Unsubsidized work/internships
  - Percent ready to work

- Youth attachment to work
3. Physical, Mental, and Behavioral Health:
    - Health awareness program completion (e.g., HIV/AIDS, teen parenthood)
    - Successful completion of drug awareness, prevention or treatment, programming
    - Physical activity enrollment
    - Youth attachment to healthy lifestyles physical activity
  4. Family Support, Relationships, and Community Engagement
    - Life skills development
    - Youth participation in structured after-school activities
    - Family engagement (e.g., YFTMs)
    - Family satisfaction
    - Connections to positive adults
    - Youth's family's involvement
    - Youth perception of life skills mastery
    - Youth attachment to community
  5. Public Safety
    - Re-arrest rates
    - Re-petition rates
    - Re-adjudication rates
    - Youth killed
    - Youth charged with homicide
    - Abscondence rates
    - Revocation rates
    - Youth perception of own safety
    - Change in risk assessment score

Councilmember Graham, you and Councilmember Barry have stated repeatedly that you want to ensure that tax payer dollars are well spent in the community and that the agency is holding our service providers accountable while insisting on outcomes that matter. We've listened attentively and have taken action. We're already reporting on many of these indicators and are progressively adding more indicators.

#### *Funding Allocation*

The FY 2013 budget allocation for DC YouthLink is \$6.1 million which will allow us to serve more young people in community-based settings. This is especially important as we work to implement your directive to reduce RTC out-of-state placements and rehabilitate young people closer to home.

We strongly believe that the proposed budget for FY 2013 will build on the gains that we've made to date while more precisely documenting outcomes. Additionally, we are confident that we'll be able to continue many of the initiatives important to this committee including substance abuse, gang prevention and intervention, and workforce development. However, to ensure that

programs and services follow our youth and not the other way around, we need for the committee to work with us in adopting flexible spending goals.

DYRS is setting forth the following funding allocation guidelines, effective October 1, 2012:

1. Educational Support and Creativity: 25% of direct care funding
2. Workforce Training and Job Placement: 30% of direct care funding
3. Physical, Mental, and Behavioral Health: 15% of direct care funding
4. Family Support, Relationships, and Community Engagement: 30% of direct care funding

This allocation represents a shift from our current spending allocations and is based on program needs as well as the direction in which we believe is best for our young people.

The percentages listed are guideposts for DC YouthLink. The ultimate goal of course is to make sure that youth receive the services that they need. To ensure this, DYRS and the Trust may approve deviations from these targets when: (1) maintaining the target would prevent youth from accessing needed services, or (2) maintaining the target would result in a disruption of needed services.

### *Training*

Here's how we plan to make this work. By September 30, 2012, DYRS will train case managers, YFTM facilitators, and DC YouthLink providers on the program offering and above mentioned funding allocation guidelines. Additionally, DYRS will provide guidance to Service Coalition Members in the following areas:

- Family Support/Reunification
- Tutoring/Academic Support
- Career Counseling
- Physical Activity Programs
- Civic Engagement
- Youth Parenting Courses
- Evidence-Based Mentoring
- Certified Addiction Counseling

### *Referral Process*

Councilmember Graham, at the DYRS Performance Oversight Hearing a few weeks ago, you said that a competitive referral process for DC YouthLink should be explored. Last Friday, when we met, you again stated your interest in changing our current approach to selecting DC YouthLink coalition vendors. More specifically, you requested that we consider asking the CYITC to manage a new, competitive vendor selection process.

As a result we've completely redesigned the process by which prospective service coalition members are certified eligible to provide DC YouthLink services. So here's what we've designed. Beginning this summer, the Children and Youth Investment Trust Corporation will lead a formal, competitive process to determine vendor eligibility. The process will set a high bar including but not limited to amount of experience, organizational capacity, use of best practices, and documented evidence of past success.

More specifically, the Trust will convene a panel of qualified, respected leaders in the youth development field (e.g., advocates, professionals, and funders) who will:

1. Issue a call for proposals to community-based providers qualified to deliver programs consistent with the DC YouthLink model;
2. Review and rate the proposals; and
3. Establish a pool of pre-screened, qualified service providers.

Effective October 1, 2012, DC YouthLink service coalition vendors will only be selected from this pre-screened pool. The panel convened by CYITC will certify current and prospective vendors annually.

### ***Workforce Development - Earn, Learn and Grow (ELG) Program***

DYRS, in partnership with Progressive Life Center (PLC) and East of the River Police Clergy Community Partnership (ERCPCP), is developing a comprehensive program focusing on workforce development. The Earn, Learn, and Grow Program provides youth with job readiness training, career development and exposure, and subsidized work experiences in green jobs. The program also aims to assist youth to attain permanent job placements or enrollments in continuing education or the military.

The ELG program began in March 2012 and will continue through September 2012. The program will serve up to 50 DYRS youth in two 25 person cohorts. Eligible youth are those who are 18 years or older, with or without a high school diploma, who are able to work 30 hours a week and are interested in career exploration, particularly in green industries. Youth will be paid for their participation in training and work at \$8.25/hour.

At orientation, youth are administered an assessment to test their basic skills in reading and math. Youth will also complete a career assessment using the ONET tool developed by the Department of Labor. Using the results of both of these assessments, an Individual Development Plan will be developed for each participating youth.

Following orientation, job readiness training will be provided to youth for 30 hours a week for up to four weeks. Pendergrast Alston Consulting (PAC) will facilitate the job readiness training and focus on preparing youth for work, providing youth job seekers with the necessary pre-employment skills, and promoting job retention and advancement. Youth participating in job readiness training will develop the following skill sets: workforce preparation skills including dress for success, attitude, and work ethic, communication skills including listening essentials, body language, and conflict resolution, interpersonal skills, life management skills including timeliness, support system development, and resource management, decision-making skills including problem solving, managing anger, and assertiveness, and customer service skills including courtesy, telephone etiquette, and handling customer complaints. In total, youth will receive approximately 120 hours of job readiness training prior to transitioning into the subsidized work experience component. Each youth will be expected to have attended at least 85% of the job readiness trainings in order to be eligible to participate in subsidized work

experience. Ongoing drug testing is a program requirement and youth must be drug-free for continued participation in the program.

Youth without a high school diploma will be required to participate in supplemental educational services through the DCYL Service Coalition or through other community providers. Those who are in an existing program will receive supplemental tutoring services through one of the DCYL providers.

Once youth complete the job readiness training, they will be divided into work crews and participate in subsidized work experiences that will introduce them to a variety of careers, including those in green industries. Each career module will focus on a career path in various industries and will provide training opportunities to connect with professionals in the fields, and relevant entry-level work experience opportunities. The planned career modules include landscaping, environmental sciences, and weatherization. DYRS has developed partnerships with the Office on Aging, the Department of Environment, and the Department of Public Works to assist in this effort. The Department of the Environment will provide subject matter experts to assist our work crews in learning about environmental sciences and provide guidance on specific work projects. The Office on Aging and the Department of Public Works will provide specific beautification projects that our youth can do to assist seniors and/or to beautify community “green” spaces. Youth will participate in subsidized work experiences for up to six months for 30 hours a week.

Weekly, by work crew, youth will participate in a one-day supplemental trainings that reinforce the job readiness concepts discussed in the initial training and that provide youth with an opportunity to process the events of the week and what worked and did not work. This weekly training will be facilitated by PAC.

Beginning in July 2012, ELG youth will receive intensive services focused on locating permanent employment or enrollment in college, vocational training, or the military. PAC will meet with youth weekly as a group and individually throughout the weeks to finalize resumes, schedule mock interviews, complete applications, provide job leads, and/or explore and enroll youth in vocational training programs including those coordinated by local non-profits and approved Workforce Investment Act (WIA) training providers. Upon employment placement, PAC will provide retention support including weekly check-ins and continued relevant trainings. Youth who need additional support and have not obtained employment or enrolled in school by the end of September will be linked to ongoing workforce development services offered through DCYL and DYRS.

### ***Enhanced Vocational Training and Educational Experiences at New Beginnings***

DYRS is broadening the types of vocational experiences available to youth placed at New Beginnings. Initiatives include:

- *DC Ready to Achieve Mentoring Program*: This year DYRS brought on the DC Ready to Achieve Mentoring Program (DC RAMP), through an Office of Juvenile Justice Delinquency Program grant, to conduct career-focused mentoring for youth at the facility. DC RAMP is providing career preparation-focused, peer-supported goal setting, and one-on-one mentor

meetings with Individualized Mentoring Plans (IMPs). IMPs will include youth's personal, educational, career, and reentry goals, including related support services.

- *Automotive Training:* The automotive training will be provided by AYT Institute, Inc. They will provide three groups of four to six youth ages 17 to 20 with up to 120 hours of training and instruction. The program prepares youth for Automotive Service of Excellence (ASE) certification in "Braking Systems" and "Suspension and Steering". The goal of the program is to prepare youth to transition into existing mechanic certification training or immediately transition into an entry level position in the industry.
  
- *Culinary Arts Training:* The culinary arts program will be provided by Holder Enterprises. They will provide three groups of four to six youth ages 17 to 20 with up to 96 hours of training and instruction. Youth who successfully complete the culinary arts training are prepared to earn a nationally recognized food protection management credential, such as ServSafe of the National Environmental Health Association.
  
- *Barbering Training:* The barbering training will be provided by Fresh Start. They will provide youth with the necessary skills and knowledge for meeting the requirements of the District of Columbia State Barber Board. The program will serve approximately ten to twenty youth with a minimum of 120 hours of training which will enable them to focus on a career in the barbering profession. Students who complete course requirements will receive certificates of completion from the New Beginnings Barbering and Stylist Training Program. The curriculum will include: shampoo; scalp treatments; haircutting and shaving; personal hygiene and sanitation; D.C. law; anatomy and physiology; bacteriology and pathology.
  
- *Music Engineering:* The music engineering program will be offered by Bring the Noise. Bring the Noise is a company that offers a range of technology programs to students. In each program students will be placed on "creative teams" and given various projects on which to work. Bring the Noise staff teach courses in music engineering, song-writing, film production, graphic design, and animation. All classes are taught by industry professionals who use industry-standard equipment.
  
- *Graphic Design, Electronics, and Carpentry:* Additionally, the Maya Angelou Academy has begun providing courses and instruction on graphic design, and is scheduled to conduct a curriculum on electronics and carpentry this month. Maya Angelou Academy is also providing life skills and workforce development training.

### ***Gang/Crew Prevention and Intervention***

DYRS, in partnership with its DC YouthLink partners, Progressive Life Center (PLC) and East of the River Clergy Police Community Partnership (ERCPCP), is implementing an agency-wide effort on gang/crew intervention and prevention. The approach is based on the principles incorporated by past successful initiatives led by the Gang Intervention Partnership (GIP) and Citywide Coordinating Council for Youth Violence Prevention (CCCYVP), and is rooted in six core elements: skilled assessment, crew identification, safety planning, development of pro-

social relationships, increasing conflict resolution and anger management skills, and increasing family engagement. The agency's effort consists of:

- *Training on Gang/Crew Prevention and Intervention:* Progressive Life Center is coordinating the training and technical assistance portion of the initiative. DYRS and PLC are working with the Columbia Heights/Shaw Family Strengthening Collaborative (CHSFSC) to train over 300 DYRS and DC YouthLink staff on effective practices to work with gang/crew-involved youth. CHSFSC has developed a one-day training seminar that is being provided to staff at New Beginnings and the Youth Services Center, case managers, and DC YouthLink vendors. The training is focused on family group conferencing, solution-focused case management, identifying D.C. gang/crew signs and symbols, and assessment skills. The first series of training began in late February and will continue throughout May 2012. CHSFSC is also facilitating a three-day intensive training for four community providers that will serve as Gang Intervention Specialists. This training focuses on developing participants' skills in assessment, solution focused case management, family group conferencing, as well as D.C. gang/crew culture and gang/crew signs and symbols. The training will equip the Gang Intervention Specialists with best practices from the field in keeping youth safe including partnering with school and community institutions, early interventions before incidents escalate, and supporting community intelligence efforts.
- *Gang/Crew Intervention and Prevention Programming at DYRS Facilities:* Additionally, DYRS is implementing gang intervention programming for youth at New Beginnings and YSC, using the Phoenix Curriculum which is an evidence-based gang prevention program. Phoenix resources are used in juvenile justice detention and residential facilities around the country, including in New Jersey, Arizona, New Mexico, West Virginia, New Hampshire, Virginia, and Georgia. The Phoenix Curriculum's Risks & Decisions Series contains the following modules: Friends and Peer Pressure, High Risk People and Places, Family Risk Factors including Drugs and Alcohol Addiction, Personal Risk Factors including Anger and Anger Triggers, and Internal Risk Factors including Negative Mindsets and Criminal Value Systems, and Thinking and Problem Solving. DYRS staff will be trained on the Phoenix curriculum.
- *Gang/Crew Intervention and Prevention Community-Based Services:* ERCPCP is coordinating the community-based gang/crew prevention and intervention efforts. As noted above, four service providers will serve as Gang Intervention Specialists responsible for providing intensive gang prevention/intervention services to 120 youth. The Gang Intervention Specialists will be responsible for conducting assessments, home visits, and the provision of intensive services. Included in the assessment will be the identification of gang affiliations, safety planning, as well as development of an Individual Plan and connections to ongoing Positive Youth Development Services in consultation with the DYRS Case Manager. Designated youth will be provided with 90 days of intensive gang prevention after-care services. Youth will be connected with GPS monitoring and will receive one-on-one mentoring including structured activities. Gang Intervention Specialists will guide youth through activities in the Phoenix Curriculum, particularly those focused on anger management, conflict resolution, and peer pressure. The Specialists will also coordinate monthly family meetings to further engage the family

in working in partnership with DYRS and DCYL to achieve the youth's goals. As part of this effort, Gang Intervention Specialists will implement re-entry strategies. Gang Intervention Specialists will be introduced to youth at New Beginnings months prior to release in order to establish relationships and set expectations while in the community. The integration of after-care providers while youth are still in secure detention is a best practice in reentry planning and critical in the transition of youth from secure care to the community.

- *Gang Prevention Workgroup*: In an effort to ensure that gang prevention efforts are consistent and communicated appropriately within the agency and with our DC YouthLink partners, DYRS is establishing a Gang Prevention Workgroup. This workgroup will review agency gang prevention/intervention activities in both the facility and community, develop and update policies in reference to gang prevention, share intelligence specific to targeted neighborhoods or youth, and serve as the centralized point of information on DYRS and DC YouthLink activities relating to the goal of eliminating gang violence.

### ***Substance Abuse Treatment and Services***

DYRS is working to expand the continuum of substance abuse treatment and services to youth in the agency's care. DYRS is focused on three key areas: substance abuse assessments; in-patient services; and community-based services.

#### *Substance Abuse Assessments*

DYRS is exploring ways to increase the number of youth receiving comprehensive substance abuse assessments. I am pleased to report that a few weeks ago, four DYRS staff, including behavioral health staff at YSC and NB, a case manager, and a staff person in the Office of Education and Workforce Development, traveled to Bloomington, Illinois to receive training on the Global Appraisal of Individual Needs Initial (GAIN-I) assessment. The GAIN-I instrument assesses youth's background, substance use, physical health, risk behaviors and disease prevention, and mental and emotional health. The trained DYRS staff will be able to conduct assessments and train other DYRS and DC YouthLink staff on the assessment as well.

#### *In-Patient Substance Abuse Services*

The agency has submitted to the Office of Contracting and Procurement a Human Care Agreement for a program that offers in-patient substance abuse treatment beds, and focuses on addressing core issues of addiction, prevention, and treatment.

#### *Community-Based Services*

DYRS is working to further develop and enhance the substance abuse programming available in the community as well. East of the River Clergy Police Community Partnership (ERCPCP) has launched a Center of Excellence to address the substance abuse needs of youth in the community. The Youth in Focus: Exodus House (YIFEH) Residential Recovery Program is a program based on evidence-based practices designed specifically to meet the needs of DYRS

youth with substance use disorders. The program's mission is to provide a comprehensive continuum of quality enrichment for youth and families, whose needs can best be met by targeted substance abuse treatment and family therapy services in a safe and structured environment.

YIFEH will serve cohorts of six youth for periods of four months. The program will operate twenty-four hours per day, seven days a week, and will house youth between the ages of 15 to 17 years old, and who have been assessed at the American Society of Addiction Medicine Placement Levels I or II. YIFEH will be led by a Clinical Director, and the program has partnered with Hillcrest, an Addiction Prevention and Recovery Administration certified ASTEP provider, to provide in-house substance abuse treatment. Additional program activities include:

- Community service: YIFEH will ensure that youth are paired with community-based organizations to regularly perform community service.
- Social competence training: YIFEH will use the Social Problem Solving Module of the Social Competence Promotion program.
- Family activities: YIFEH will organize regular family events for youth, families, mentors, and loved ones.

The overall goal of this program is to provide an opportunity for DYRS committed youth to address their substance abuse issues within a structured treatment environment, rebuild their relationships with their families and guardians, prepare their home environment for successful reunification, facilitate their matriculation in an academic setting; and facilitate their successful transition to substance abuse aftercare treatment and wraparound services. Secondary goals include increasing knowledge of the consequences of incarceration, gang involvement and substance use and to help youth avoid later substance use by teaching them appropriate resistance behavior. More specific goals include treating the substance abuse addiction of the youth, improving the youth social skills and social responsibility, teaching positive coping skills, improving and demonstrating a commitment to school, improving positive problem solving skills, and providing positive cultural and recreational activities

### ***Mental and Behavioral Health Services***

Providing mental and behavioral health services to youth is a critical component of rehabilitation. DYRS plans to bolster these services by working very closely with DMH to:

- *Monitor PRTFs and RTCs:* DMH monitors all DYRS youth placed in PRTFs. In FY 2013 DYRS anticipates entering into an MOU with DMH to monitor all youth placed in RTCs to ensure those youth are receiving the appropriate services. This monitoring agreement will also include DMH assistance with discharge planning and post-release monitoring of mental health services upon return to the community.
- *Share Data and Outcomes:* DMH and DYRS Quality Assurance and program staff are working on a new robust data sharing and outcomes reporting system that cuts across

services provided through both agencies. The system will allow DYRS to better document services received, linkages to Core Service Agencies, and continuity of care.

- *Expand Evidence-Based Programs:* DMH is expanding the number of slots available for evidence-based programs designed to serve youth in the juvenile justice system. These include Family Functional Therapy and High Fidelity WrapAround Services.

Additionally, DYRS employs a cadre of mental health specialists at the Youth Services Center and New Beginnings who are qualified to provide mental health services. Each facility has a Behavioral Health Supervisor responsible for the implementation and oversight of mental health evaluations and services, along with clinical social workers and licensed behavioral health specialists. DYRS also has a robust partnership with local social work graduate programs to bring in graduate student interns to work alongside and under the supervision of DYRS clinical social work staff.

The general functions of the behavioral health staff at YSC and New Beginnings include but are not limited to:

- Performing initial screening upon admission to the facility;
- Individual and group counseling;
- Family counseling;
- Crisis intervention/management;
- Attending Family Group Conferences (FGCs) and Youth Family Team Meetings (YFTMs);
- Daily pod observation/and collaboration with YDRs;
- Completion of discharge summaries;
- Responding to requests for care;
- Conducting clinical interviews in preparation for forensic screening;
- Administration of MAYSI;
- Administration of SASSI;
- Administration of the GAIN-I;
- Suicide precaution monitoring and follow-up;
- Administration of Suicide Probability Scale;
- Administration of Trauma Symptom Checklist;
- Collaborating with Probation Officers, JJICs, Case Managers, DCPS, Medical Staff, Attorneys, and other stakeholders; and
- Individualized Education Program counseling during school hours.

### ***Awaiting Placement***

To address the awaiting placement population, DYRS has submitted a statement of work (SOW) to OCP for a Human Care Agreement (HCA) to procure two local awaiting placement assessment programs. One is for 20-25 hardware secure beds for boys and girls. The second is for 10-15 staff secure beds. The hardware secure beds will house high and medium/high risk youth. The staff secure program will house medium and low risk youth who are waiting for their

final placement to be arranged. We are working with OCP to expedite the release of the HCA and selection of vendors.

In the meantime, DYRS continues to make significant progress on resolving the awaiting placement challenge. We are now being more strategic and systematic in our approach to this challenge. We are using five (5) facilities to house youth based on their likely permanent placement, risk level, and immediate needs:

- New Beginnings,
- Youth Services Center,
- Psychiatric Institute of Washington,
- Alternative Solutions for Youth (boys and girls) and
- Boystown.

### ***Reduction of Residential Treatment Center Placements***

DYRS is currently working on a number of initiatives to (1) decrease the total number of youth placed outside the District, (2) increase the number of youth receiving services that are reimbursable through Medicaid, and (3) increase the supervision, supports and other services available to youth and families in order for them to safely reside in their local community. These initiatives include:

- *Graduated Responses*: In February, DYRS published and trained case management staff on a new Graduated Sanctions and Rewards protocol. This will expand case managers' ability to hold young people accountable in real time and with real sanctions at the lowest level of non-compliance.
- *Elimination of Awaiting Placement Unit at New Beginnings*: DYRS has eliminated the Awaiting Placement unit at New Beginnings. This opens up new beds for programming for DYRS youth.
- *RTC Review and Monitoring Panel*: DYRS Committed Case Management has established an Internal RTC Review and Monitoring Panel to:
  - a. Review all applications by case managers requesting the placement of youth in RTCs;
  - b. Review all applications by case managers requesting extensions of placements of youth in RTCs beyond 6 months; and
  - c. Review RTC lengths of stay.
- *HomeQuest*: In FY 2012, DYRS youth who are placed at the VisionQuest residential program in Pennsylvania, and their families, will participate in the HomeQuest program. The HomeQuest model focuses heavily on improving family functioning and supporting a successful and safe return to the community. This will be accomplished by (1) intensive family intervention beginning at the time of a youth's placement; (2) focused and intensive treatment of the youth in placement; and (3) intensive re-entry services that build on the VisionQuest residential interventions and programs. Once youth return to the District from the VisionQuest residential program, HomeQuest staff provide a large number of services

including Family Functional Therapy, trauma informed care, aggression replacement therapy, life skills, daily monitoring, weekly group activities and curfew checks.

- *Bridge Builders Aftercare Program for Excellence:* In upcoming months, DYRS youth will benefit from a new innovative community-based program focused on re-entry. Administered by Progressive Life Center and leveraging the services provided through DC YouthLink, the Bridge Builders Aftercare Program for Excellence is a 12 month program that begins at New Beginnings, transitions with the youth to a community residential center, and follows the youth when they return to their families. The program will incorporate Positive Youth Justice principles and provide services across all Positive Youth Justice domains.
- *Partnership with DMH:* We are also working with the Department of Mental Health (DMH) who is committed to monitoring all DYRS youth placed in PRTFs. In FY 2013, we expect to enter into an MOU with DMH to monitor all youth placed in RTCs to ensure those youth are receiving the appropriate services. This monitoring agreement will also include DMH assistance with discharge planning and post-release monitoring of mental health services upon return to the community. In addition, DMH is greatly expanding the number of slots available for Evidence Based Programs designed to serve youth in the juvenile justice system. These include Family Functional Therapy and High Fidelity WrapAround Services.

### ***Parent and Family Services***

DYRS values the critical role parents and families play in the rehabilitation of young people. In FY 2013, DYRS will expand the programs, services, and resources provided to parents and families. Initiatives include:

- *Parents Advisory Council:* In coming weeks, DYRS will convene a Parents Advisory Council comprised of parents and guardians of youth who are or have been committed to DYRS. The Council will meet monthly and will provide an additional forum for parents and families to share recommendations regarding DYRS services and programs.
- *Parents Bill of Rights:* DYRS has drafted a Parents Bill of Rights. The Bill of Rights will be reviewed and finalized by the Parents Advisory Council. As currently drafted, it includes, among other things, parents' rights to:
  - meaningfully participate in their child's treatment;
  - expect DYRS to provide a safe environment for their child;
  - communicate with their child; and
  - be informed about matters related to their child's welfare.
- *New Parent Orientation:* DYRS is offering orientations to parents and guardians of youth newly committed to the agency. The orientations provide families with information about the agency, including policies and resources, introduce families to the DYRS Parent and Family Liaison, and engage families with case managers and DYRS staff.
- *Resources:* In FY 2013, DYRS will continue to provide parents with a variety of educational resources and information, including but not limited to the Directory of

Youth Resources from the Public Defender Service and the DC Lawyers for Youth Parent Handbook.

- *Partnership with Parent Support Organizations:* DYRS aims to expand the parent support organizations, such as ParentWatch, with which the agency works.
- *Community-Based Services:* DC YouthLink connects youth and families to services that support the home. Evidence-based programs such as Multi-Systemic Therapy and Functional Family Therapy provide valuable and intensive support to families.
- *Opportunities for Involvement in Service and Placement Planning:* DYRS values family involvement in the placement and service decision making process for youth. The agency is committed to supporting the Youth Family Team Meeting process which gives parents and loved ones of youth the opportunity to provide input and assist in the development of service plans. **In FY 2011, 96% of Youth Family Team Meetings had at least one family member in attendance.**

FY 2011 Family Participation at YFTMs	
Month	% of YFTMs with at least one family member in attendance
October 2010	100%
November 2010	75%
December 2010	100%
January 2011	88%
February 2011	98%
March 2011	100%
April 2011	100%
May 2011	100%
June 2011	91%
July 2011	91%
August 2011	94%
September 2011	93%

- *Transportation to DYRS Facilities:* In FY 2013, DYRS will continue to provide parents and family members of youth residents at New Beginnings with transportation to the facility in Laurel, Maryland. DYRS offers transportation on the weekends and major holidays.

This effort is key to both New Beginnings and YSC scoring higher than the national field average for in-person contacts for youth and their parents or guardians, as measured by the Performance-based Standards initiative (PbS).

***Monitoring of Community-Based Residential Facilities***

In FY 2013, DYRS will continue to focus intensely on improving the services and supervision provided by community-based residential facility (CBRF) providers in the District. Initiatives include:

- *Performance-Based CBRF Scorecard:* In February 2012, DYRS released a new tool to evaluate the performance of group homes and other community-based residential programs. The DYRS CBRF Provider Scorecard instrument, the first of its kind for District juvenile justice providers, allows the agency to evaluate community-based residential facilities on three indicators: re-arrest rates, abscondence rates and successful completion rates. DYRS intends to expand the scorecard in FY 2013 to increase accountability of all of our community-based homes and lead to improved supervision and services.
- *Training of CBRFs:* Between October 2011 and March 2012, the DYRS Office of Licensing, Contracting and Compliance conducted upwards of fifteen training sessions for group home and community-based residential program providers. In FY 2013, DYRS will continue to train CBRFs providers on important issues affecting supervision and services.

### ***Staff Recruitment & Retention***

In order to operate efficiently and effectively, DYRS requires a robust and full complement of staff. Staff recruitment and retention efforts in FY 2013 will include:

- *Increasing Visibility of Vacancy Announcements:* In FY 2013, DYRS plans to expand on its current staff recruitment efforts focused on increasing visibility of vacancy announcements. In addition to posting job openings on the DCHR website, DYRS currently advertises on sites such as the American Correctional Association, National Association of Blacks in Criminal Justice, National Association for Black Journalists, DC Jobs, and the American Society for Training and Development. DYRS also attends local career fairs held by organizations, universities, and community partners to aggressively source viable candidates.
- *Retention Coaches:* In 2011, DYRS implemented a retention coach program at New Beginnings and YSC designed to provide guidance and support to new employees. All new Youth Development Representatives are assigned a retention coach—a staff member who has worked with DYRS for at least two years and who receives training.
- *Alternative Work Schedules:* A few weeks ago, DYRS announced a new voluntary Alternative Work Schedule program for staff. The program allows eligible staff to structure their work schedules in a manner more compatible with their needs outside of DYRS. The program provides for two types of Alternative Work Schedules: (1) FlexTime Schedules, which allows any set arrangement of eight work hours between certain hours of the day, Monday through Friday; and (2) Compressed Work Schedules, which permit staff to work eight nine-hour work days and one eight-hour day in a

biweekly pay period. DYRS intends to continue the AWS program in FY 2013 if employees find it useful and it positively impacts agency operations.

### ***Staff Training & Professional Development***

DYRS is committed to ensuring that staff have opportunities for growth and professional development. In FY 2013, DYRS will continue to provide staff development programs and initiatives including but not limited to:

- *Training for Employees:* The DYRS Office of Training and Professional Development provides over 60 types of training to staff, including programs on leadership development, professional development, computer skills, and DYRS policies and procedures. DYRS will continue to ensure that staff across the agency receive ongoing specialized training, and will explore training direct care staff to become Certified Addiction Counselors.

In fact, tomorrow April 5, 2012, DYRS is hosting a training for agency staff on Advancing Youth Development. The training is being conducted by the Children and Youth Investment Trust Corporation, and is taking place at YSC from 9 a.m. to 4 p.m.

- *Case Management University:* DYRS will expand upon the existing training program for case managers. The Case Management University will focus on developing skills of case managers including motivational interviewing, caseload management, ethics, and professionalism.
- *DC Model Unit Training:* In the coming weeks, DYRS is conducting training on the DC Model Unit for staff at New Beginnings. The training focuses on the six level behavior modification program at the facility.

### ***Overtime Management***

DYRS is implementing an aggressive management strategy to significantly reduce the levels of overtime across the agency. While we expect these practices to produce the most significant returns in FY 2013, the agency has already begun to see progress. In the pay period of February 26, 2012 to March 10, 2012, the amount of overtime for New Beginnings staff was at its lowest level since April 2011. In FY 2013 DYRS will continue to employ the multi-faceted strategy which includes:

- *Capital Improvements at New Beginnings:* DYRS has made and will continue to make significant security upgrades at New Beginnings. A few weeks ago, the construction efforts to replace the unit and facility doors with detention-grade hollow metal doors was successfully completed. These measures, along with other initiatives targeted at increasing staff and resident safety and security, will positively impact staff deployment and reduce the use of overtime.

- *Aggressive Staff Recruitment:* In FY 2012, approximately 93% of agency overtime takes place at New Beginnings and YSC. DYRS is aggressively filling vacancies at the facilities, and the agency now has an FTE complement at New Beginnings and YSC that exceeds the requirements of the *Jerry M.* Work Plan.
- *Increasing the Available to Work Population:* Understanding that the number of staff available to work impacts the use of overtime, DYRS has partnered with the D.C. Office of Risk Management (ORM) to return employees back to work. ORM recently trained agency managers on strategies to increase the available to work population.
- *Schedule Management:* The agency is implementing new controls for approving overtime at New Beginnings and YSC, including requiring Superintendent sign-off and using improved administrative scheduling systems.

### ***Transparency***

In FY 2013, DYRS will continue to be transparent about operations, programming, and services. Initiatives include:

- *DYRS Annual Report:* A few weeks ago DYRS issued the agency's first ever Annual Report. The report provides a comprehensive look into agency operations and services, and presents a wide range of data. DYRS plans to issue an Annual Report in FY 2013 and in subsequent years.
- *DC YouthLink Quarterly Performance Reports:* To date, DYRS has produced two comprehensive quarterly reviews of DC YouthLink. In FY 2013, the agency will continue to publish these reports and make them publicly available on the DYRS website.
- *Jerry M.:* DYRS receives oversight from the Special Arbiter in the *Jerry M.* consent decree. During FY 2011, the Court vacated three Work Plan requirements, related primarily to educational services at New Beginnings and exercise requirements for youth at both DYRS facilities. Going forward, DYRS will continue to work hard to meet the requirements of the Work Plan.

### **CONCLUSION**

To serve District residents in the way they deserve, DYRS must have the resources necessary to (1) protect public safety, (2) ensure that youth receive the services they need to flourish, and (3) operate efficiently and transparently. The proposed FY 2013 budget allows us to do just that.

We have responded to your concerns, and will continue our commitment to these areas in FY 2013. Going forward, however, we need the flexibility to focus our resources on effective programs that meet the needs of our population.

This flexibility is more important now because:

1. **Critical funding streams are scheduled to expire this year.**
  - a. In FY 2012, the \$6.1 million multi-year U.S. Department of Labor grant, which has funded the majority of our community-based education and workforce development programming, will end.
  - b. In December 2012, the \$750,000 U.S. Department of Justice grant, which subsidized the agency's innovative technology training programs for committed youth will also end.
2. **The average age of the agency's committed population has risen.**
  - a. Currently 55% of our committed population is 18 years old or older. This demographic trend will require the agency to invest in more workforce development, vocational education, as well as community-based residential and independent living programs.
3. **The agency will rely more on evidence-based, proven and promising community-based programs.**
  - a. This emphasis will require more resources devoted to building local capacity and improving the infrastructure of our system of community-based services and supports.

DYRS' goals this year and in FY 2013 are undoubtedly ambitious. However, I firmly believe that with our dedicated and committed staff, and the support of our partners and stakeholders, we can achieve and surpass these goals. We must not and will not rest until we build a juvenile justice agency that is second to none in the nation.

Thank you for your consideration. I will now take any questions the Committee may have.