



# **Lead Entity & Service Coalition Quarterly Performance Report**

**Third Quarter, FY 2011**

**Department of Youth Rehabilitation Services**  
*Government of the District of Columbia*

*Lead Entity/Service Coalition Quarterly Performance Report*

*Fiscal Year 2011, Quarter 3*

## Table of Contents

Executive Summary .....	1
Introduction.....	1
Profile of the Lead Entities and Service Coalition.....	1
The Positive Youth Justice & Public Safety Framework.....	2
Identifying Appropriate Comparisons .....	2
Overview of Youth Engagement.....	4
Service Linkages.....	4
Hours of Youth Engagement.....	8
Public Safety .....	11
Youth Killed or Charged with Murder.....	11
Youth Re-Arrests and Re-Petitions.....	12
Revocations.....	13
Abscondences .....	14
Relationships.....	15
Enrollment in a Relationship-Building Service .....	15
Engagement with a Relationship-Building Activities.....	16
Education .....	19
Enrollment in an Educational Program.....	19
Youth Graduating from High School or Receiving a GED .....	20
Engagement with an Educational Support Activities.....	21
Work .....	22
Enrollment in a Work Readiness Program.....	22
Engagement with Work Readiness Activities.....	23
Creativity .....	24
Enrollment in a Creative Expression Program.....	24
Engagement with Creative Expression Activity .....	24
Health.....	25
Enrollment in a Health-Focused Program.....	25
Engagement with Health-Focused Activities.....	26
Community .....	27
Enrollment in a Community Participation Service .....	27
Conclusions.....	28
Appendix A – Supplementary Data .....	a
The Service Coalition .....	a
Flex Funds.....	b
Youth Engagement ‘Heat Map’ .....	c
Service Enrollment Counts for Discharged Youth.....	d
Services Linkages for Youth by Ward.....	e
Appendix B – Oversight and Monitoring Mechanisms for the Lead Entity Initiative.....	g

## **Executive Summary**

The following report represents the Department of Youth Rehabilitation Services' first quarterly performance review of the Lead Entity/Service Coalition initiative. In Fiscal Year 2010 DYRS partnered with two community-based organizations, the East of the River Clergy-Policy Community Partnership (ERCPCP) and the Progressive Life Center, to provide DYRS committed youth living in and around the District of Columbia with a broad range of services tailored to youth's individual needs and drawn from the social capital already existing in the youth's home neighborhoods. DYRS refers to these organizations as the Lead Entities.

Each quarter DYRS will produce a report to examine the impact of the Lead Entities on DYRS's rehabilitation efforts for youth living inside the District of Columbia. The reviews, though reporting on outcomes, should not be considered final evaluations of the initiative. Instead, the quarterly reviews are waypoints that mark progress toward the goal of comprehensive service provision and effective rehabilitation. The reports provide opportunities for course correction at regular intervals.

The report is structured around seven primary outcome domains based on the principles of Positive Youth Justice: Public Safety, Relationships, Education, Work, Health, Creativity, and Community. These outcome areas are drawn from research identifying the most important ingredients for re-engaging court-involved youth and laying the groundwork for positive adulthood.

This initial round of data collection has shown several bright spots. The Lead Entity initiative has allowed DYRS to rapidly expand the number and diversity of services provided to youth in the District. Between April 1 and June 30, 2011, 468 youth were served by the Lead Entities. During the quarter these youth were connected to, on average, 2.5 services each, ranging from electronic monitoring to mentoring to creative expression. These services include an average of 1.8 services provided from the Service Coalition, and another 0.7 from non-Service Coalition partners. This is more than twice the rate of service provision from a year ago, when 351 community-based youth received, on average 1.1 services each during the Third Quarter.

The increase in services has been city wide. Over the past three quarters there has been a steady increase in the service linkages for discharged youth in every District Ward, even as more youth pass through the system.

DYRS has also developed a system to track the hours that Service Coalition members spend with each youth. Youth linked to the Lead Entities in June 2011 were involved, on average, in three Service Coalition activities each week, amounting to nearly seven hours of average weekly engagement. Taken together, this means that the Service Coalition made 4,127 documented direct contacts with DYRS youth in the month of June, totaling 9,699 hours of engagement.

The Lead Entity initiative is a core part of the agency's overall approach to keeping the District's communities safe. The public safety outcomes for the 3<sup>rd</sup> Quarter of FY 2011 serve as benchmarks, to be compared against in future Performance Reports. At least preliminarily though, the dramatic uptick in youth engagement has been correlated with improved public safety outcomes. Two Lead-connected youth were killed between April and June (a rate comparable to the 3<sup>rd</sup> Quarter of FY10), and one youth was charged with homicide (eight fewer than this period last year). Eighty-five percent of Lead-connected youth avoided re-arrest over the last three months, and thirteen percent of the re-arrested youth were not re-petitioned. The abscondence rate over the previous quarter was 63% lower than last year's, and the rate of revocations (7%) was half the rate from 2010.

The Leads have also had promising initial outcomes across the six Positive Youth Justice domains. Eleven youth earned high school diplomas through the Service Coalition member Children Having Opportunities in Changing Environments (CHOICE). In the last quarter, 295 youth had a mentor through the Service Coalition. One hundred thirty six (136) youth participated in Work Readiness programs, many funded through a Department of Labor Workforce Development grant, while another seventy-six engaged with health-focused programming from the Service Coalition. Finally, four youth were linked to Higher Hopes to the Outcomes (HH20), where they logged long hours learning to mix music, write songs, develop "hooks," and package the finished product using current software programs.

There are also clear areas for improvement. No youth in the quarter participated in civic engagement activities through the Service Coalition, one of the core areas of Positive Youth Justice. Furthermore, thirty eight youth, 8% of all youth linked to the Leads, were not successfully linked to any services through Service Coalition during the review period.

All of these outcomes, positive and negative, are first and foremost benchmarks by which to compare future performance. There is, as yet, no standard for the 'right' number of hours of engagement, or mix of services. Through regularized and thorough review of the data through future Quarterly Performance Reports, however, DYRS can build on what appears to be a strong foundation for improving the opportunities of court-involved youth living inside the District's metropolitan area.

# Lead Entity Initiative Scorecard

Fiscal Year 2011, Third Quarter

Service Delivery	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Youth Served	FY10 Q3	351	309	165	468	33%	-
Service Linkages per Youth during Quarter	FY10 Q3	1.1	2	1.4	1.8	64%	●
Service Linkages per Discharged Youth	FY10 Q3	1.3	2.98	2.96	2.97	128%	●
Avg Weekly Hours of Youth Engagement	-	-	6.0	4.6	5.6	-	-

Public Safety	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Youth Killed	FY10 Q3	2	1	1	2	0%	●
Youth Charged with Murder	FY10 Q3	9	1	0	1	-89%	●
Youth Re-Arrested (%)	-	-	15%	15%	15%	-	-
Youth Re-Petitioned (%)	-	-	12%	14%	13%	-	-
Youth Revoked	FY10 Q3	78	24	11	35	-55%	●
Youth Abscondences Over Entire Quarter	FY10 Q3	111	27	14	41	-63%	●

Relationships	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	89	222	85	302	239%	●
Enrollments (%)	FY10 Q3	25%	72%	52%	65%	160%	●
Avg Weekly Hours of Engagement	-	-	4.9	5.3	5.0	-	-

Education	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	24	113	33	146	508%	●
Enrollments (%)	FY10 Q3	7%	37%	20%	31%	343%	●
Avg Weekly Hours of Engagement	-	-	7.0	5.9	6.8	-	-
Youth Achieving High School Credential	-	-	11	0	11	-	-

Work	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	18	88	52	135	650%	●
Enrollments (%)	FY10 Q3	5%	28%	32%	29%	480%	●
Avg Weekly Hours of Engagement	-	-	1.3	5.6	2.9	-	-

Creativity	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	4	4	0	4	0%	●
Enrollments (%)	FY10 Q3	1.1%	0.3%	0.0%	0.2%	-82%	●
Avg Weekly Hours of Engagement	-	-	5.6	-	5.6	-	-

Health	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	32	60	16	76	138%	●
Enrollments (%)	FY10 Q3	9%	19%	9%	16%	78%	●
Avg Weekly Hours of Engagement	-	-	3.4	2.8	3.3	-	-

Community	Baseline		ERCPCP	PLC	Total	Δ	
	Baseline	value					
Enrollments (#)	FY10 Q3	0	0	0	0	-	●
Enrollments (%)	FY10 Q3	0%	0%	0%	0%	-	●
Avg Weekly Hours of Engagement	-	-	-	-	-	-	-

Fiscal Year 2011, Quarter 3

## Introduction

### *Profile of the Lead Entities and Service Coalition*

DYRS has partnered with two community based organizations, the East of the River Clergy-Police Community Partnership and the Progressive Life Center, to provide community-based services for DYRS youth. These organizations, dubbed the ‘Lead Entities,’ provide coordination and oversight of community-based services through a network of local providers, known as their Regional Service Coalitions. The Lead Entities function as care coordinating entities, funders and monitors of the providers in their Regional Service Coalitions, and as engagement vehicles for increasing and diversifying community-based services for DYRS youth.

The referral process for linking youth to services is as follows. When a youth in DYRS’s custody is preparing for community-based placement in the District of Columbia, a Youth Family Team Meeting (YFTM) is held. In that meeting, the youth, members of his or her family, the DYRS Case Manager, other concerned adults, and a representative from one of the Lead Entities discuss the youth’s individual strengths and needs. Based on this discussion, the group agrees upon a particular combination of services that will offer the youth the best opportunity for success in the community.<sup>1</sup> Once a core set of desired service linkages is articulated, the Lead Entity representative provides information on the various service providers available. The group then agrees on specific referrals for services, which the Lead Entity is then expected to fill soon after the meeting’s close. There are no established quotas for referrals to specific service types, meaning that service referral rates are generally demand driven, based on the individualized youth needs as articulated in YFTM discussions.

Prior to the establishment of the Lead Entity initiative, DYRS contracted directly with community-based organizations. DYRS had one predominant service that it provided to youth in the community: Intensive Third Party Monitoring (ITPM). This service was provided by, at most, five vendors, each with individual contacts directly with DYRS. Today, rather than just rely on ITPM, DYRS Case Managers, youth, and their families select from the Lead Entities’ range of services that are customized to the youth’s skills, interests, and needs.<sup>2</sup>

In the past quarter, the Lead Entities had a total of 31 distinct providers giving direct services to youth, plus 8 providers giving services “in kind.” Table 1 in Appendix A lists all of the Service Coalition members and the services they provided this past quarter.

---

<sup>1</sup> The Lead Entities’ representative in YFTM meetings generally does not participate in the portion of the meeting dedicated to discussing the youth’s assets and needs.

<sup>2</sup> In addition to linking youth to appropriate services, the Lead Entity initiative grant includes “flex funds,” to be used for small purchases, such as a Metro cards or job interview clothes, that facilitate youth participation in Service Coalition activities. Details on the use of flex funds can be found in Appendix A.

***The Positive Youth Justice & Public Safety Framework***

In designing its oversight plan for the Lead Entity initiative, DYRS drew heavily from the evidence-based Positive Youth Justice framework developed by researchers led by Jeffery Butts, Executive Director of the Criminal Justice Research and Evaluation Center at John Jay College of Criminal Justice in New York City. The framework builds on the substantial body of evidence supporting Positive Youth Development (PYD) as a general strategy for helping young people transition to a positive adulthood. Most PYD research, though, focuses on youth outside of the juvenile justice system. Mr. Butts and his colleagues, in their research surrounding Positive Youth Justice, tailor what we know about PYD to the specific needs of court-involved youth. Their research, presented in the paper, “Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development,”<sup>3</sup> recommends six domains for engaging court-involved youth:

- Relationships
- Education
- Work
- Health
- Creativity
- Community

To this list, DYRS has added a seventh domain, “Public Safety.” Together, these seven areas inform the agency’s oversight of the Leads, and it is across these domains that DYRS plans to evaluate the efficacy of the Lead Entity initiative.

***Identifying Appropriate Comparisons***

If this were a formal scientific study aimed at fully understanding the impact of the Lead Entities on public safety and youth rehabilitation, then DYRS would, from the outset, have identified a control group who would not have received services from the Lead Entities. This would have allowed us to compare, apples to apples, the outcomes of the two groups. Given that DYRS youth, due to their legal status, do not have full discretion regarding their participation in the Lead Entities initiative, to create this sort of scientific structure would be unethical. Instead, the agency has chosen good, if not perfect, comparisons to benchmark the program’s effectiveness and to track its trajectory.

Often, this has meant comparing the youth active in the Lead Entities during the last quarter to the cohort of youth who were living in community-based placements during the same period a year ago. Many of our public safety indicators, particularly those focused on arrests and case processing, have no strong comparison group: historically DYRS has tracked youth re-arrest rates annually, not quarterly.

---

<sup>3</sup> Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe (2010). Positive Youth Justice--Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice. © 2010

The comparisons we've been able to make serve to show a general trajectory of service provision for community-based youth. More importantly, this first set of indicators establishes a benchmark against which future reports can and will be compared.

## Overview of Youth Engagement

### *Service Linkages*

Between April 1 and June 30, 2011, 468 youth were served by the Lead Entities. While some of these youth may have only been connected to a Lead for a handful of days within the reporting period, most were enrolled for the entire Quarter. The data below provide an overview of youth engagement by the Lead Entity initiative.

**Figure 1: Total Youth Served by Leads, Apr-Jun 2011**

	<b>Youth Served 3<sup>rd</sup> Qtr FY11</b>
East of the River Clergy Policy Community Partnership (ERCPCP)	309
Progressive Life Center, Inc	165
<b>TOTAL<sup>4</sup></b>	<b>468</b>

*Includes all Lead-connected youth in community based placements, including home placement, independent living, group homes, therapeutic group homes, foster care homes, and shelters in the DC Metropolitan area. Excludes youth who were on abscondence status for the entire duration of their Lead enrollment during the reporting period, and youth enrolled with the Lead for less than 1 week during the reporting period.*

This report focuses on the impact of the Leads on the rehabilitation of youth committed to the custody of DYRS. Their efforts, though, are just one part of an overall strategy that focuses on providing youth with opportunities for positive engagement in their communities, resources to address critical developmental needs, and supervision calibrated to promote public safety. Services provided to youth through ERCPCP and Progressive Life Center do not represent the entirety of all services that the youth receive. For example, most mental health services that youth receive, including inpatient services, individual and group therapy and medication management, are provided by organizations that are not members of the Service Coalition. Rather the Lead Entities leverage the existing CORE Service Agency network through the Department of Mental Health. Similarly, the Electronic Monitoring program, which is central to the agency's public safety efforts, is run directly by DYRS staff, and not through the Leads.

The following tables provide a snapshot of the services provided to DYRS youth. During the quarter, the 468 youth linked to the Leads were connected to, on average, 2.5 services each. This includes an average of 1.8 services provided from the Service Coalition, and another 0.7 from non-Service Coalition partners (see Figure 2 for enrollment rates; Figure 7 lists all Service Coalition and non-Service Coalition enrollment types). This is more than twice the rate of service provision a year ago, when 351 community-based youth received, on average 1.1 services each during the Third Quarter.

<sup>4</sup> Count of unduplicated youth. During the previous quarter, 6 youth transferred between the Lead Entities.

Figure 2: Average Services per Youth during the Reporting Period, Apr-Jun 2011

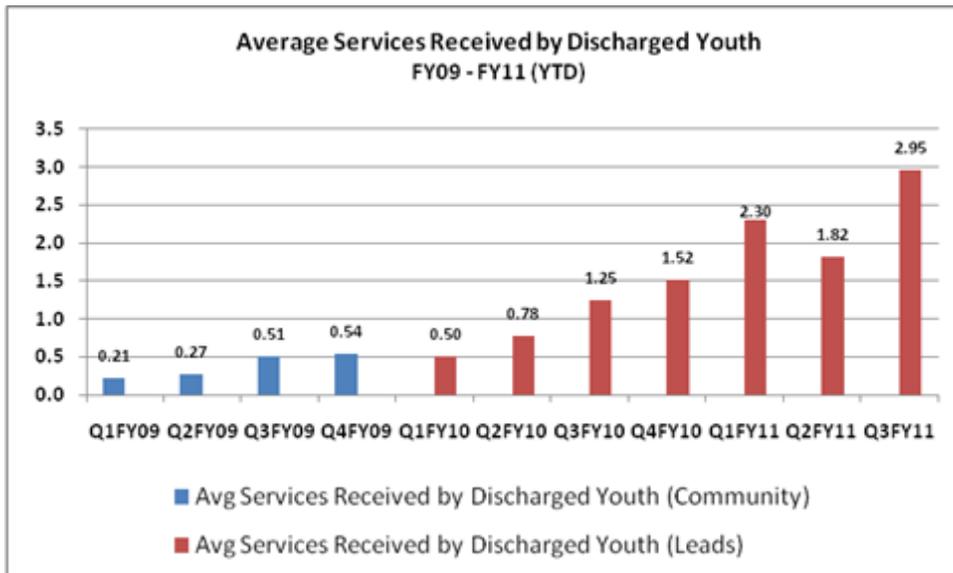
	Service Coalition	Other Providers	Total
ERCPCP	2.0	0.8	2.8
Progressive Life	1.4	0.7	2.0
<b>FY11 Q3 Total</b>	<b>1.8</b>	<b>0.7</b>	<b>2.5</b>
<i>FY10 Q3 Total</i>			<i>1.1</i>

Behind these averages lies a distribution of service connections for different youth. In the past quarter, 53% of youth had 2 or more service linkages to a Service Coalition member through the Lead Entities. Including services from providers outside of the Service Coalition, 84% of youth were linked to 2 or more services during the reporting period.<sup>5</sup>

Overall, youth who were *discharged* from the Lead Entities between April 1 and June 30, 2011 had received an average of 2.95 services during the entirety of their Lead enrollment. This compares to 0.51 services per youth in the 3<sup>rd</sup> Quarter of FY 09 and 1.25 services per youth in the 3<sup>rd</sup> Quarter of FY 10 (see Figure 3).<sup>6</sup>

The rate of linkages for youth discharged during the 3<sup>rd</sup> Quarter of FY11 continues the dramatic two year upward trend of more intensive service for youth living in community-based placements. Two years ago, only 6% of discharged youth were receiving two or more services during their time in the community.

Figure 3: Average Services Received by Discharged Youth During their Enrollment, by Quarter



A year later, three fiscal Quarters after the launching of the Lead Entity initiative, that percentage had increased nearly six fold to 35%. A year after that, in the most recent reporting period, 71% of youth had received two or more

<sup>5</sup> Additional detail available in the Supplementary Data section.

<sup>6</sup> Both FY10 and FY11 data include services from outside the Service Coalition.

services during their Lead enrollment, almost twice the rate from 2010, and more than ten times rate of connection from 2009 (Figure 4).

These service linkages span the seven Positive Youth Justice domains: Public Safety, Relationships, Education, Work, Health, Creativity, and Community. Figure 5 breaks down all the service linkages across the outcome domains.

Figure 7 expands on this data to show to which specific types of service the youth were linked in FY 11 Q3.

The increase in services has been city wide. Although the services data prior to Fiscal Year 2011 is not available by Ward, Figure 6 shows that even over the past three quarters there has been a steady increase in the service linkages for discharged youth in every District Ward, even as more youth pass through the system.<sup>7</sup>

Figure 4: Percent of Youth Receiving 2 or More Services during their Entire Enrollment with the Lead, by discharge Quarter

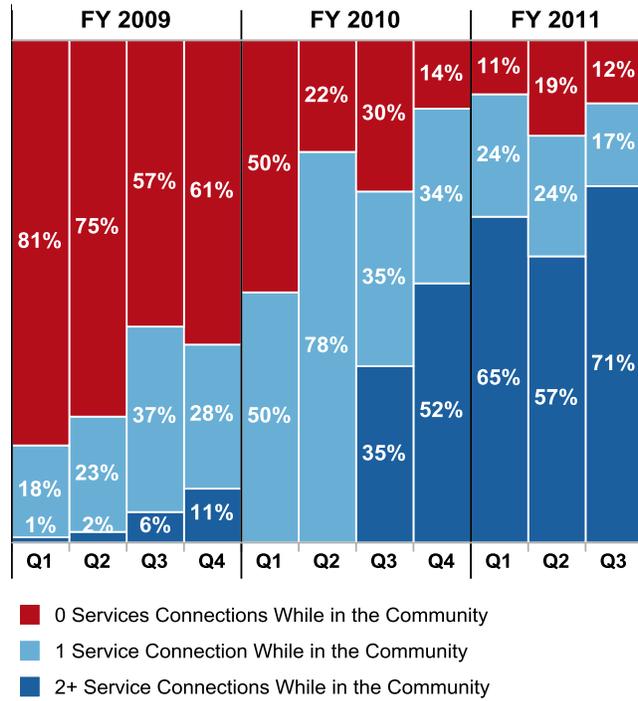
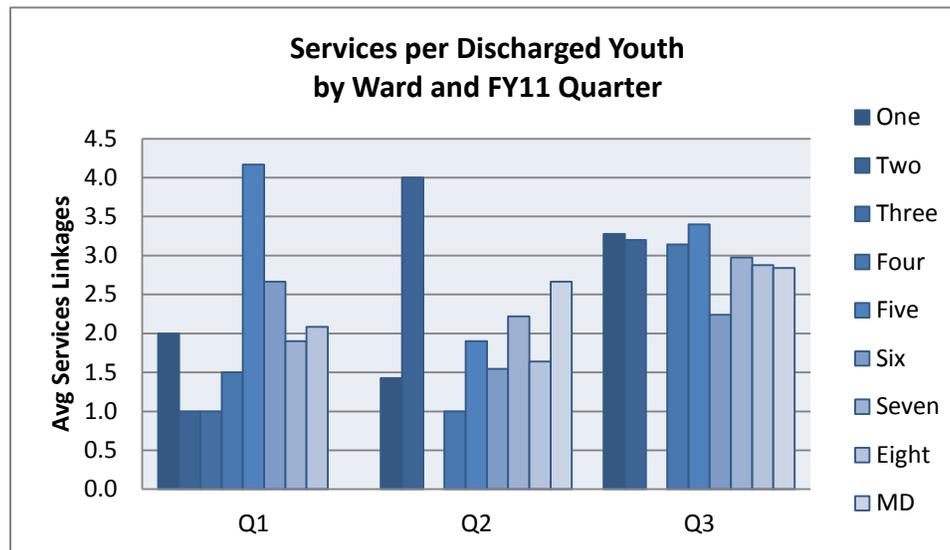


Figure 5: Service Connections by PYJ Outcome Domains, Apr-Jun 2011

	ERCPCP		Progressive Life		Total Youth Enrolled
	Service Coalition	Other Provider	Service Coalition	Other Provider	
Relationships	222	7	85	3	304
Public Safety	29	162	30	71	262
Education	113	9	33	8	156
Work	88	15	52	6	146
Health	60	26	15	7	103
Creativity	4	0	0	0	4
Community	0	0	0	1	1
<b>Total Youth Linked</b>	<b>281</b>	<b>184</b>	<b>123</b>	<b>85</b>	<b>430</b>

<sup>7</sup> Additional detail available in the Supplementary Data section.

Figure 6: Services per Discharged Youth by Ward, FY11 by Quarter



Of the 468 youth in community-based placements who were connected to the Lead Entities, 38 youth (8%) were enrolled with the Lead for at least seven days but had no service linkages during the reporting period. There are several reasons why a youth may not be connected to a service. Sixteen (16) of these youth had completed at least one service with the Lead, but when that service was finished, no new service was initiated. In these cases it is the responsibility of the Case Manager to request new services from the Lead Entity. Historically, when the Case Manager did not believe that the youth needed a new service from the Service Coalition, she often would simply not make a new referral. In June, 2011, however, DYRS began to encourage its Case Managers to un-enroll youth from the Lead Entity if its service offerings are no longer required.

The next most frequent cause of no services was a lack of youth engagement: in eight (8) cases the youth was referred to services but did not attend and was ultimately dropped from the Service Coalition Members' rolls. In these eight cases, Case Managers have worked to find a new service in which the youth would be more likely to engage.

For seven (7) youth, the Case Manager, generally with the support of the Youth Family Team Meeting, made an affirmative choice to not link the youth to services in the Service Coalition, feeling that the youth did not require these supports. Here again, DYRS now asks these Case Managers to terminate the Lead enrollment in these cases.

These three explanations for a youth having no services during the reporting period capture over three quarters of the youth in this subcategory. Judging by case notes, the remaining eight cases were generally communication breakdowns in which either the Case Manager did not realize that

services for the youth had been terminated, or services were requested but the final linkage was not made prior to the youth leaving his community placement or the Quarter closing.

In response to these cases, DYRS has initiated a bi-weekly roster review of all youth linked the Lead Entities. Youth identified as having no active services are targeted and linked to a provider or closed out from the Lead.

### ***Hours of Youth Engagement***

The next step in assessing the impact of the Lead Entities is to look at what happens once a youth is enrolled: how effectively does the Service Coalition engage DYRS youth. For DYRS youth, engaging in structured activities, learning new skills, trying out new forms of self expression, or simply interacting with a consistent, positive adult can be key to successfully navigating the way to adulthood. By investigating the number of hours each youth spends engaged in a productive activity, DYRS amplifies its knowledge regarding the intensiveness of each of the Service Coalition interventions.

The agency tracks individual activities with youth through entries in its youth database. After each activity with a youth, Service Coalition members are required to record that they were with the youth, documenting specific start and end times for the activity, and provide a description of how that time was spent. Both the Lead Entities and DYRS regularly check these records to ensure that the information they hold is reliable.

The process of training Service Coalition members to accurately record activities in the DYRS database, and the process of refining appropriate processes and codings, meant that tracking of individual activities within the DYRS database was not fully launched until this past Quarter.<sup>8</sup> In May 2011 DYRS launched a pilot for tracking activities in the database. Then, after the pilot ended successfully, on June 1, 2011 all Service Coalition members were expected to begin tracking their youth contacts in the DYRS system. *For this reason, this performance review only reports youth engagement from June 1-June 30.* Beginning with the FY11 4<sup>th</sup> Quarter report, DYRS expects to report on the full Quarter's worth of activities.

Based on the activities reported to DYRS, youth linked to the Lead Entities in June 2011 were involved, on average, in 2.9 Service Coalition activities each week, amounting to 6.8 hours of average weekly engagement (Figure 8). Taken together, this means that the Service Coalition made 4,127 documented direct contacts with DYRS youth in the month of June, totaling 9,699 hours of engagement.

---

<sup>8</sup> Prior to June 1, 2011, Service Coalition members were expected to account for individual contacts with youth by uploading scanned copies of Contact Sheets every two weeks into the database's Documents section. These sheets helped verify that Service Coalition members were engaging DYRS youth, but did not lend itself to the aggregate analyses presented in this report.

Figure 7: Service Enrollments by PYJ Outcome Domain and Service Type, Apr-Jun 2011

	ERCPCP				Progressive Life				Grand Total	
	Service Coalition Mem	Other Provider	Total	%	Service Coalition Mem	Other Provider	Total	%	Total	%
<b>Relationships</b>	<b>222</b>	<b>7</b>	<b>222</b>	<b>72%</b>	<b>85</b>	<b>3</b>	<b>85</b>	<b>52%</b>	<b>304</b>	<b>65%</b>
Mentor	219	0	219	71%	81	0	81	49%	295	63%
Individual & Family Therapy	15	0	15	5%	0	0	0	0%	15	3%
Youth Parenting Class	7	0	7	2%	0	0	0	0%	7	1%
Family Support/Reunification	0	1	1	0%	2	1	3	2%	4	1%
Functional Family Therapy	0	3	3	1%	0	1	1	1%	4	1%
Multi-Systemic Therapy	3	0	3	1%	1	0	1	1%	4	1%
Fatherhood	0	0	0	0%	2	0	2	1%	2	0%
Anger Management	0	1	1	0%	0	0	0	0%	1	0%
CBI	0	0	0	0%	0	1	1	1%	1	0%
Transformative Mentoring	0	1	1	0%	0	0	0	0%	1	0%
Wrap Around Services	0	1	1	0%	0	0	0	0%	1	0%
<b>Education</b>	<b>113</b>	<b>9</b>	<b>117</b>	<b>38%</b>	<b>33</b>	<b>8</b>	<b>39</b>	<b>24%</b>	<b>156</b>	<b>33%</b>
Tutoring	80	1	81	26%	21	0	21	13%	102	22%
Academic Support	49	5	53	17%	9	7	15	9%	68	15%
Afterschool Program	1	0	1	0%	3	0	3	2%	4	1%
GED	1	2	3	1%	0	1	1	1%	4	1%
Vocational & GED	0	1	1	0%	0	0	0	0%	1	0%
<b>Work</b>	<b>88</b>	<b>15</b>	<b>94</b>	<b>30%</b>	<b>52</b>	<b>6</b>	<b>56</b>	<b>34%</b>	<b>146</b>	<b>31%</b>
Workforce Development	88	15	94	30%	52	5	56	34%	146	31%
Job Corp	0	0	0	0%	0	1	1	1%	1	0%
<b>Health</b>	<b>60</b>	<b>26</b>	<b>83</b>	<b>27%</b>	<b>15</b>	<b>7</b>	<b>21</b>	<b>13%</b>	<b>103</b>	<b>22%</b>
Physical Activity	53	0	53	17%	6	0	6	4%	59	13%
Substance Abuse Out-Patient	7	4	11	4%	9	0	9	5%	20	4%
Individual & Family Therapy	2	1	3	1%	0	0	0	0%	3	1%
DMH Services	0	12	12	4%	0	2	2	1%	14	3%
Mental Health Services	0	7	7	2%	0	5	5	3%	11	2%
Behavioral Health Services	0	1	1	0%	0	0	0	0%	1	0%
<b>Creativity</b>	<b>4</b>		<b>4</b>	<b>1%</b>					<b>4</b>	<b>1%</b>
Art Therapy	4		4	1%					4	1%
<b>Community</b>					<b>1</b>	<b>1</b>	<b>1</b>	<b>1%</b>	<b>1</b>	<b>0%</b>
Public Policy Participation				0%	1	1	1	1%	1	0%
<b>Public Safety</b>	<b>29</b>	<b>162</b>	<b>180</b>	<b>58%</b>	<b>30</b>	<b>71</b>	<b>86</b>	<b>52%</b>	<b>262</b>	<b>56%</b>
Electronic Monitoring	0	157	157	51%	0	67	67	41%	222	47%
Intensive Third Party Monitoring	29	0	29	9%	28	0	28	17%	55	12%
Partnership for Success	0	14	14	5%	0	8	8	5%	22	5%
Evening Reporting Center	0	1	1	0%	2	0	2	1%	3	1%
<b>Youth with No Service Connections</b>			<b>11</b>	<b>4%</b>			<b>27</b>	<b>16%</b>	<b>38</b>	<b>8%</b>
<b>GRAND TOTAL</b>	<b>281</b>	<b>184</b>	<b>309</b>	<b>100%</b>	<b>123</b>	<b>85</b>	<b>165</b>	<b>100%</b>	<b>468</b>	<b>100%</b>

Figure 8: Average Hours of Youth Engagement, June 2011

	YOUTH Enrolled	Avg Activities per Week	Avg Hours per Activity	Average Hours of Engagement per Week
<b>ERCPCP</b>	258	3.1	2.5	7.7
<b>Progressive Life</b>	108	3.3	2.0	5.2
<b><i>FY11 Q3 Total</i></b>	<b>397</b>	<b>2.9</b>	<b>2.4</b>	<b>6.8</b>

*Includes all youth enrolled with a Lead Entity for at least 7 days in the month of June. Hours of engagement does not include "in kind" providers or non-Service Coalition services.*

These averages and totals belie significant variations in frequency and duration of contacts across types of activities and even across vendors. A youth enrolled in Intensive Third Party Monitoring may get one 5 minute visit from his monitor seven days a week, while a youth connected to a mentoring service may see his mentor only twice a week, but spend three hours with him each time. These distinctions are generally flushed out within the specific outcome domains of this report. Figure 9, however, shows the general patterns of engagement across the 7 domains:

Figure 9: Average Hours of Youth Engagement, by Outcome Domain, June 2011

		YOUTH Enrolled	Avg Activities per Week	Avg Hours per Activity	Average Hours of Engagement per Week
<b>ERCPCP</b>	Relationships	190	1.9	2.6	4.9
	Education	100	2.3	2.9	6.8
	Work	75	0.3	2.5	0.6
	Health	51	1.5	3.1	4.7
	Creativity	4	0.9	5.1	4.5
	Community	0	0.0	0.0	0.0
	Public Safety	21	7.0	0.1	0.5
	<b><i>Subtotal</i></b>	<b>237</b>	<b>3.1</b>	<b>2.5</b>	<b>7.7</b>
<b>Progressive Life</b>	Relationships	76	1.9	2.8	5.3
	Education	32	2.1	3.2	6.9
	Work	44	0.2	3.2	0.6
	Health	16	1.6	2.3	3.6
	Creativity	0	0.0	0.0	0.4
	Community	0	0.0	0.0	0.0
	Public Safety	24	4.8	0.1	0.0
	<b><i>Subtotal</i></b>	<b>140</b>	<b>2.6</b>	<b>2.0</b>	<b>5.2</b>
<b><i>FY11 Q3 Total</i></b>	<b>397</b>	<b>2.9</b>	<b>2.4</b>	<b>6.8</b>	

*Includes all youth enrolled with a Lead Entity for at least 7 days in the month of June. Hours of engagement do not include "in kind" services or non-Service Coalition services. Youth with zero Service Coalition enrollments are not included in the outcome domain calculations but are included in subtotals and totals.*

Additional information on the average frequency and duration of contacts is provided in the Supplementary Data section at the end of this report.

## Public Safety

DYRS has many strategies for promoting public safety, ranging from secure detention for youth most at risk for re-offending to GPS monitoring for keeping track of youth who have returned to their homes. The Lead Entity initiative is a core part of the agency's overall approach to keeping the District's communities safe. What differentiates this initiative from other public safety strategies is the Lead's focus on positive engagement of youth in the community. By engaging committed youth along as many of the domains of Positive Youth Justice as possible, the Leads both fill the youth's time with positive activities and help them find new ways to engage with their families, friends, neighbors and fellow District residents. Taken together, all of the Lead Entity and Service Coalition interventions are targeted at helping youth make better, safer decisions.

### *Youth Killed or Charged with Murder*

While very few of DYRS's committed youth are either the victim or perpetrator of a homicide, generally less than 2%, the agency's objective is to have zero homicides. For this reason, we track both the number of youth killed as a result of homicide and the number of youth charged with homicide.

**Figure 10: Youth Killed while Linked to the Leads, Apr-Jun 2011**

	<b>Total Youth<sup>9</sup></b>	<b>Youth Killed</b>	<b>%</b>
ERCPCP	337	1	0.3%
Progressive Life	180	1	0.6%
<b><i>FY11 Q3 Total</i></b>	<b>512</b>	<b>2</b>	<b>0.4%</b>
Baseline: FY 10 Q3 <sup>10</sup>	529	2	0.4%

*Indicator Definition: Youth who are killed while enrolled and receiving services from the Lead Entity. Includes youth who have absconded from a placement while linked to a Lead.*

**Figure 11: Youth Charged with Murder while Linked to the Leads, Apr-June 2011**

	<b>Total Youth</b>	<b>Youth Chg w/ Murder</b>	<b>%</b>
ERCPCP	337	1	0.3%
Progressive Life	180	0	0.0%
<b><i>FY11 Q3 Total</i></b>	<b>512</b>	<b>0</b>	<b>0.2%</b>
Baseline: FY 10 Q3	529	9	1.7%

*Definition: Youth who are charged with a murder that occurred during the reporting period and while enrolled and receiving services from the Lead Entity. Includes youth who have absconded from a placement while linked to a Lead.*

<sup>9</sup> Total population counts in the Public Safety portion of this report include youth who have been linked to the Lead Entities but were on abscondence status for all of their community-based time during the reporting period. Between April 1 and June 30, 17 ERCPCP youth and 6 PLC youth fit this characterization.

<sup>10</sup> To establish a comparison group, when possible DYRS has included data for all youth with community placements during the third quarter of Fiscal Year 2010.

In the third quarter of FY11 each of the two Lead Entities had one youth become the victim of a homicide, mirroring the community-based outcomes from the previous year. During that same period only one youth was charged with a homicide, down from 9 youth a year ago.

### **Youth Re-Arrests and Re-Petitions**

Among the most easily quantifiable and rapidly available indicators for measuring public safety is the re-arrest rate. This measure gauges new contacts with the criminal justice system during the last quarter. Because not all arrests result in criminal proceedings, we also look at the rate of re-petitions, i.e., cases in which formal charges are brought against the youth following his arrest.

**Figure 12: Re-Arrests and Re-Petitions While Linked to the Leads**

	Total Youth	Re-Arrests			Re-Petitions <sup>11</sup>		
		Re-Arrests	Undupl. <sup>12</sup> Youth	% of Youth	Re-Petitions	Unique Youth	% of Youth
<b>ERCPCP</b>	337	64	50	15%	55	42	12%
<b>Progressive Life</b>	180	31	27	15%	29	25	14%
<b>FY11 Q3 Total</b>	<b>512</b>	<b>94</b>	<b>77</b>	<b>15%</b>	<b>84</b>	<b>67</b>	<b>13%</b>

*Indicator Definition: The count of youth receiving services from a Lead Entity who are re-arrested or re-petitioned following an arrest by the Metropolitan Police Department.<sup>13</sup> Includes youth who have been arrested while on abscondee from a placement while linked to a Lead.*

The data indicate that fifteen percent of youth who were linked to the Lead Entities were re-arrested and thirteen percent were petitioned as a result of an arrest during the 3<sup>rd</sup> quarter of FY2011. The next table indicates the charges associated with these arrests:

**Figure 13: Re-Arrests and Re-Petitions by Offense Type**

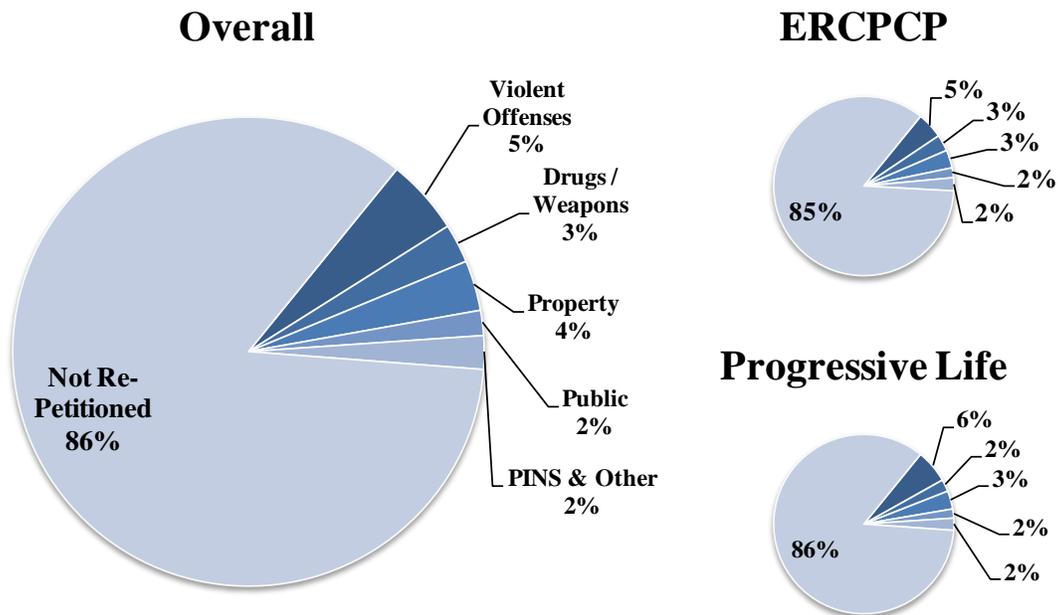
Top Charge	ERCPCP		Progressive Life		Total	
	Re-Arrests	Re-Petitions	Re-Arrests	Re-Petitions	Re-Arrests	Re-Petitions
Violent Felony	10	7	5	5	15	12
Violent Misdemeanor	10	9	7	7	17	16
Weapons	3	2	2	2	5	4
Drug	10	8	2	2	12	10
Property	13	12	8	6	21	18
Public	7	7	3	3	10	10
PINS	3	3	3	3	6	6
Other	8	7	1	1	9	8
<b>Total</b>	<b>64</b>	<b>55</b>	<b>31</b>	<b>29</b>	<b>94</b>	<b>84</b>

<sup>11</sup> Includes cases that are still pending as well as arrests resulting in plea bargains or trials.

<sup>12</sup> Unduplicated youth counts how many distinct youth were arrested or re-petitioned during the reporting period. Youth with multiple arrests would only be counted once.

<sup>13</sup> DYRS does not have access to reliable, consistent and accurate arrest data from neighboring jurisdictions, so cannot include them in its quarterly analysis.

Figure 14: Percent of youth Re-Petitioned, by Offense Type



**Revocations**

In addition to contacts with the formal criminal justice system, DYRS also evaluates the Leads’ impact on public safety by looking at changes in the agency’s internal Community Status Review process, commonly known as the revocation process. A youth generally has his or her community status revoked if he or she has violated his or her Community Release Agreement. Common violations include re-arrest, abscondence, or non-compliance with services. A change in the rate of revocations often reflects changes in youth behavior in the community.

Figure 15: Total youth revoked from community placements during FY11 Q3

	Total Youth	Youth Revoked	%
ERCPCP	337	24	7%
Progressive Life	180	11	6%
<b>FY11 Total</b>	<b>512</b>	<b>35</b>	<b>7%</b>
Baseline: FY 10 Total	529	78	15%

*Definition: The rate of revocations as a percentage of youth receiving services from a Lead over the review period.*

The third quarter of FY11 saw a total of 35 Lead Entity youth revoked from their community placement, 7% of all youth, half as many compared to the revocations for all community placements during this period in FY10.

### **Abscondences**

Young people are on abscondence whenever they are not where they are supposed to be as agreed to in a Community Release Agreement. Abscondence is usually a red-flag for disengagement. If the Lead Entity initiative effectively keeps youth engaged in productive activities, one would expect the rate of abscondence to decrease. To track the Lead Entities' outcomes, DYRS considers two complimentary measures of abscondence. The first counts all the Lead-connected youth who absconded during the reporting period:

**Figure 16: Total Youth Who Absconded from Lead during FY11 Q3**

	<b>Total Youth</b>	<b>Youth who Absconded</b>	<b>%</b>
<b>ERCPCP</b>	346	27	8%
<b>Progressive Life</b>	180	14	8%
<b><i>FY11 Total</i></b>	<b>524</b>	<b>41</b>	<b>8%</b>
Baseline: FY 10 Total	529	111	21%

*Definition: The number of youth who were on abscondence status at any point during the reporting period.*

It is also instructive to take a single day snapshot of abscondence to understand, on any given day, how many youth are not where they are supposed to be. To this end, DYRS tracks the number of youth who were connected to the Lead Entities that were on abscondence on the final day of the reporting period:

**Figure 17: Total Youth on Abscondence from Lead on June 30, 2011**

	<b>Total Youth</b>	<b>Youth on Abscondence on June 30<sup>th</sup></b>	<b>%</b>
ERCPCP	254	12	5%
Progressive Life	140	6	4%
<b><i>June 30, 2011 Total</i></b>	<b>394</b>	<b>18</b>	<b>5%</b>
Baseline: June 30, 2010	412	63	15%

*Definition: The number of youth on abscondence status on the final day of the reporting period as compared to the number of youth enrolled and receiving services from the Lead Entity.*

By both measures of abscondence, the rate in the past Quarter is at about one third of the rate from this time in 2010.

## Relationships

Closeness and belongingness (attachment) are important human needs. Researchers have documented adults providing guidance, role modeling, listening, and caring for at risk youth can elicit positive change in their behaviors and self esteem. The Lead Entities promote the development and enhancement of positive relationships in the lives of DYRS youth including parent/guardian, natural mentors (family members, community members, etc.) and formal mentoring relationships.

### *Enrollment in a Relationship-Building Service*

Mentors provide opportunities for DYRS youth to have meaningful interactions, conversations, and experiences with an adult who provides empathy, guidance, and support amidst the highs and low that youth in DYRS care often face. Mentoring is one of the most utilized services through the Lead Entity model and a popular request of parents, youth, and Case Managers. In the last quarter, 295 youth (63%) had a mentor through the Service Coalition. Alliance for Concerned Men (ACM) is one Service Coalition mentoring provider. Established in 1991, ACM’s mentoring philosophy is based on a life skills model and focuses on changing negative thinking patterns.

**RELATIONSHIPS**

*“Ensuring that youth have direct and lasting experiences with positive social relationships, and that they feel a deeper sense of belonging with their peers, families, and communities, is an essential component of the PYD framework. ... Social attachment and belonging is not just a basic human need, but also a primary force in shaping human behavior.”*

**Positive Youth Justice, p. 23**

**Figure 18: Youth linked to a Relationship-Building Service, April – June 2011**

		Total Youth	Youth Linked to a Relationship-Building Service	%
<b>ERCPCP</b>	Mentor	309	219	71%
	Individual & Family Therapy	309	15	5%
	Youth Parenting Class	309	7	2%
	Multi-Systemic Therapy	309	3	1%
	<b>Subtotal</b>	<b>309</b>	<b>222</b>	<b>72%</b>
<b>Progressive Life</b>	Mentor	165	81	49%
	Family Support/Reunification	165	2	1%
	Fatherhood	165	2	1%
	Multi-Systemic Therapy	165	1	1%
	<b>Subtotal</b>	<b>165</b>	<b>85</b>	<b>52%</b>
<b>FY11 Q3 Total</b>		<b>468</b>	<b>302</b>	<b>65%</b>
Baseline Comparison: FY10 Q3		351	89	25%

*Definition: Youth linked to a relationship-building service as a percentage of all youth actively linked to the Lead Entity during the review period.*

Improving family relationships is another key component of relationship building. Services such as Functional Family Therapy and Multi-Systemic Therapy are evidence-based interventions

proven to assist youth and families involved in the juvenile justice system. The youth linked to Sasha Bruce Youthworks' Project Hype program, for example, had access to structural family therapy and strategic family therapy to assist their families in strengthening their relationships.

**Figure 19: Enrollments in Relationship-Focused Services by Service Coalition Member, Apr-Jun 2011<sup>14</sup>**

Program Type	Service Coalition Member	ERCPCP		Progressive Life		Total Youth Enrolled	
		#	%	#	%	#	%
Mentor	JJ	72	33%	5	6%	76	26%
	EE	43	20%	11	14%	53	18%
	O	43	20%	1	1%	43	15%
	G	1	0%	34	42%	35	12%
	M	8	4%	22	27%	29	10%
	GG	15	7%			15	5%
	Y	14	6%			14	5%
	AA	12	5%	1	1%	13	4%
	X	8	4%			8	3%
	B	6	3%			6	2%
	Z	3	1%	4	5%	6	2%
	U	6	3%			6	2%
	H	6	3%	1	1%	6	2%
	V			3	4%	3	1%
	P	1	0%			1	0%
	E	1	0%			1	0%
II			1	1%	1	0%	
Individual & Family Therapy	FF	15	100%			15	100%
Youth Parenting Class	S	7	100%			7	100%
Multi-Systemic Therapy	BB	3	100%	1	100%	4	100%
Family Support/Reunification	KK			2	100%	2	100%
Fatherhood	G			2	100%	2	100%

### ***Engagement with a Relationship-Building Activities***

Many DYRS youth are parents themselves and the Leads play a role in providing them with parenting coaching and services. These sorts of interventions benefit from regular engagement

<sup>14</sup> The names of individual providers have been coded in the data-reporting portions of this report. Each Service Coalition member has been randomly assigned a letter sequence between A and KK. These codes are used in the Quarterly Reports in order to foster a learning atmosphere in which individual organizations can experiment with alternative service provision strategies and receive short term outcome-oriented feedback. District decision-makers have access to the provider-specific data, which they use to manage appropriate Service Coalition membership and referral rates.

of the youth. Groups like Life Deeds lead youth through parenting-focused curriculums and activities which build their parenting skills and foster more effective co-parenting relationships.

Overall, DYRS youth spent an average of 5 hours a week engaged in relationship-focused activities through the Service Coalition.<sup>15</sup>

**Figure 20: Average hours engaged with a relationship-building service, June 2011**

		<b>Youth Enrolled</b>	<b>Avg Activities Per Week</b>	<b>Avg Hrs per Activity</b>	<b>Avg Hours of Engagement per Week</b>
<b>ERCPCP</b>	Mentor	187	1.8	2.6	4.8
	Individual & Family Therapy	12	1.4	1.5	2.1
	Youth Parenting Class	5	0.2	2.0	0.5
	Multi-Systemic Therapy	3	-	-	-
	<b>Subtotal</b>	<b>190</b>	<b>1.9</b>	<b>2.6</b>	<b>4.9</b>
<b>Progressive Life</b>	Mentor	72	1.9	2.8	5.3
	Fatherhood	2	2.7	3.1	8.3
	Family Support/Reunif.	2	-	-	-
	Multi-Systemic Therapy	1	-	-	-
	<b>Subtotal</b>	<b>76</b>	<b>1.9</b>	<b>2.8</b>	<b>5.3</b>
<b>Total</b>		<b>266</b>	<b>1.9</b>	<b>2.7</b>	<b>5.0</b>

*Definition: Average number of hours per week that youth are engaged with a provider over the course of his enrollment.*

Figure 20 shows the diversity of engagement levels across the service Coalition members providing relationship-focused services.

<sup>15</sup> Multi-Systemic Therapy and Functional Family Therapy are provided as in-kind services to the Service Coalition. Because of the differing pay structure, reporting requirements for in-kind providers differ from other Service Coalition members, making it more difficult to report hours of engagement. DYRS and the Lead Entities are working with in-kind providers to develop reporting mechanisms that are complimentary to the needs and capacity of both DYRS and its in-kind partners existing reporting framework.

Figure 21: Average Hours of Relationship-Focused Engagement, by Service Coalition Member, June 2011

Program Type	Service Coalition Member	ERCPCP		Progressive Life		Total	
		Youth Enrolled	Average Hours of Engagement per Week	Youth Enrolled	Average Hours of Engagement per Week	Youth Enrolled	Average Hours of Engagement per Week
Mentor	JJ	57	5.9	4	8.0	61	6.1
	EE	36	5.4	11	3.6	47	5.0
	O	39	2.7			39	2.7
	A	1		31	6.7	32	6.5
	M	7	4.1	19	4.4	26	4.3
	GG	14	7.3			14	7.3
	Y	13	2.5			13	2.5
	AA	9	3.9	1	5.4	10	4.0
	X	8	0.0			8	0.0
	B	6				6	
	Z	2	0.8	4	4.0	6	2.9
	U	6	3.0			6	3.0
	H	5	4.5			5	4.5
	V			3		3	
	P	1	14.0			1	14.0
	E	1				1	
	II			1	0.7	1	0.7
Individual & Family Therapy	Q	12	2.1			12	2.1
Youth Parenting Class	Q	5	0.5			5	0.5
Fatherhood	A			2	8.3	2	8.3
Family Support/Reunification	KK			2	0	2	0
Multi-systemic Therapy	BB	3	0.0	1	0.0	4	0.0

## Education

There are very few employment opportunities for a person without a high school credential. Many DYRS youth, though, are not on grade level and need additional academic support. Through the Service Coalition, this support comes in the form of actual classes, tutoring, GED classes and educational advocacy, which focuses on helping youth get re-established in the mainstream education system.

### *Enrollment in an Educational Program*

ERCPCP and Progressive Life have built relationships with several community-based organizations that can help DYRS youth get on track academically. One hundred forty six youth received these sorts of services in the past quarter, almost a third of the total Lead population.

**Figure 22: Youth linked to an Educational Support Service, April – June 2011**

		<b>Youth Linked to a Educational</b>		
		<b>Total Youth</b>	<b>Support Service</b>	<b>%</b>
<b>ERCPCP</b>	Tutoring	309	80	26%
	Academic Support	309	50	16%
	GED	309	1	0%
	<b>Subtotal</b>	<b>309</b>	<b>113</b>	<b>37%</b>
<b>Progressive Life</b>	Tutoring	165	21	13%
	Academic Support	165	9	5%
	Afterschool Program	165	3	2%
	<b>Subtotal</b>	<b>165</b>	<b>33</b>	<b>20%</b>
<b>FY11 Q3 Total</b>		<b>468</b>	<b>146</b>	<b>31%</b>
Baseline Comparison: FY10 Q3		351	24	7%

*Definition: Youth linked to an educational support service as a percentage of all youth actively linked to the Lead Entity during the review period.*

Many DYRS youth have been disconnected from traditional schools. This could be the result of moving, temporary placement in a residential program, or just a former school placement that did not work out. Service Coalition members such as Maia Angel work in partnership with DYRS and DCPS to reenroll youth in traditional school placement or help them get connected to GED or alternative diploma programs throughout the city.

**Figure 23: Youth Linked to an Educational Support Service - Referrals by Service Coalition Member, April – June 2011**

		ERCPCP		Progressive Life		Total Youth Enrolled	
		#	%	#	%	#	%
Tutoring	JJ	29	36%	16	76%	45	45%
	N	28	35%			28	28%
	C	8	10%			8	8%
	O	9	11%			9	9%
	AA	5	6%	1	5%	6	6%
	H	4	5%			4	4%
	W			3	14%	3	3%
	B	1	1%			1	1%
	II			1	5%	1	1%
Academic Support	I	42	84%	9	100%	51	86%
	N	7	14%			7	12%
	C	2	4%			2	3%
Afterschool Program	D			2	67%	2	50%
	L			1	33%	1	25%
GED	N	1	100%			1	100%

### ***Youth Graduating from High School or Receiving a GED***

One of the most important services the Lead Entities and Service Coalition can provide a youth is the opportunity to obtain a high school diploma or GED. Children Having Opportunities in Changing Environments (CHOICE) offers youth an opportunity to receive a high school diploma online. Integrating distance-based learning technology plus on-site assistance with course content youth are able to sequentially “move through” high school content and, upon mastery, achieve a high school diploma.

**Figure 24: Youth Achieving High School Credential, FY11 Q3**

<b>Youth Achieving High School Credential in FY11 Q3</b>	
<b>ERCPCP</b>	<b>11</b>

*Indicator Definition: Youth achieving an education credential during the reporting period.*

**Engagement with an Educational Support Activities**

Tutoring services assist youth in improving their grades and keep DYRS, the academic institution, and the youth working as partners in education. Children, Children, Children offers tutoring at a variety of locations throughout the city and utilizes a blend of traditional academic exercises plus non-traditional methods like journal writing and chess to challenge and expand the way DYRS youth learn and apply academic principles.

Figure 25: : Average hours engaged with an educational support service, April - June 2011

		YOUTH Enrolled	Avg Activities per Week	Avg Hrs per Activity	Avg Hours of Engagement per Week
<b>ERCPCP</b>	Tutoring	60	1.6	2.7	4.2
	Academic Support	38	3.3	3.0	9.7
	GED	1	0.7	0.0	0.0
	<b>Subtotal</b>	<b>88</b>	<b>2.5</b>	<b>2.8</b>	<b>7.0</b>
<b>Progressive Life</b>	Tutoring	16	2.5	2.6	6.6
	Academic Support	7	1.6	3.3	5.2
	Afterschool Program	1	0.0	0.0	0.0
	<b>Subtotal</b>	<b>24</b>	<b>2.2</b>	<b>2.7</b>	<b>5.9</b>
<b>Total</b>		<b>112</b>	<b>2.4</b>	<b>2.8</b>	<b>6.8</b>

Definition: Average number of hours per week that youth are engaged with a provider over the course of his enrollment.

Figure 26: Average Hours of Education-Focused Engagement, by Service Coalition Member, June 2011

		ERCPCP		Progressive Life		Total	
		Youth Enrolled	Avg Hrs of Engagemt per Week	Youth Enrolled	Avg Hrs of Engagemt per Week	Youth Enrolled	Avg Hrs of Engagemt per Week
<b>Tutoring</b>	JJ	20	9.7	13	7.5	32	8.8
	N	20	1.4			20	1.4
	H	4	3.8			4	3.8
	W			3	4.6	3	4.6
	AA	3	5.0			3	5.0
	C	8	0.5			8	0.5
	O	7	0.9			7	0.9
	II			1	2.3	1	2.3
<b>Academic Support</b>	I	30	12.3	7	5.2	37	10.9
	N	7	0.7			7	0.7
	C	2	0.0		0.0	2	0.0
<b>Afterschool Program</b>	D			1		1	0.0
<b>GED</b>	N	1	0.0			1	0.0

## Work

In today’s labor market, without the higher level of skills demanded by employers, opportunities for employment at a living wage, and ultimately self-sufficiency are few. Workforce development programs help youth explore career options, build connections to the work world, and gain new technical and vocational skills – creating opportunities to engage youth in constructive activities that promote learning and skill development.

### Enrollment in a Work Readiness Program

Through the Service Coalition, DYRS youth have access to several workforce development programs that prepare them for the workforce with an emphasis on things that employers value – timeliness, proper dress, ethical behavior, knowledge of technology, and conflict management skills. In the past quarter, 136 youth were linked to services targeted at preparing them to enter the workforce and helping to find them paying jobs.

**WORK**

*“Meaningful work encourages young people to consider their future goals while they develop useful skills. For many youth, a positive work experience facilitates a sense of pride, belonging, and efficacy..”*

**Positive Youth Justice, p. 19**

Figure 27: Youth linked to a Work Readiness Service, April – June 2011

	Total Lead Entity Youth	Youth Enrolled in a Work Readiness Program	%
<b>ERCPCP</b>	309	88	28%
<b>Progressive Life</b>	165	52	32%
<b>FY11 Q3 Total</b>	<b>468</b>	<b>136</b>	<b>29%</b>
Baseline Comparison: FY10 Q3	351	18	5%

Definition: Youth connected to a work readiness program.

Figure 28: Enrollments in Work Readiness Services by Service Coalition Member, Apr-Jun 2011

	ERCPCP		Progressive Life		Total Youth Enrolled	
	Service Coalition		Service Coalition		#	%
	#	%	#	%		
R	62	70%	40	77%	99	73%
T	6	7%	11	21%	17	13%
O	16	18%	1	2%	16	12%
K	9	10%	1	2%	9	7%
E	2	2%			2	1%
M	1	1%			1	1%

**Engagement with Work Readiness Activities**

Imageworks' BASIC curriculum consists of 60-hours of job readiness and soft skills training program. Youth who complete successfully and who have an interest are offered employment opportunities in the hospitality field. Life Skills Unlimited has developed a career exploration program that helps youth explore career fields, develop a resume, learn job search skills, and establish savings account. Technology Playground, among the Service Coalition's newest partners, helps youth learn graphic design skills that they use to produce a publication that focuses on issues and content important to teens.

**Figure 29: Average Hours Engaged with a Work Readiness service, April - June 2011**

	<b>Youth Enrolled</b>	<b>Avg Activities per Week</b>	<b>Avg Hrs per Activity</b>	<b>Avg Hrs of Engagemt per Week</b>
<b>ERCPCP</b>	18	1.0	2.4	1.3
<b>Progressive Life</b>	3	1.6	3.4	5.6
<b><i>FY11 Q3 Total</i></b>	<b>20</b>	<b>0.6</b>	<b>2.7</b>	<b>2.9</b>

*Definition: Average number of hours per week that youth are engaged with a provider over the course of his enrollment. Does not include services that did not report hours, including the DOL Workforce Development grant and the Sasha Bruce Opportunity Knocks program.*

The DOL Grant is a partnership between DYRS, DC Public Schools, Maya Angelou Charter School, and the Lead Entities. Through this grant, youth reentering the community can access a comprehensive paid internship program, vocational training program, academic transition support and school reenrollment, as well as additional support services. The DOL Program currently tracks its data slightly differently than the Lead Entities as does not use activity reporting at this time. However, data on youth attendance dates and hours will be incorporated into activities reporting and available through this report in the near future.

For the programs reporting individual contacts with youth in the DYRS database, youth received an average of approximately three hours a week of engagement.

**Figure 30: Average Hours of Work Readiness Engagement, by Service Coalition Member, June 2011**

	<b>ERCPCP</b>		<b>Progressive Life</b>		<b>Total</b>	
	<b>Youth Enrolled</b>	<b>Average Hours of Engagement per Week</b>	<b>Youth Enrolled</b>	<b>Average Hours of Engagement per Week</b>	<b>Youth Enrolled</b>	<b>Average Hours of Engagement per Week</b>
O	8	4.0			8	4.0
K	7	0.0	1	0.0	7	0.0
T	1	5.6	2	8.0	3	7.5
E	2	1.5			2	1.5

## Creativity

Creativity allows us to look beyond what we already know and see new possibilities. Engagement in the arts nurtures the development of cognitive, social and personal competencies. Outlets for creative expression can be provided in many disciplines including the arts, humanities, culinary, and more.

### *Enrollment in a Creative Expression Program*

In the third quarter of FY 11, four DYRS youth were linked to a creative expression program through the East of the River Clergy-Police Community Partnership. All four youth participated in a program run by Higher Hopes to Outcomes (HH2O). HH2O offers opportunities for youth to develop music products such as CDs and “mix tapes”. HH2O, in their fully equipped studio and satellite site at a local high school, introduces or helps youth refine their musical products including refining lyrical content, creating “hooks”, and developing packaging using current software programs like Adobe Photoshop. HH2O will soon release a “mix CD” featuring some of the work of the young people participating in their program.

**CREATIVITY**

*“Involvement in creative activities may have short term and long-term effects on youth outcomes. In the short term, involvement in the arts may increase youths’ engagement and cooperation with pro-social adults and peers, and promote their successful participation in school and other structured activities. In the long term, arts programming could affect self-awareness, self-expression, aspirations, and attachment to school, family, and community.”*

**Positive Youth Justice, p. 29**

**Figure 31: Enrollment in a Creative Expression Program, April - June, 2011**

	<b>Total Lead Entity Youth</b>	<b>Youth Enrolled in a Creativity Program</b>	<b>%</b>
<b>ERCPCP</b>	309	4	1.3%
<b>Progressive Life</b>	165	0	0.0%
<b>FY11 Q3 Total</b>	468	4	0.9%
Baseline Comparison: FY10 Q3	351	4	1.1%

*Definition: Youth connected to a creative expression program.*

### *Engagement with Creative Expression Activity*

The three youth whose participation with HH2O extended into June, when the program began logging its hours in the DYRS database, were documented as meeting with the organization on average once a week, with each session lasting five-plus hours.

**Figure 32: Average Hours of Engagement with a Creative Expression Activity, by Service Coalition member, June 2011**

		<b>Youth Enrolled</b>	<b>Avg Activities per Week</b>	<b>Avg Hrs per Activity</b>	<b>Avg Hrs of Engagement per Week</b>
<b>Arts Enrichment</b>	GG	3	1.1	5.1	5.6

## Health

The Lead Entities offer programming opportunities that enrich the physical body while strengthening the mind. The importance of fitness, particularly for youth, is widely recognized. Similarly, there is growing attention being paid to the substance abuse habits of many adolescent teens. Through Service Coalition partners, the Lead Entities offer interventions that encourage both physical and mental well being.

In addition to the Service Coalition, the Lead Entities intentionally partners with the District’s coordination agency for substance abuse treatment, the Department of Health’s Addiction Prevention and Recovery Administration (APRA) and its Adolescent Substance Abuse Treatment Providers (ASTEP) network. To address youths’ ongoing mental health treatment needs, the Lead Entities work with the Department of Mental Health’s CORE Service Providers. Through CORE Agencies, youth are connected to ongoing community-based, outpatient mental health services such as therapy, counseling, support groups, medication management, and community support workers.

**HEALTH**

*“Researchers comparing physical activity with sedentary behavior among youth find that individuals engaged in some sort of regular physical activity have lower levels of participation in risky behaviors, such as early sexual activity, smoking, alcohol use and truancy”*  
**Positive Youth Justice, p. 27**

### ***Enrollment in a Health-Focused Program***

One popular program offered through the Service Coalition is coordinated by Lead the Way Foundation. In partnership with a local gym, Lead the Way offers boxing and martial arts classes coupled with general fitness training and healthy lifestyle education. Activities consist of weight training, instructional workshops on boxing and martial arts techniques, mock “competitions”, and exposure to “masters” in both sports disciplines.

**Figure 33: Enrollment in a Health-Focused Program, April - June, 2011**

		Total Youth	Youth Linked to a Health-Focused Service	
				%
<b>ERCPCP</b>	Physical Activity	309	53	17%
	Substance Abuse Intervention	309	7	2%
	Individual Therapy	309	2	1%
	<b>Subtotal</b>	<b>309</b>	<b>60</b>	<b>19%</b>
<b>Progressive Life</b>	Physical Activity	165	7	4%
	Substance Abuse Intervention	165	9	5%
	<b>Subtotal</b>	<b>165</b>	<b>16</b>	<b>10%</b>
<b><i>FY11 Q3 Total</i></b>		<b>468</b>	<b>76</b>	<b>16%</b>
<i>Baseline Comparison: FY10 Q3</i>		351	32	9%

*Indicator Definition: Youth enrolled in a health-focused service as a percentage of all youth enrolled in the Lead Entity during the reporting period.*

Figure 34: Enrollments in Health-Focused Services, by Service Coalition Member, April - June 2011

		ERCPCP		Progressive Life		Total Youth Enrolled	
		#	%	#	%	#	%
<b>Physical Activity</b>	P	47	89%			47	80%
	L	2	4%	6	100%	8	14%
	O	4	8%			4	7%
<b>Substance Abuse Out-Patient</b>	A			9	100%	9	56%
	Q	7	100%			7	44%
<b>Indiv. &amp; Family Therapy</b>	N	2	100%			2	100%

**Engagement with Health-Focused Activities**

In addition to ASTEP providers, Service Coalition members such as Life Deeds provide intensive outpatient substance abuse prevention and recovery services. Life Deeds has provided interventions for both prevention and recovery support.

Figure 35: Hours of Engagement with a Health-Focused Activity, by Service Coalition member, June 2011

		Youth Enrolled	Avg Activities Per Week	Avg Hrs per Activity	Avg Hours of Engagement per Week
<b>ERCPCP</b>	Physical Activity	36	1.9	3.3	6.3
	Substance Abuse Out-Patient	7	1.0	0.6	0.5
	Individual & Family Therapy	2	0.0	0.0	0.0
	<b>Subtotal</b>	<b>44</b>	<b>1.7</b>	<b>3.0</b>	<b>5.2</b>
<b>Progressive Life</b>	Physical Activity	7	0.8	3.0	2.5
	Substance Abuse Out-Patient	7	2.6	2.2	5.6
	<b>Subtotal</b>	<b>14</b>	<b>1.7</b>	<b>2.4</b>	<b>4.0</b>
<b>Total</b>		<b>58</b>	<b>1.7</b>	<b>2.9</b>	<b>4.9</b>

Definition: Average number of hours per week that youth are engaged with a provider over the course of his enrollment.

Figure 36: Average Hours of Engagement in Health-Focused Activities, by Service Coalition Member, June 2011

		ERCPCP		Progressive Life		Total	
		Youth Enrolled	Avg Hrs of Engagement per Week	Youth Enrolled	Avg Hrs of Engagement per Week	Youth Enrolled	Avg Hrs of Engagement per Week
<b>Physical Activity</b>	P	30	6.7			32	6.7
	L			7	2.5	7	2.5
	O	4	3.4			4	3.4
<b>Substance Abuse Out-Patient</b>	I			7	5.6	7	5.6
	N	7	0.5			7	0.5
<b>Individual &amp; Family Therapy</b>	CC	2	0.0			2	0.0

## Community

The final dimension of Positive Youth Development is community involvement, also called civic participation. This domain focuses on strengthening the ties between youth and their communities by giving them an affirmative stake in the rules and rule-making. Community involvement activities engage youth in the civic process of their communities. They include, for example, participation in juvenile drug courts or involvement in advocacy efforts. One of the most important pieces of community participation involves the notion of “service.” The value of service as both a learning process and a means of community investment has been touted by national leaders and communities across the country. Especially important for DYRS’ population is the need to repair relationships within their own communities and become a force for positive change.

### *Enrollment in a Community Participation Service*

Figure 37: Enrollments in Community-Focused Services, Apr-Jun 2011

	Total Youth	Youth Linked to a Community-Focused Service	%
ERCPCP	309	0	0%
Progressive Life	165	0	0%
<b>FY11 Q3 Total</b>	<b>468</b>	<b>0</b>	<b>0%</b>
Baseline Comparison: FY10 Q3	351	0	0%

At the end of June, 2011, neither Lead Entity had connected with a Service Coalition member offering youth opportunities for civic engagement. As a result, no youth participated in these sorts of activities formally through the Lead Entities. In July 2011, however, Leads engaged Offender Aid and Restitution as a partner in providing supervised community services for DYRS youth. This important service will link youth with a supervised and positive activity that helps them reconnect with the DC community in a new, positive, and productive way.

## COMMUNITY

*“In the broadest sense, [community participation] amounts to those ‘individual and collective actions designed to identify and address issues of public concern’ (Carpini, 2008). ... The added value for youth is the emphasis on finding a role in community and civil society, and using such activities to help them to grow into healthy and responsible adult citizens. ... Ideally, this activity may begin a commitment that Robert Bellah (1999) has called “habits of the heart” that then becomes a lifelong enterprise.*

**Positive Youth Justice, p. 25**

**Conclusions**

The production of this first Quarterly Performance Report, DYRS has been a positive learning experience. To get to here, the performance oversight system of the Lead Entity initiative has passed through many stages, starting with the initial project design and passing through (1) expansion of the activity reporting chapter of the DYRS youth database; (2) training and capacity building for the Leads and Service Coalition; (3) enhancements in the sophistication of data collection and validation practices for all the partnering organizations; (4) initial data aggregation and analysis, and (5) systemization of data collection for increased efficiency going forward.

Over the next year it is DYRS's intention to hone its data collection strategies and expand the scope of outputs on which it reports. All the while, the agency will continue to collect data on a quarterly basis to establish baselines and document trends. Each of these reports will be posted on the agency's website. We look forward to an ongoing conversation on how to give DYRS's committed youth the best opportunity for a positive adulthood.

## Appendix A – Supplementary Data

### The Service Coalition

	Public Safety	Relationships	Education	Work	Health	Creativity
Alliance of Concerned Men, Inc.	ITPM	Mentoring				
Amala Lives		Mentoring	Tutoring			
BEE Academy			Tutoring			
Boystown		Family Support				
Building Better Environments			Tutoring			
Children Having Opportunities in Changing Environments			Academic Support			
Children, Children, Children	ITPM	Mentoring	Tutoring			
Culbreth & Culbreth	ITPM	Mentoring				
Dynasty Sports 21					Physical Activity	
Georgia Ave Collaborative		Family Support				
Growing On		Mentoring	Tutoring			
Helping Inner City Kids Succeed (HICKS)	ITPM	Mentoring				
Higher Hopes to the Outcomes		Mentoring				Arts Enrich.
Image Works Consulting Firm, LLC				Workforce Development		
Just Understanding My Priorities (J.U.M.P.)		Mentoring				
Lead the Way Foundation		Mentoring			Physical Activity	
Life Deeds, Inc		Fatherhood Mentoring			Substance Abuse Out-Patient	
Life Enhancement Services		Mentoring			Mental Health	
LifeSkills Unlimited		Mentoring	Tutoring	Workforce Development	Physical Activity	
Maia Angel, LLC	ITPM		Academic Support GED Tutoring			
Multi-Media Training Institute				Workforce Development		
Peoples Advocacy Group		Parenting Education				
Pin Points Theatre				Workforce Development		
Pride Youth Services		Mentoring				
Progressive Life Center		Functional Family Therapy				
Restoration Ministries		Gender-Specific Services & Mentoring				
Sasha Bruce Youthworks Inc	ITPM	Youth Parenting Education			Individual Therapy Substance Abuse Out-Patient	
Take Charge Program		Mentoring				
Technology Playground				Workforce Development		
Workforce & Education Re-Entry				Workforce Development		
Young Male and Female Achievement Program		Mentoring	Tutoring			
Youth Villages		Multi-Systemic Therapy				
Young Ladies of Tomorrow		Mentoring	Tutoring			
Youth & Families in Crisis		Mentoring				

**Flex Funds**

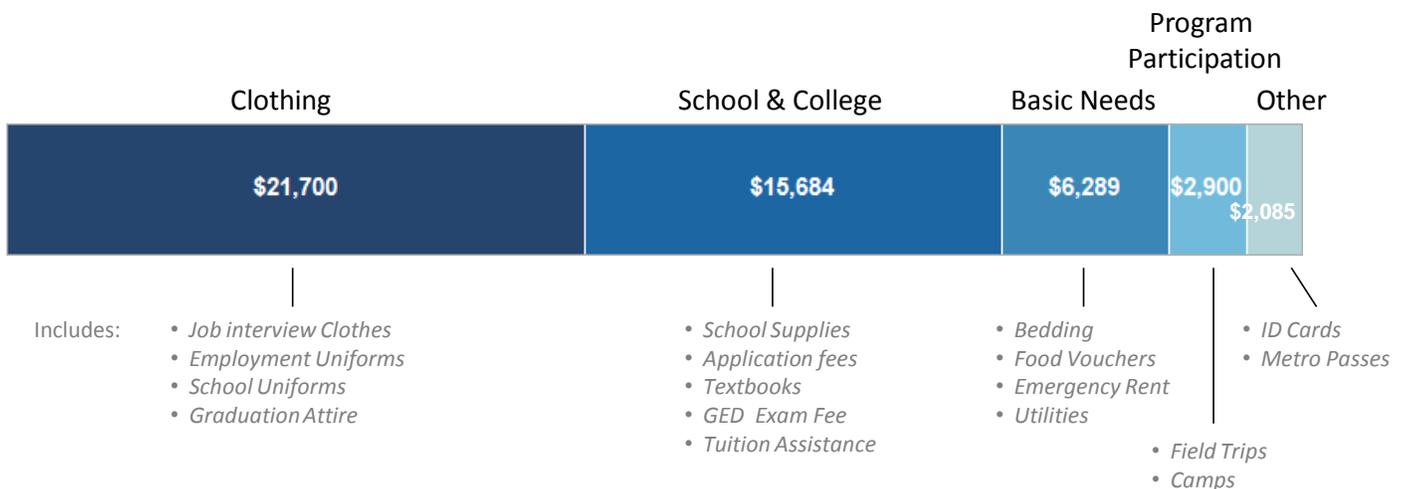
DYRS established, through the Lead Entity initiative, a flexible funding pool that allows for the purchase of services, supports, and opportunities that:

- address needs documented in the youth’s case plan;
- facilitate, promote and enhance positive youth development and their transition to adulthood;
- allow youth to be supported in the most natural and nurturing environment possible consistent with public safety; and,
- respond to emergency requests to provide basic needs.

The services, supports and opportunities secured using flexible funding are commonly identified through a Youth Family Team Meeting. However, Case Managers or Service Coalition members working closely with youth through the Lead Entities may identify the need and request flex funds, as well. In general, the purchases supported by flex funds are defined as those that:

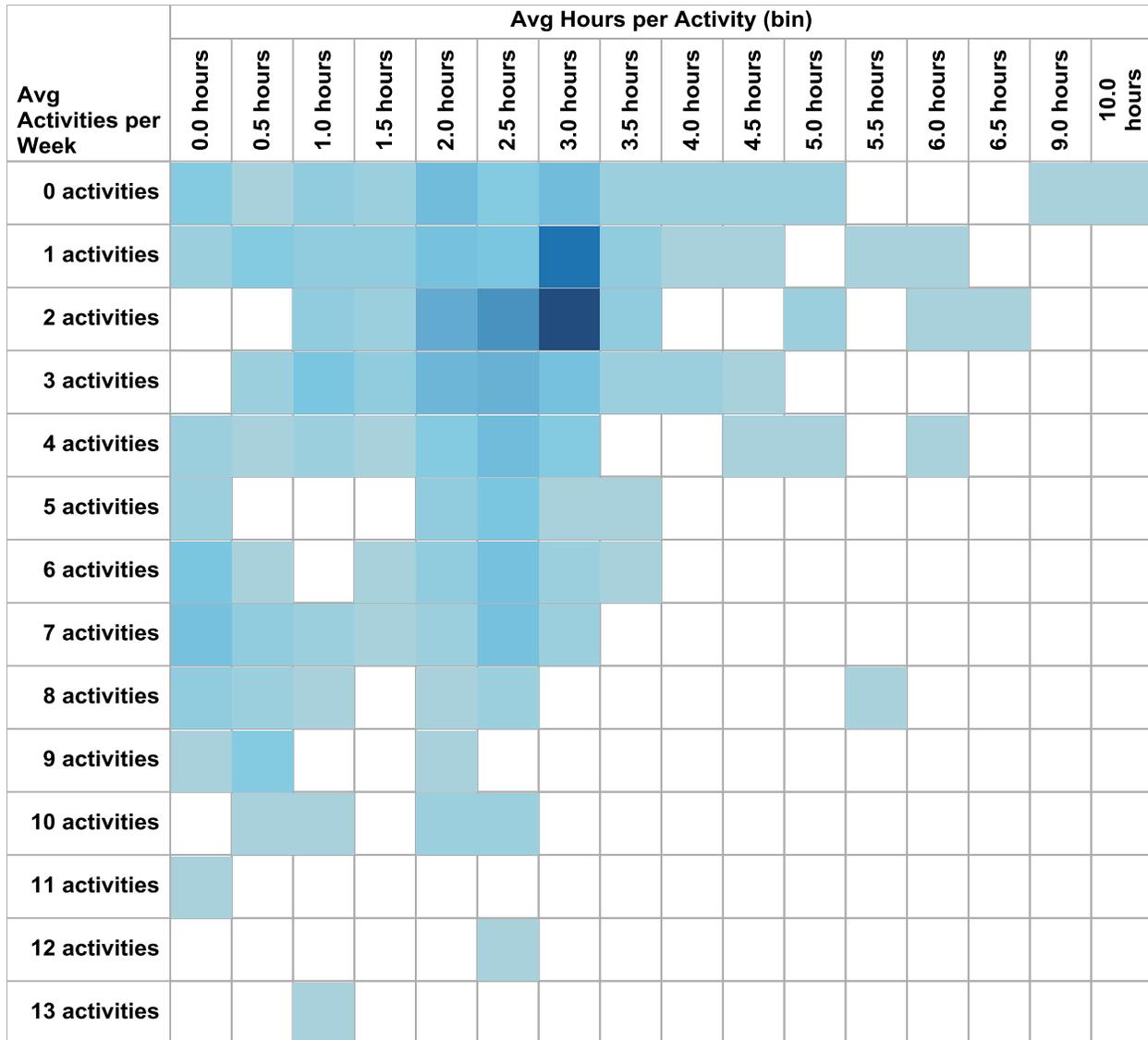
- are not available or cannot be accessed within DYRS or another public service agency continuum;
- are not readily available without cost to DYRS in the community; or
- require an expedited procurement mechanism due to an urgent or emergency situation.

The flexible funding pool has been an important resource to DYRS youth and their families. In the year and three quarters since the Lead initiative was launched, \$48,657 in flex funds have been spent.



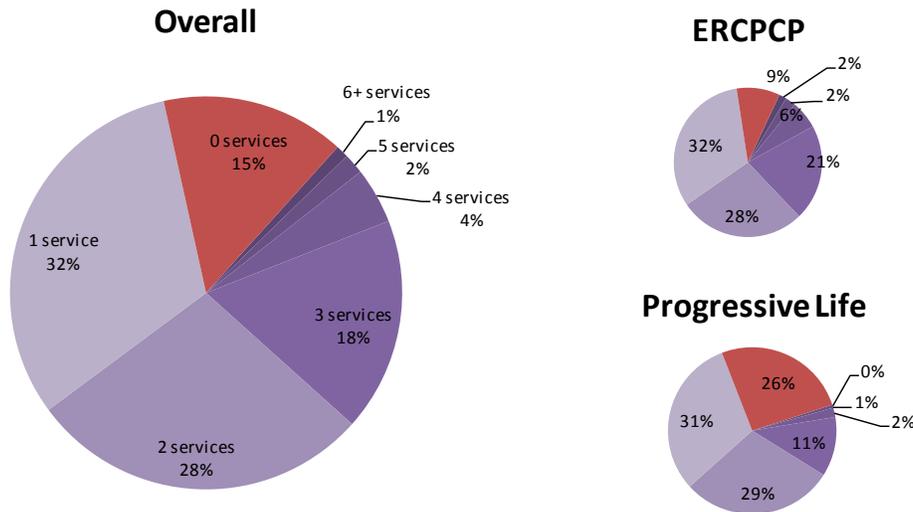
**Youth Engagement ‘Heat Map’**

To give a more nuanced view of youth engagement by Service Coalition members, the ‘heat map’ below provides a visual representation of the average number of activities per week and the average duration of those activities that each youth had during June, 2011. The darker squares represent combinations that were more common among Lead-connected youth. For example, about 10% of youth had, on average, 2 activities a week that lasted 3 hours each. Likewise, there are outliers, like one youth, who was connected to an ITPM services, a mentor and a physical activity program, who averaged 13 activities a week, each lasting on average 1 hour.

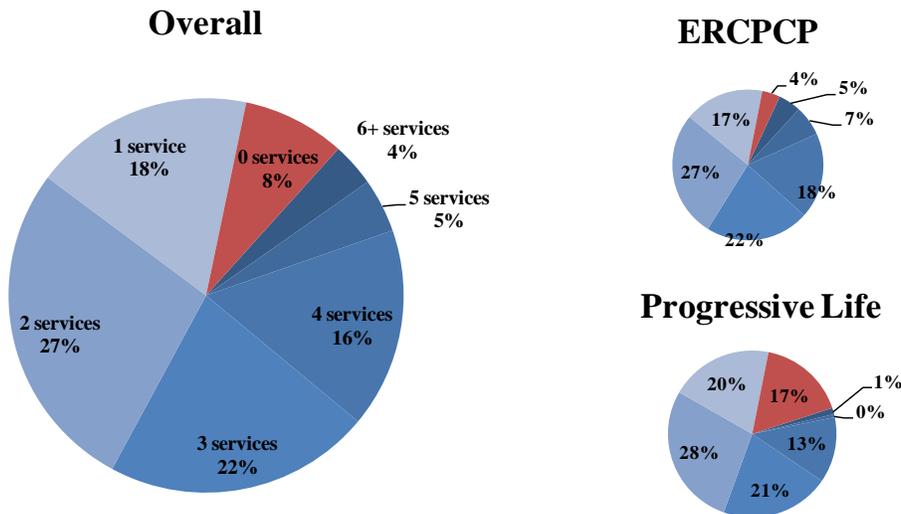


**Service Enrollment Counts for Discharged Youth**

The following two sets of pie charts document the count of services that youth received while linked to the Lead Entities in the past Quarter. The first set, in purple, shows the number of services linked to through the Service Coalition. The darker shades of purple represent the portions of youth with more cumulative services.



Since many youth receive services from providers not linked to the Lead Entities, the blue pie charts show the same information as the ones above, but include all service linkages, not just linkages to Service Coalition members:



**Services Linkages for Youth by Ward**

This table provides details on the number of youth from each Ward discharged from their Lead Entity, along with the average number of services those youth received during their time with the Lead:

<b>WARD</b>	<b>Q1</b>		<b>Q2</b>		<b>Q3</b>		<b>FY11 Total</b>	
	Youth Discharged	Avg Services	Youth Discharged	Avg Services	Youth Discharged	Avg Services	Youth Discharged	Avg Services
<b>One</b>	2	2.0	7	1.4	18	3.3	27	2.7
<b>Two</b>	1	1.0	1	4.0	5	3.2	7	3.0
<b>Three</b>	1	1.0	0		0		1	1.0
<b>Four</b>	2	1.5	6	1.0	28	3.1	36	2.7
<b>Five</b>	6	4.2	10	1.9	30	3.4	46	3.2
<b>Six</b>	3	2.7	11	1.5	29	2.2	43	2.1
<b>Seven</b>	10	1.9	23	2.2	75	3.0	108	2.7
<b>Eight</b>	12	2.1	36	1.6	98	2.9	146	2.5
<b>MD</b>	0		6	2.7	31	2.8	37	2.8
<b>TOTAL</b>	37	1.6	100	1.8	314	2.9	451	2.6

## **Appendix B – Oversight and Monitoring Mechanisms for the Lead Entity Initiative**

DYRS and the Lead Entities provide two layers of oversight for monitoring the programmatic performance, compliance, and quality of the services provided through each region's Service Coalition. DYRS requires the Lead Entities to report on youth enrolled, defined as at least one face-to-face contact, in services through a weekly census document. Using this census, DYRS formally enrolls the youth in the service in her case file. Thereafter, each Service Coalition member reports activity data in the case file, including dates and time of service plus notes on each activity.

The Leads and DYRS utilize a variety of mechanisms to monitor the quality of data entered in the case file as well as outcome data. These mechanisms predominantly include quarterly site visits and case file audits as well as quarterly reports. At the quarterly site visits, DYRS and the Lead Entities visit Service Coalition providers and review a variety of documents including assessments, attendance sheets, individual program plans, and program specific documents like academic report cards, resumes, artwork, etc. Additionally program manuals, staff resumes, background clearance documents, and the adequateness of the program facilities are reviewed. Following each site visit, either DYRS or the appropriate Lead Entity, develops a report which details areas of provider strengths, challenges, and areas for corrective action.

DYRS also performs audits of the youths' case files. These audits are currently being expanded to include a review of the date of enrollment into the Lead Entity, linkages to providers, youth attendance patterns, frequency and timeliness of contact, service notes, Unusual Incident Reports, and fulfillment of YFTM service goals. In addition, the frequency and timeliness of service reporting in a youth's case file is also measured. As in the site visit, a report is provided to each Lead Entity which details case file reporting strengths and deficiencies per provider and a corrective action plan is required. In FY 12, the Lead Entities and DYRS jointly will facilitate case file audits as part of our shared monitoring strategy.

DYRS utilizes a Quarterly Report as a mechanism to capture and evaluate the community engagement and technical assistance aspects of the Lead Entities work. The report tracks the number of YFTMs that the Lead Entities attend, frequently requested services, new community partnerships, etc. Additionally, the Lead Entities report on training and technical assistance services provided to members of their Service Coalition.

Finally, this report is another piece in the Lead Entity performance management strategy. This report and the data it provides help DYRS measure the Lead Entities on service enrollments, service activities, and outcomes in both public safety and positive youth justice domains. As well, it provides usage data across service categories and by individual Service Coalition members which help DYRS and the Lead Entities make critical decisions about service prioritization as well as identify gaps or deficiencies in reported information.