DENNIS DAUGAARD
GOVERNOR

DENNY KAEMINGK
DOC SECRETARY

SOUTH DAKOTA DEPARTMENT OF CORRECTIONS

PERFORMANCE BASED STANDARDS (PbS) REPORT

January 2015
Data from October 2013 and April 2014 collections

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To: South Dakota State Legislature

From: Doug Herrmann
SD Department of Corrections

RE: Annual report as required by Executive Order 2012-01 signed by Governor Dennis Daugaard.

This annual report was first required under Governor Michael Rounds and his Executive Order 2003-01 dated January 14, 2003. This report is now required under the new Executive Order 2012-01 signed by Governor Dennis Daugaard on January 6, 2012. This report demonstrates our continued participation in the Performance–based Standards (*PbS*) Project run by the PbS Learning Institute. This report includes the two latest data collections that occurred in the months of October 2013 and April 2014. The Department of Corrections juvenile division continues to utilize the *PbS* project to ensure quality care in its facilities as it pertains to conditions of confinement and as it relates to reintegration standards for youth transitioning back to the community.

OJJDP's Performance-based Standards for Youth Correction and Detention Facilities was one of five recipients of the 2004 Innovations in American Government Award from the Ash Institute for Democratic Governance and Innovation at Harvard University and the Council for Excellence in Government. The South Dakota Department of Corrections juvenile division was used as an example of implementing the *PbS* principles for this award.

This report provides jurisdiction graphs with each STAR Academy programs performance as it relates to the outcome measures of the *PbS* project. The jurisdiction graph also indicates STAR Academy program performance comparison and how it compares to other facilities nationwide that participate in the project.

With Governor Daugaards' commitment and Secretary Kaemingk's support, the SD Department of Corrections Juvenile Division continues to be a leader in the nation for juvenile correctional care and this report is a reflection of our data quality and high standards.

STATE OF SOUTH DAKOTA
OFFICE OF THE GOVERNOR
EXECUTIVE ORDER 2012-01

WHEREAS, In March of 2001, the South Dakota Department of Corrections initiated participation in a nationally recognized program called Performance Based Standards; and,

WHEREAS. The system of Performance Based Standards provides an effective and efficient process of program evaluation designed to improve conditions of confinement in juvenile correctional facilities; and,

WHEREAS, It has been documented that the Council of Juvenile Correctional Administrators commends the exemplary progress by the South Dakota Department of Corrections within the Performance Based Standards project over the past decade; and,

WHEREAS, It is important that the results of such evaluations be made known to the legislature and public:

IT IS, THEREFORE, BY EXECUTIVE ORDER, Ordered that the South Dakota Department of Corrections shall maintain active participation in the Performance Based Standards Program sponsored by the Council of Juvenile Correctional Administrators, or some other nationally recognized program of quality control for the department's juvenile corrections facilities in compliance with the following sections of this order.

GENERAL PROVISIONS

Section 1. The Department of Corrections shall maintain active participation in the Performance Based Standards Program sponsored by the Council of Juvenile Correctional Administrators or some other nationally recognized program of quality control.

Section 2. The program shall be utilized at all juvenile corrections facilities operated by the Department of Corrections.

Section 3. The Department of Corrections shall report, not less than annually, to the legislature regarding its participation and the results of its evaluation.

Section 4. This Executive Order shall be in full force and effect immediately.

Dated in Pierre, South Dakota, this Sixth Day of January, 2012.

Dennis Daugaard, Governor of South Dakota

ATTEST:

Jason M. Gant, Secretary of State

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Executive Summary

1 Executive Summary

In 1995 The Office of Juvenile Justice and Delinquency Prevention funded the Performance Based-Standards (*PbS)* project. The Council of Juvenile Correctional Administrators (CJCA) was awarded a competitive grant to implement *PbS*. PbS participation is now paid through direct agency funding or appropriation. The PbS Learning Institute and its Board was created to provide leadership and oversight to the PbS project.

PbS is working to improve the conditions of confinement in youth correction and detention facilities through the development and implementation of outcome measures. The Ash Institute for Democratic Governance and Innovation announced that the Council of Juvenile Correctional Administrators' (CJCA) Performance-based Standards (*PbS*) project was the winner of the Innovations in American Government Awards competition in 2004. The Innovations in American Government program is part of a larger effort of Harvard University's John F. Kennedy School of Government, in partnership with the Council of Excellence in Government. The goal of Innovations is to communicate information to the public about government effectiveness. Taken collectively, recognized Innovations Programs demonstrate that government can work and that it deserves greater public trust. The Innovations Program also seeks to improve government performance by identifying federal, state and local programs worthy of replication. The Ford Foundation is a founding partner of the program, having provided resources for activities beginning in 1986.

Furthermore, CJCA has credited the State of South Dakota as being one of the top five states to assist in the success of the *PbS* Project. The SD Department of Corrections, at CJCA's request, has provided consultation and continues to be a mentor to other states that are implementing *PbS*. CJCA commented, "Through the efforts of our many dedicated participants, *PbS* has become the energizing force for continuous improvement of juvenile justice that it is today.

Performance-based Standards (PbS) is a data-driven improvement model grounded in research that holds juvenile justice agencies, facilities and residential care providers to the highest standards for operations, programs and services. PbS believes youth-serving agencies should be challenged to deliver effective and safe rehabilitation and reentry services and PbS provides a uniform data collection and reporting tool that shows the impact of the services on youths, staff and families. PbS was launched in 1995 by the US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve the deplorable conditions reported by the 1994 Conditions of Confinement Study. The PbS Learning Institute incorporated in 2004 to continue PbS and its commitment to treating all youths in custody as one of our own when federal funding ended. PbS is a field-supported and self-sustaining continuous learning and improvement program available to all residential programs serving youths across the country.

The PbS data-driven improvement model provides:

- A set of goals and standards that agencies, facilities and residential care providers strive to meet;
- A blueprint of best practices and policies to implement to meet the standards;
- Outcome reports and data summaries of the quantitative and qualitative information collected;
- An improvement plan template guiding steps necessary to use the outcomes and information to create successful and sustainable reforms;
- A national network of professionals sharing information, tools and approaches to provide the highest quality of life and services; and
- Training, technical assistance, expert coaching, research and resources to support PbS' integration.

PbS' goal is to integrate best and research-based practices into daily operations to create safe and healthy facilities and programs that effectively improve the lives of delinquent and at-risk youths, families and communities and prevent future crime. PbS provides support to participants through a variety of training and technical assistance, online resources and the PbS HelpDesk. Additionally, participants work with a PbS coach, a field expert who provides guidance and support to successfully implement PbS.

Benefits of participation include:

- The ability to measure and track key indicators of performance;
- Comparison with similar participants across the country;
- Definition of measurable goals and development of strategies to achieve them;
- Access to resources and assistance to make improvements;
- Survey kiosks to collect information from youths, staff and families; and
- Accountability and transparency through high-quality standardized national data.

PbS asks participants to collect information from records, reports and interviews of youths, staff and families. The data undergoes a rigorous quality assurance process and is reported back to the participants as outcome measures that show change over time and individual participants' performance compared to the average of the field of all participants. Working with PbS coaches, participants use the data to identify areas that need improvement and develop a detailed improvement plan. The plan is monitored in future data collections, adjusted as needed, until the desired improvement is achieved and sustained.

1.1 Main Goals

The Main Goals of the Project are to:

- Develop a set of standards that individual facilities should strive to meet.
- Create tools to help facilities attain these goals through regular self-assessment and self-improvement.
- Allow facilities to evaluate their performance over time and in comparison to other facilities nationwide.
- Promote effective practices and help facilities support each other.

The South Dakota Department of Corrections was accepted into the Performance-*based* Standards Project in April 2001 with four sites participating. In October 2002, South Dakota added two girls programs for *PbS* participation: QUEST and ExCEL. Up until January 2007, South Dakota had six facilities at the State Treatment and Rehabilitation Academy [STAR] near Custer participating in the *PbS* project. Due to organizational changes and restructuring, STAR Academy closed the Living Center male program leaving the other five facilities continuing with the *PbS* project. In regards to reintegration standards we have community-based juvenile corrections agents integrated into the *PbS* project. In January 2011 STAR Admissions was restructured and youth are now directly admitted into a program leaving the three facilities listed below continuing with the PbS project.

1.2 STAR Facilities

Current STAR Academy Facilities include:

- Patrick Brady Academy (BA) for males, located in Custer.
- Youth Challenge Center (YCC) for males, located in Custer.
- STAR East Campus (EC) for females, located in Custer.

1.3 Project Staff

There is numerous staff who contributes to the success of the *PbS* project in our state. The *PbS* project consists of a State Coordinator / Quality Assurance Specialist, three Site Coordinators, and three coordinator backups. Each STAR Academy program has a designated *PbS* Site Coordinator who oversees the project by coordinating and conducting data collections for each cycle. The Site Coordinator ensures the validity and quality of the data, ensures compliance with *PbS* privacy certificate and policy, analyzes and reviews the results of the data collections, and presents site report findings. The aforementioned *PbS* staff are together responsible for the following:

- Facilitating communications among all *PbS* staff and meeting with the *PbS* team;
- Coordinating and assisting in conducting data collections/ensuring the validity and quality of data;
- Adhering to project definitions;
- Reviewing site report findings and coordinating the analysis of the findings to team members, management and agency directors;
- Developing the Facility Improvement Plans (FIP) while ensuring incorporation of the FIP into each facility plans, the State's juvenile division budget, and the facility's daily operations;
- Maintaining regular review of the FIP's on line and entering progress updates; and
- Participating in all required training, as well as conduct training for new members of the facility *PbS* team.

Staff of the *PbS* project are:

Doug Herrmann – Director of Juvenile Services
Tonya Wright-Cook –Quality Assurance Specialist, SD PbS State Coordinator
Tamela Ross– Site Coordinator for Youth Challenge Center
Tamela Ross – Site Coordinator for Brady Academy
Brenda Kirsch- Site Coordinator for STAR East Campus
Kristi Bunkers –Director of Community Corrections and Classification
Larry Hudlemeyer– West River Corrections Specialist
Kim Tvedt –East River Corrections Specialist
Steve Polchow – East River Juvenile Corrections Agent Supervisor
Jason Gillaspie– West River Juvenile Corrections Agent Supervisor
Amy Lein– South East Juvenile Corrections Agent Supervisor
Lisa Whitley – Juvenile Corrections Agent
Scott Prenger- Corrections Specialist

Linda Pierson- Senior Secretary

In addition to the aforementioned *PbS* staff, we also have a PbS Coach who provides guidance with data collections, assists with problem solving, and participates in the final review of the site reports and the development of the Facility Improvement Plan. Our PbS Coach maintains regular contact with *PbS* staff, monitors the progress of our *PbS* project, and provides feedback on our facility improvements. Each site also has a *PbS* team that meets with the PbS Coach, PbS State Coordinator/ Quality Assurance Specialist and Site Coordinator to review the results of the Outcome Measures (OM). Once the OM's are reviewed, the team helps determine what OM's need improvement and then begin working on goals, timelines, tasks, and person's responsible for completing the tasks, which make up the Facility Improvement Plan.

1.4 Project Overview

The outcome measures in *PbS* help move agencies beyond merely reviewing paper policies toward measuring results. Each STAR Academy program is able to independently assess how well it functions, what practices contribute to success and what may be missing that would improve performance. *PbS* addresses the specific mission of STAR Academy's programs, which is "to provide a safe and secure environment for staff and juvenile offenders (or delinquents), provide the opportunity for positive change for incarcerated youth, and to protect society".

In April and October of each year, Site Coordinators at each program are responsible for gathering data and assuring it is accurately entered into the *PbS* web-site. This includes:

- An administrative report that assesses daily population and human resource data such as staff misconduct.
- File reviews of all juveniles who were released to aftercare during the data collection period.
- Direct interviews with 30 juveniles and 30 direct care staff from each facility. These individuals are randomly selected from a list of all juveniles and direct care staff currently at each facility.
- Review of all incident reports that occur in all participating facilities during the month of data collection.
- Collection of reintegration information provided by each juvenile's JCA (Juvenile Correction Agent).
- Collection of family surveys to obtain family opinions about basic safety and security issues, treatment and aftercare planning.

During our first year of participation, the *PbS* team from South Dakota attended training in Boston and additional training a year later in Phoenix to gain a complete and thorough understanding of the *PbS* project. In addition, The Council of Juvenile Correctional Administrators [CJCA] sent an Implementation Director from Massachusetts to STAR Academy to review our data collection process, and to provide hands-on training to the two new STAR programs that began implementing *PbS*. The Implementation Director also provided 'refresher' training for those programs already involved in the project. Later on, CJCA sent Project Consultants from Michigan and Illinois to STAR Academy to audit the data results that were submitted and to ensure that the information STAR provided was valid and reliable.

2003 Highlights

In March of 2003, CJCA sent a written commendation to South Dakota's Director of Juvenile Services. This letter complimented South Dakota's six programs that participate in PbS, and complimented the PbS staff who works to meet PbS timelines and requirements of the project. A copy of this letter was provided in the January 2003 PbS Public Report.

In November of 2003, the STAR Academy underwent a detailed Data Quality Certification Review, which was performed by the CJCA PbS Project Manager and Consultant. Due to the high standards of the PbS project, STAR Academy was one of three sites chosen for this review. The purpose of the review was to help CJCA/PbS identify which facilities have the highest probability of successfully meeting data collection and compliance with project methodology, thus resulting in improving the conditions of confinement. South Dakota's review results confirmed that South Dakota is implementing PbS at a more effective level than any other site in the nation, and is now a model state for the PbS Project.

In December 2003, STAR Academy PbS Site Coordinators and State Coordinator began to participate in monthly Distant Learning Conference Calls with PbS. CJCA regionalized the monthly PbS Distance Learning Calls placing South Dakota in the Mid-West Region along with Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, and Wisconsin.

2004 Highlights

In May 2004, STAR Academy PbS staff teamed up with the State PbS Coordinator from the North Dakota Youth Correction's Center at the CJCA Mid-West Region Conference hosted by STAR Academy. They presented an overview from both states on the PbS's Data Quality Certification.

In September 2004, former South Dakota State PbS Coordinator, Jodi Kirschenman, assisted CJCA with the initial PbS

training in Alaska and served as the primary consultant for that state's implementation of PbS.

2005 Highlights

In January 2005, two representatives from the Arkansas Division of Youth Services visited STAR Academy to conduct a feasibility study on the benefits of the Performance- based Standards process for their juvenile programs. CJCA had indicated that they utilize South Dakota as the first jurisdiction for other states/sites to witness and learn about PbS implementation.

In June 2005 PbS published their first issue of the Performance-based Standards (PbS) E-Newsletter, a quarterly electronic periodical for PbS participants. It includes regular news about PbS developments and events and will feature individual facility and/ or agency successes. South Dakota was featured in the December 2005 issue and highlighted on their continual success and growth with the PbS process as well as collaborating with other state facilities. To date, South Dakota STAR Academy has been published in six of the PbS newsletters.

In August 2005, Hawaii's Executive Director for the Office of Youth Services and PbS State Coordinator toured STAR Academy. Also in August 2005, South Carolina Department of Juvenile Justice sent six team members to South Dakota to spend two days with STAR Academy program staff. South Carolina has been involved with PbS since October 2002. These site visits allowed STAR Academy to share information on how their programs active and on-going involvement in the Performance Based Standards Process has been successful.

2006 Highlights

In February 2006, three researchers from the Colorado Division of Criminal Justice visited STAR Academy. PbS Project Manager, Bob Dugan, recommended that they tour and interview STAR Academy to help document promising practices in prevention, investigation or responses to inmate sexual assault. STAR Academy uses Performance-Based Standards data to manage programs, and promote safety. STAR Academy will be featured in an upcoming bulletin called Building Blocks for Institutional Safety. As of December 2008, this project is still pending.

In May 2006, Tonya Wright-Cook, Quality Assurance Specialist at STAR Academy, is one of six representatives named to a national board for the Performance based Standards (PbS) Learning Institute. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future. This invitation to serve on the board is a reflection of STAR Academy's outstanding contribution to the PbS process and once again demonstrates that SD continues to be a leader in the field of juvenile corrections and PbS.

In September 2006, South Dakota State PbS Coordinator, Tonya Wright-Cook, provided a session at the PbS State Coordinators Training Conference in Boston. The focus of the presentation was how South Dakota has been able to assimilate PbS into their respective jurisdiction in such a manner that PbS has become a process and not an event.

STAR Academy hosted the Western States Conference in September 2006. PbS Project Manager, Bob Dugan, collaborated with STAR Academy and presented at the conference for all attending states, all of who were PbS participants. This conference has traditionally been held annually since the 1950's in rotating state facility locations among 20 western states.

2007 Highlights

In August of 2007 STAR Academy corrections facilities were recently honored for their work in monitoring and improving their programs. State Treatment and Rehabilitation (STAR) Academy staff received the Barbara Allen- Hagen award from the Performance based Standards (PbS) project during a ceremony in Kansas City. "STAR Academy has distinguished itself as a model for other juvenile programs to replicate," said Secretary of Corrections, Tim Reisch. "I am very proud of the way our staff has utilized the Performance Based Standards program to strive for excellence. The Youth Challenge Center program was given the award based on its focus on safety issues and integration of PbS into daily management operations. "The team at STAR Academy is to be commended for winning this prestigious award and they have solidified their leadership within the field of juvenile corrections," said Doug Herrmann, Director of Juvenile Services.

In November 2007 SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Providence, Rhode Island where she presented on how STAR Academy has made PbS a process. STAR Academy and juvenile community corrections have integrated PbS into an ongoing organizational process for the division rather than a one time event. A PbS update and refresher training was provided in the fall to the SD Community Corrections Agents.

STAR Academy Admissions PbS data will now be compared to other admissions, intake and detention centers nation wide. All data previous to April 2008 data collection was compared to other correctional facilities. Data for April 2008 is compared to intake, assessment and detention centers only.

2008 Highlights

In May 2008, SD Juvenile Division Leadership Team, were presented with a PbS refresher training, including updates and features that the PbS project is now offering.

In July 2008 SD STAR Academy welcomed our PbS Coach, John Platte. John audited STAR Academy's PbS processes, talked with staff and youth, and conducted a detailed performance profile with each of our participating sites. Our Coach's visit concluded with a formal exit briefing with STAR Academy Senior Staff.

In August 2008, SD State PbS Coordinator, Tonya Wright-Cook, attended the annual PbS Learning Institute board meeting, in New Orleans, LA where she is one of six representatives. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

In September 2008, SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Providence, RI. The focus of the presentation was how South Dakota has been able to assimilate PbS communications at all levels.

2009 Highlights

In February 2009 a Microsoft Office Live Meeting web conferencing on PbS was presented to the SD Secretary of Corrections and to the SD Director of Juvenile Corrections. Each facility administrator was given the opportunity to present their most current PbS program data, program summary report information and facility improvement plan updates. This tool was a great way to have all interested parties involved and share the most current information as it relates to the PbS project both from a jurisdictional standpoint as well as from an individual program perspective.

February 2009, Tonya Wright-Cook, SD State PbS Coordinator, hosted a PbS Recognition and Awards Banquet. She recognized essential people that are involved in the day to day, monthly and behind the scenes PbS data collection process. A brief history of South Dakota's PbS progress over the last 8 years was reflected along with many highlights. SD Juvenile Division Director, Doug Hermann and Tonya Wright-Cook presented the follow awards and honors ;
Program Achievement Awards: Admissions, EXCEL, Brady Academy, Youth Challenge Center, and QUEST.
Individual Awards: The Persistence Award, the Courage Award, the Excellence Award, the Challenge Award, and the Attitude Award. 7 Unsung Hero Awards. Honorable Mention Awards: Veteran Site Coordinators, Behind the Scenes Contributors, STAR Academy Medical, STAR Academy Mental Health, CSAP Department, Education Department and Black Hills Special Service. Honorable Mention also went to the South Dakota Community Corrections PbS Reintegration Team for exceeding the National Average in 82% of the Reintegration Jurisdictional Outcome Measures in October 2008 that applied to STAR Academy.
Spirit of Character Award: "A strong character, founded on the living rock of principle, is an incredible gift. It is designed to leave not merely an immediate impression, but to create a continuous, progressive, and never-ending legacy for the future. It survives the person who developed it." Tonya Wright-Cook dedicated this award to a long time PbS Veteran, Miss Jodi Larabee. In her tribute STAR Academy has established the "Spirit of Character Award". This year it was presented to Danielle Meyer, PbS Site Coordinator, QUEST Program.

Brady Academy Program was selected as a Barbara Allen- Hagen Award finalist for the 2008 Correctional Facility category. STAR Admissions and Brady Academy meet the criteria and submitted entries in 2009.

In April 2009, SD STAR Academy welcomed a new PbS Coach, Al Lick, who will be a consultant and a mentor as STAR Academy progresses with the PbS project. April 2009 data collection; Star Admissions and Star Academy- Excel performed at Level 3. This Level assignment means that they have met the required PbS process and methodology and their Critical Outcome results outperform the national field averages at a very high percentage. Star Academy-Quest, Patrick Brady, and Youth Challenge performed at Level 2. This Level assignment means they have met the required PbS process and methodology.

In September 2009, SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Boston, MA. The focus of the training was; strategies used to advance PbS, celebrating and recognizing PbS success, and managing PbS challenges.

In October 2009, SD State PbS Coordinator, Tonya Wright-Cook, attended the annual PbS Learning Institute board meeting in Chicago Illinois where she is now serving in an officer position. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

2010 Highlights

March 31, 2010 was the 2nd Annual PbS Recognition Ceremony at STAR Academy. It was an All Star Recognition. SD State PbS Coordinator, Tonya Wright-Cook recognized the "PbS Rising Stars", the "PbS All Star's" and "PbS Hall of Famers" for the year. Tonya stated that "Baseball Awards celebrate greatness and are given to those people who make valuable contributions or reach the highest levels of professionalism." Twenty awards were presented to internal and external stakeholders that have had a significant role in South Dakota's PbS success. South Dakota's PbS Coach, Al Lick, was present for the celebration and recognized STAR Academy for their teamwork, leadership and high standards.

In June 2010, STAR Admissions and Brady Academy were selected as finalist for the 2010 Barbara Allen- Hagen Award. Their applications showed great success and dedication to serving youths and for extraordinary improvement to facility quality of life and operations as demonstrated through participation in CJCA's Performance-based Standards (PbS) program. Also in June, SD State PbS Coordinator, Tonya Wright-Cook was asked to serve on a review board by New Amsterdam Consulting Company, the company that built and maintains the website that collects and analyzes the PbS data. Recommended by (CJCA-PbS) as a great candidate, Tonya is now serving as a field representative on this Institutional Review Board (IRB) along with the other four board members. This project has a real impact on the lives of institutionalized youth.

April 2010 data collection; Brady Academy and Star Academy East Campus performed at a Level 4, the highest PbS Level attainable. Star Admissions and the Youth Challenge Center performed at Level 3. This Level assignment means that they have met the required PbS process and methodology and their Critical Outcome results outperform the national field averages at a very high percentage.

In September 2010, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS State Coordinators Conference in Boston along with 28 other State Coordinators and PbS coaches. The focus of this conference was creating and sustaining positive organizational change and generating safe and healthy climates for youth.

In October 2010, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Learning Institute board meeting in Chicago. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

2011 Highlights

In April 2011, STAR Academy was awarded a "Decade of Excellence" plaque for their commitment to PbS and for their success with the program for the past ten years. This is the first recognition of this nature that the PbS project has ever awarded. All three of the reporting programs for the State Treatment and Rehabilitation (STAR) Academy have attained Level 4 status, the highest level possible, with the Performance-based Standards (PbS) project. South Dakota is the first state to have all of its facilities reach Level 4 status. *"STAR Academy's success in achieving this new standard is indicative of our staff's dedication to the PbS project and to constant improvement*," said Secretary of Corrections Denny Kaemingk. Doug Herrmann, Director of Juvenile Services said, "*PbS has played a major role in implementing change in our juvenile corrections system and in programs nationwide. It's extremely gratifying to be recognized as a national leader in this effort."* There are currently 198 facilities in the nation participating in the PbS project. Twelve of the 198 facilities reached Level 4 status for the last reporting period, with a quarter of those facilities from South Dakota.

The third annual PbS celebration was in honor for STAR's 10 years in PbS, and all of the improvement the Academy has made under the program. Among the award winners was Tonya Wright-Cook, who received an individual Decade of Excellence State Coordinator Achievement Award. Cook is not only the Quality Assurance Specialist for the STAR Academy, but also the state PbS State Coordinator. *"PbS is a system that has helps us to identify, monitor and improve conditions and services for our youth. It is a leadership responsibility not a positional responsibility," Wright*-Cook said in a speech at the ceremony. Other awards that were presented at the Decade of Excellence Celebration were: The Decade Award was presented to 52 employees that have been involved with PbS for ten years; Partnership of Excellence Award (Community Corrections); Pursuit of Excellence Award (STAR Admissions team); Pride and Perseverance Award (Brady Academy team); Commitment to Success Award (Youth Challenge Center team); Leading by Example Award (East Campus team); Jodi Larabee, Spirit of Character Award (Scott Jones). PbS State Coordinator, Tonya Wright-Cook closed the celebration with, *"Our recent level accomplishments have shown us that the steps we've taken over the last decade may have met or exceed the national average, but in order to sustain these improvements we'll need to take on challenges that have been decades in the making. We are certainly poised for progress. However, we have never measured progress by outcomes alone. We measure progress by the success of our people."* Al Lick, (PbS) coach and consultant said, "*They run a very excellent program. They are a shining star in PbS, not just in South Dakota, but throughout the nation.*

In October 2011, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Learning Institute board meeting in Chicago. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

2012 Highlights

In May 2012, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Learning Institute board meeting in Denver. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

In July 2012, STAR Academy hosted their fourth annual PbS celebration. This year's event targeted the Superheroes of Corrections and the successful PbS feats that have been accomplished over the past year. Many awards were presented to individuals and departments including a Super fan Award, Super friend Award, Justice League Superhero Awards, Super Girl Site Coordinator Awards, the Dynamic Duo Awards and of course the Superman Award.

Tonya Wright-Cook, State PbS Coordinator stated that "*A superhero celebration would not be the same without mentioning Clark Kent, better known as Superman. With x-ray vision, a photographic memory and more powerful than a locomotive, Superman still has a humanizing effect. Just like PbS he is integrated into the culture and he has an active sense of urgency in of what we are doing day to day."* Doug Herrmann, Juvenile Division Director, was presented with the Superman Award. Tonya Wright- Cook was presented with the Golden Lasso Award.

The Golden Lasso Award is symbolic of the commitment to a better juvenile justice community.

Nancy Harper, PbS Site Coordinator for the Youth Challenge Center Program, received the 4th Annual, Jodi Larabee Spirit of Character Award. This award is given to an individual who has a first-rate passion for the PbS process. Nancy's skills and PbS knowledge has primarily been self taught and because of her ownership she has helped bring her program to an honorable level of improvement.

PbS Coach, Al Lick was present for the celebration and presented two honorable awards on behalf of PbS. The Youth Challenge Center and East Camp each received a PbS Level 4 Achievement Certificate. Brady Academy achieved a PbS Level 2 for the April 2012 data collection. Al Lick also recognized Tonya for her great job planning and organizing the event, as well as Doug Herrmann for his quiet confidence in PbS and the staff at STAR Academy.

Doug Herrmann, spoke to the group about his appreciation for such dedication and hard work. He thanked all the staff for their support and belief in the PbS process. Doug acknowledged *"The journey since 1996 would not have been so successful without great and dedicated staff."*

Department of Corrections Secretary, Denny Kaemingk, stated that *"He is very humbled and honored to have such great individuals working for the department."* Secretary Kaemingk, along with other departmental stakeholders attended an annual PbS briefing following the PbS celebration. PbS Coach, Al Lick, was present for this detailed briefing and a complete PbS assessment and review was conducted on all STAR Academy programs.

In October 2012, State PbS Coordinator presented current PbS information as it relates to Reintegration Standards to all South Dakota Juvenile Community Corrections staff at their annual training session.

2013 Highlights

In January 2013, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS State Coordinators Conference in Houston along with 29 other State Coordinators and PbS coaches. The focus of the conference was creating positive work cultures in the midst of continuous change. Tonya Wright-Cook along with the SD Director of Juvenile Corrections attended the CJCA best practice session that focused on the new PbS Family Engagement Initiative.

In January 2013, South Dakota Governor, Dennis Daugaard mentioned the Performance –Based Standards project in his state address. Governor Daugaard said*, "Our Department of Corrections is doing good work. It has achieved Level 4 certification by the Council of Juvenile Correctional Administrators. I have required our juvenile facilities to be certified by these national, performance-based measures, and I'm proud that DOC has reached this high standard."*

In July 2013, STAR Academy hosted their 5th annual PbS celebration. This year's theme was "STAR Spangled Event". The PbS celebration kicked off with the presentation of the *Rising Star Award* to Tamela Ross, YCC Secretary. The *Stars and Stripes Award* was awarded to Brenda Kirsch, Lead Youth Counselor at East Campus. The *Old Glory Award* was presented to Cinda Jones from the Brady Academy program. Three youth from East Campus assisted in the presentation of awards and gave short historic speeches. Individual awards included; *The Uncle Sam Award, the Eagle Award, the Patriot Award, the Yankee Doodle Award and the Liberty Bell Award.* This year marks the 5th annual *Jodi Larabee Spirit of Character Award* which was awarded to PbS Site Coordinator, Cinda Jones, from the Brady Academy program. Cinda comprehends PbS expected practices and has a strong partnership with the State Coordinator. This past year she has taken on an engaging role as an educator, mentor and team player. The final award of the day was the first Annual *Achievement Award* (AAA). This award will be given to a program or community corrections division to identify and recognize a level of excellence that contributes to PbS initiatives, improvements and outcomes. East Campus received the first AAA award in recognition of their continued efforts to progress and sustain high quality standards as it relates to improving conditions and treatment services to youth. PbS Coach, Al Lick presented the three STAR Academy programs with their PbS Level 4 Achievement Certificates. Al Lick commented that reaching a PbS Level 4 two consecutive data collections was a great honor.

Denny Kaemingk, Secretary of Corrections, thanked the staff for their hard work and dedication to both the PbS program as well as the youth of South Dakota. He stated that "PbS is a wonderful, wonderful thing!" Doug Herrmann, Director of Juvenile Corrections, also spoke. He thanked all of the staff for the great teamwork between programs.

In May 2013, South Dakota Governor, Dennis Daugaard along with 11 members of his cabinet toured the STAR Academy facility and eight members of the South Dakota Corrections Commission toured the facility in September.

In August 2013, STAR Academy mentored Pine Hills Youth Corrections Facility from Montana. The Quality Assurance/State PbS Coordinator along with his Administrative Officer spent two days collaborating with South Dakotas PbS Coordinators on PbS processes, data flow and culture change. Many ideas were exchanged between states and a strong working partnership was developed.

SD State PbS Coordinator, Tonya Wright-Cook, continues serving as a board member for the PbS Learning Institute. The board provides guidance to the PbS project on a national scale and continues to play an instrumental role in providing leadership for the project well into the future.

2014 Highlights

In January 2014, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS State Coordinators Conference in Tampa Florida along with 33 other State Coordinators and PbS coaches. This year's theme, "Helping Kids Succeed" included topics of family engagement, the PbS holistic approach to zero tolerance and trauma and gender responsive programming. The training goal was to help state coordinators rise up to today's challenges and build resource networks within the PbS community. Throughout the training, state coordinators networked with one another, shared information and resources with other states and came together as a community to ultimately improve the lives of the youths in their care.

In July 2014, STAR Academy hosted its 6th annual Performance-based Standards (PbS) recognition celebration in honor of staff who have set an example and continue to influence others in the spirit of PbS. The constant theme in the PbS recognition was targeted around leadership, influence and setting an example. Tonya Wright-Cook, PbS State Coordinator, explained "PbS does not have authority over us, but they most certainly have influence. Their standards and best practices guide us in the right direction so we can in turn lead by example and influence and our youth, our staff, and our families." The three STAR Academy program managers received the Donald Trump – Ace of Spades Award. She said the consistent use of Evidence Based Practices, Performance-based Standards and Core Correctional Procedures is like holding a trump card and how it never fails. The two current PbS Site Coordinators, Brenda Kirsch and Tamela Ross, were honored with the Mother Theresa Inspiration Award. Twelve staff members from all different programs including Community Corrections were awarded the Sam Walton-High Expectation Award for taking an active role with the facilitation of family surveys or recommending volunteer speakers throughout the year. Tonya said "High expectations are an attitude; it's a culture and a collective way of incorporating best practices. Tonya recognized 12 staff members for working diligently behind the scenes by executing, taking action and moving ahead as things change. They were presented with the John Maxwell "Walk the Talk Award." The Maya Angelou Perseverance Award went to seven Community Corrections Agents. Tonya explained that without a partnership with our Juvenile Community Agents and their role in the Reintegration Standards we would never see a level 4 performance in our programs. Their PbS knowledge and their data entry is critical for us to submit a complete package. The following individuals were recognized with the Vince Lombardi Leadership Award: PbS Coach Al Lick, STAR Academy Assistant Superintendent Loren Mohr, STAR Academy Superintendent Jeff Haiar, Director of Juvenile Community Corrections Kristi Bunkers, Director of Juvenile Services Doug Herrmann and Secretary of Corrections Denny Kaemingk. Tonya surprised everyone by presenting (2) Spirit of Character Awards this year. Tonya said "This year's award goes to goes to someone who has a positive approach in all their work efforts they are innovative, structured and responsive" and presented the 6th annual Jodi Larabee Spirit of Character Award to Brenda Kirsch and Tamela Ross. Juvenile Community Corrections was presented with the 2nd Annual PbS Achievement Award for their recognizable improvements over the last year, for taking an active role in the PbS Family Initiative and for their integrated partnership in our PbS success. Juvenile Division Director Doug Herrmann was confident in saying "STAR Academy is a place I would be comfortable sending my own youth to." After an eventful day of PbS presentations, a working brown bag luncheon and a celebration that recognized influential staff, the PbS festivities ended with the satisfaction that our PbS investment is invaluable.

In August 2014, STAR East Campus was name as one of the three finalists for the Barbara Allen Hagen Award in the correction category. STAR East Campus was selected as a finalist for their Facility Improvement Plan (FIP) to improve safety at the facility by addressing the number of injuries to youths. The award is given annually to one detention, one correction and one assessment facility that best exemplify PbS' underlying principles.

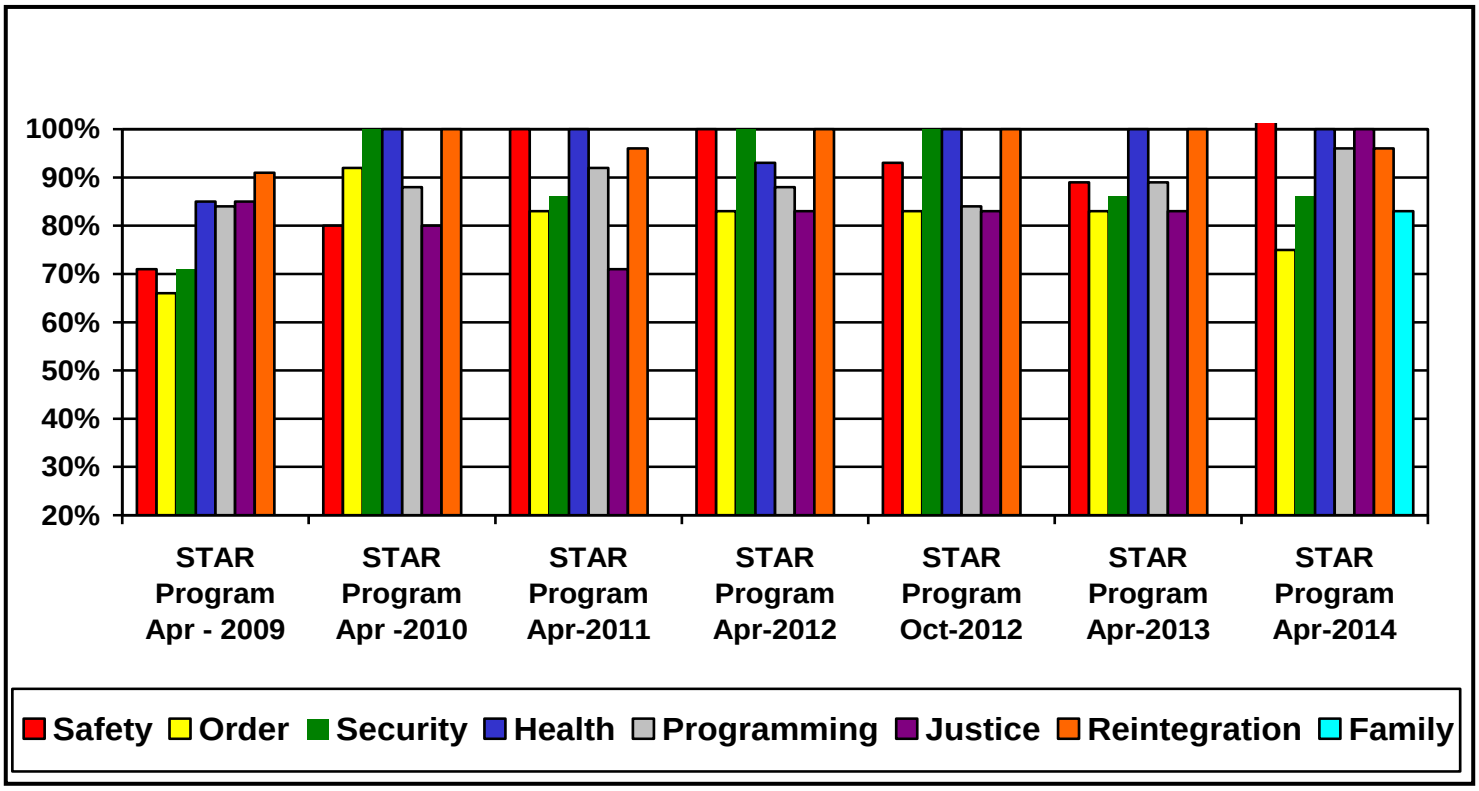
In September 2014, SD State PbS Coordinator, Tonya Wright-Cook, was invited to serve as a member of the 2014 Performance-based Standards (PbS) Goals and Standards Review Board. In 2015, PbS will be celebrating its 20th anniversary and they have made enormous strides since launching in 1995 to promote evidence-based and best practices to improve conditions of confinement and achieve positive outcomes for youths in custody. Over the years, PbS convenes small groups of juvenile justice experts, researchers and practitioners to carefully examine the PbS goals and standards for alignment with research and best practices, comprehensiveness addressing conditions of confinement and meaningfulness to the field.

In October 2014, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Board of Directors meeting in Chicago. Since 2006, Tonya continues serving as a board member for the PbS Learning Institute. The board provides guidance to the PbS project on a national scale and continues to play an instrumental role in providing leadership for the project well into the future.

For the fifth time all of the STAR Academy's programs have reached the highest level status possible under the PbS project that measures conditions and treatment services provided to incarcerated youth. Since 2009, STAR Academy has had one or more program maintain a Level 4 status in the PbS project. In April 2011, South Dakota became the first state to have all of its reporting programs achieve Level 4 status and repeated the feat in October 2012, April 2013, April 2014, and October 2014.

With the April 2014 data collection, STAR Academy has completed its 26th cycle of data collection. STAR Academy programs are compared to other facilities that have participated in the project for more than two data collection cycles. There are a total of 115 outcome measures that fall into the Security, Order, Safety, Programming, Health, Justice, Family and Reintegration categories.

The following graph displays the percent of PbS outcome measures where STAR Academy exceeded the national average as a jurisdiction for the most current data collection, April 2014. Please review individual jurisdiction graphs for more details.



Current National Average Comparisons- STAR Academy Programs
April 2014

Safety: STAR Academy met or exceeded the National Average in 100% of the outcome measures.

Order: STAR Academy met or exceeded the National Average in 75% of the outcome measures.

Security: STAR Academy met or exceeded the National Average in 86% of the outcome measures.

Health: STAR Academy met or exceeded the National Average in 100% of the outcome measures.

Programming: STAR Academy met or exceeded the National Average in 96% of the outcome measures.

Justice: STAR Academy met or exceeded the National Average in 100% of the outcome measures.

Reintegration: STAR Academy met or exceeded the National Average in 96% of the outcome measures.

Family: STAR Academy met or exceeded the National Average in 83% of the outcome measures.

Note: Family outcome measures rolled out April 2014.

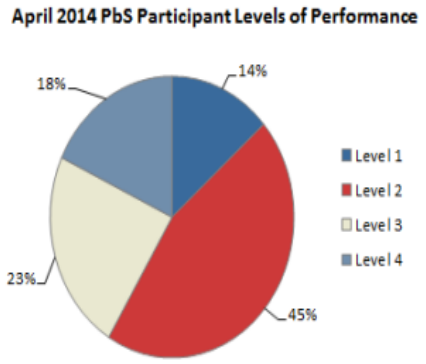
1.5 Levels of Performance

The PbS Learning Institute has created levels of performance that gradually recognize when facilities master the basics of data collection. Performance profiles are a user- friendly analysis score card that monitors when facilities achieve higher-than average outcomes. The profile starts first with the critical outcomes that when sustained at high performance, the programming, health/mental health and other outcomes are factored in. It is an effort by PbS to provide sites with a summary of performance measures related to the sites meeting sample size requirements, compliance with PbS definitions, and to serve as a guide to evaluation of outcomes in relation to previous site performance and national field averages.

In April 2014 there were 155 PbS participants with 14% scoring in Level 1. The largest scoring group was Level 2 at 45% and 23% of the participants in the Level 3 group. Twenty-eight sites (18%) scored in the Level 4 category, three of which were South Dakota programs. Please review STAR Academy's jurisdiction levels of performance for more details.

SOUTH DAKOTA DEPARTMENT OF CORRECTIONS, JUVENILE DIVISION
PbS April 2014 Jurisdictional Levels of Performance

South Dakota Department of Corrections, Juvenile Division PbS Sites		
LEVEL 2 (0 Sites)	LEVEL 3 (0 Sites)	LEVEL 4 (3 Sites)
		Patrick H. Brady Academy
		Star East Campus
		Youth Challenge Center



Performance Profile Scoring Legend

LEVELS SCORING LEGEND	Level 1	Level 2	Level 3	Level 4
Sample Size Score	100%	100%	100%	100%
Incident Report Definitional Compliance and Comprehensive Reporting Score	100%	100%	100%	100%
Average of Youth Record Data Elements Scores	>= 84.5%	>= 84.5%	>= 84.5%	>= 84.5%
Average Facility Improvement Plan Score	>= 84.5%	>= 84.5%	>= 84.5%	100%
Percent of Youth Record Data Elements Contributing to Critical Health OM Scores		>= 84.5%	>= 84.5%	100%
Critical Outcome Measures the Same or Better than Field Average		>= 84.5%	>= 84.5%	>= 84.5%
Percent of Youth Record Data Elements Contributing to Health and Programming Scores			>= 84.5%	100%
Health, Justice and Programming Outcome Measures Same or Better than Field Average			>= 84.5%	>= 84.5%
Corrections Only: Percent of Youth Record Data Elements Contributing to Reintegration Scores			>= 84.5%	100%
Corrections Only: Reintegration Outcome Measures Same or Better than Field Average			>= 84.5%	>= 84.5%

1.6 Program Analysis

The following pages contain a jurisdiction analysis for the October 2013 and April 2014 data collections. Each jurisdiction analysis contains outcome measures, an analysis of how each site did per outcome measure, a comparison to the national average when applicable, and information regarding the Facility Improvement Plans (FIP). The results for the individual PbS outcome measures are as follows:

PbS Outcome Measures	**Security**	**Pages 23-30**
	Order	**Pages 31-46**
	Safety	**Pages 47-66**
	Programming	**Pages 67-92**
	Health	**Pages 93-108**
	Justice	**Pages 109-118**
	Reintegration	**Pages 119-144**
	Family	**Pages 145-160**
Facility Improvement Plans	**All Programs**	**Pages 51,63,42**

1.7 *PbS* Program Wins Prestigious Award

OJJDP's Performance-based Standards (*PbS*) for Youth Correction and Detention Facilities was one of five recipients of the 2004 Innovations in American Government Award from the Ash Institute for Democratic Governance and Innovation at Harvard University and the Council for Excellence in Government. The annual Innovation Award recognizes federal, state, and local programs that exemplify creative and effective government at its best. Winning programs receive $100,000 grants to support replication and dissemination activities. The 2004 winners were chosen from among nearly 1,000 applicants. OJJDP launched the *PbS* program in 1995 to collect and analyze data to improve conditions and services in juvenile facilities. Developed under the direction of Edward J. Loughran, Executive Director, CJCA, *PbS* sets national standards and gives agencies tools to collect data, analyze performance results, design improvements, implement change, and measure effectiveness. For additional information about the *PbS* program, visit www.pbstandards.org

1.8 STAR Academy Wins Prestigious Barbara Allen Hagen Award

The Council of Juvenile Correctional Administrators (CJCA) and the Performance-based Standards Learning Institute (PbS Li) selects three juvenile facilities annually from around the country as winners of a national award recognizing outstanding and exemplary work to ensure that facilities are safe for youths and staff, hold youth accountable and provide effective rehabilitation services that prevent future crime.

The Barbara Allen Hagen recognition is awarded to one correction, one residential and one detention/assessment site annually. In 2007, STAR Academy Youth Challenge Center was the first correctional facility to receive this award.

Ms. Allen-Hagen served as the PbS project monitor at the Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Justice Programs, US Department of Justice in 1995 when the project was launched until her retirement May 2006. She was instrumental in obtaining federal support for PbS and was a continuous voice advocating on behalf of youths in the juvenile justice system.

1.9 PbS Recognizes STAR Academy

PbS Learning Institute

Committed to treating youths in custody as one of our own

October 15, 2014

Tonya Wright-Cook
Quality Assurance Specialist
South Dakota Star Academy
12279 Brady Drive
Custer, SD 57730

Dear Tonya,

The April, 2014 PbS Data Collection marked the fourth consecutive collection that all three Star Academy Programs have reached the prestigious Level IV designation. This is indeed a performance level that Performance Based Standards in its almost twenty year history has not witnessed.

Performance Based Standards strongly emphasizes continuous improvement. Star Academy has shown a high achievement level and consistency in delivering juvenile correctional services that reflect the best practices in the field. We would be remiss if we did not mention this standard could never be met without highly motivated and well trained staff.

A closer look at the performance of each facility reveals:

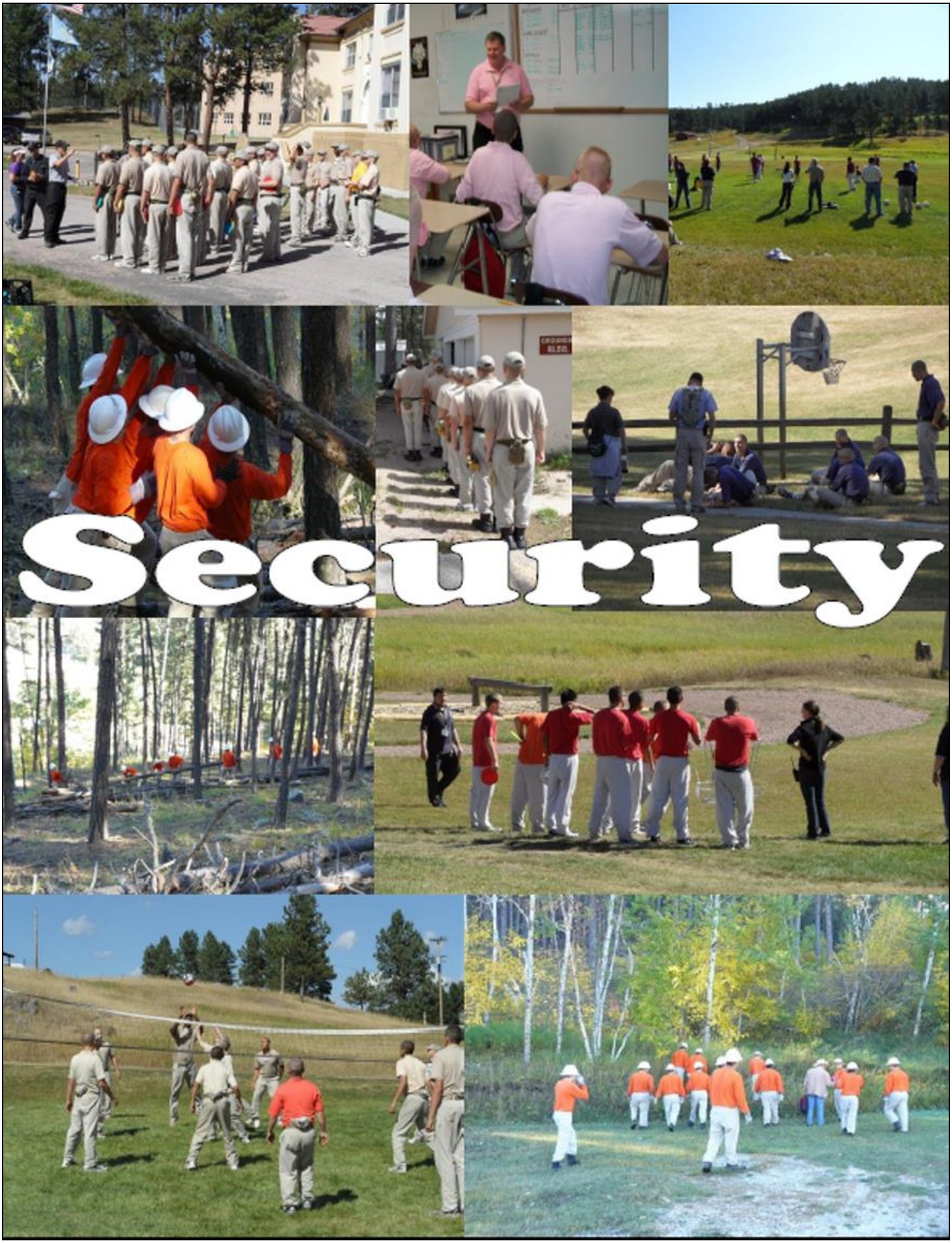
- Star East Academy has developed and is currently using some of the most creative and innovative services in female juvenile correctional programs. The leadership at this facility is always searching for and willing to explore female programs that improve the chances of their population being successful as they return to their home communities. We are not surprised they were one of three finalists for the prestigious PbS Barbara Allen-Hagen award.
- The Youth Challenge Center in this last PbS data improvement cycle developed a very creative program called "Choices". This innovative program is a thoughtful alternative to a youth being removed from school because of behavior. Although this alternative is in its infancy, the initial results have been very positive. YCC surpassed the PbS national average by meeting 28 out of 33 Critical Outcome Measures or 84.85%. They also met 62 out of 67 Non-critical Outcome Measures or 92.54%.
- The Administration at Patrick Brady has challenged itself by improving the line of communication between themselves and all staff. Their initial results have been a strong gradual improvement until they reached the PbS field average in the last PbS data collection. Brady surpassed the PbS national average by meeting 28 out of 33 Critical Outcome Measures or 84.85%. They also met 56 out of 67 Non-critical Outcome Measures or 88.89%.
- We would be remiss if we did not take a moment to mention the important part the Field Services Offices play in the continued success of Star Academy. Without a highly effective after-care system, which is provided by the Community Field Offices, this high level of PbS performance could not be attained. This statement is especially true in the Non-critical Outcome measures.

Congratulations to everyone involved in the Star Academy delivery of juvenile correctional services. All staff has contributed to a very high level of performance as each person does their everyday duties.

Best
Regards,

Al Lick

Al Lick
PbS Coach


Security

STAR Academy
Security
This includes measures such as escapes, contraband and lost or misplaced equipment.

Security 1 Escapes: Completed

Completed escapes, walk-aways, and AWOL's, per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.

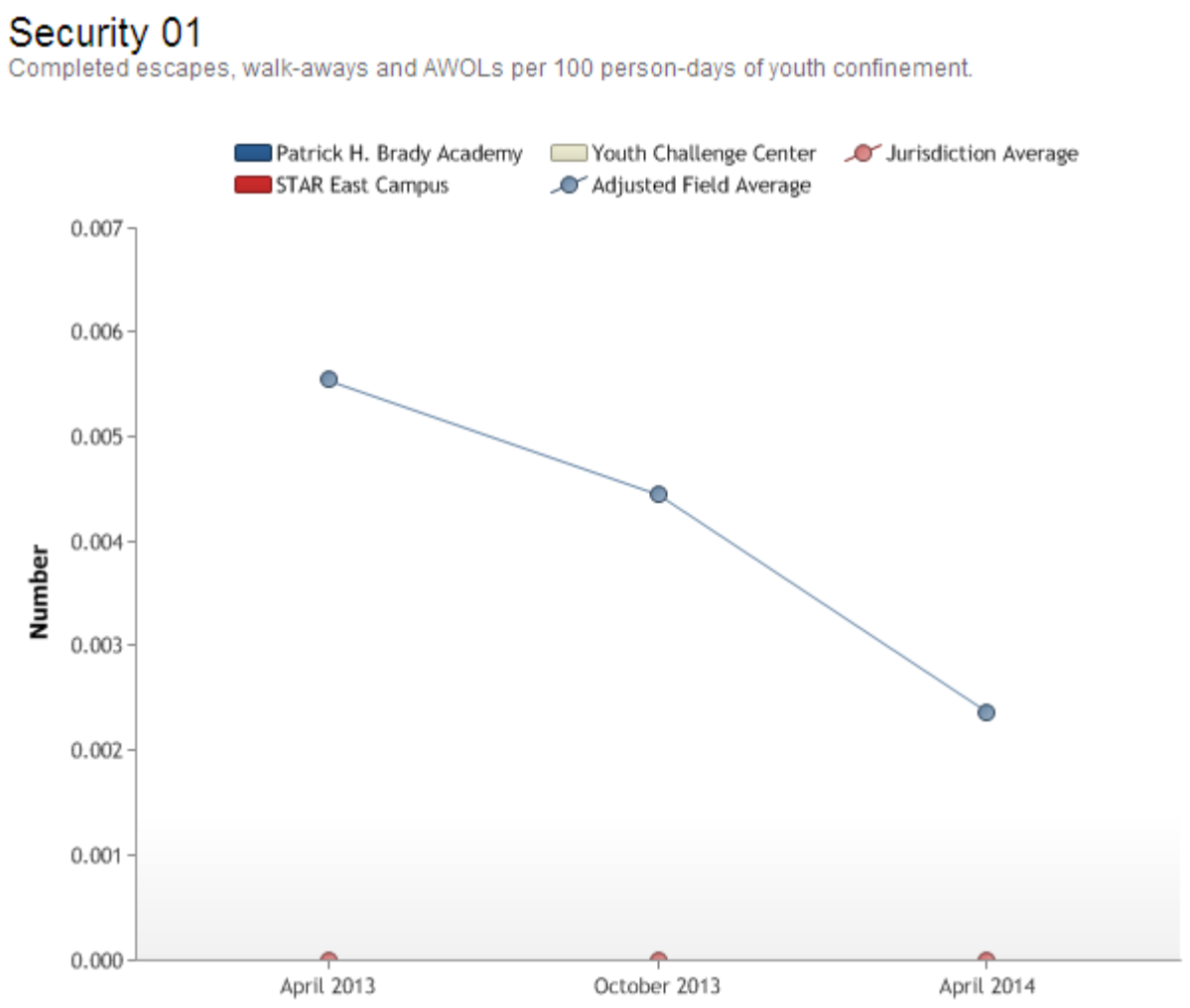
STAR East Camp

Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.

Youth Challenge Center

Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.

STAR PROGRAMS



Security 2 Escapes: Attempted

Attempted escapes per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.04, higher than the national average.

Brady Academy

Attempted escapes per 100 person days of youth confinement was one incident for April.

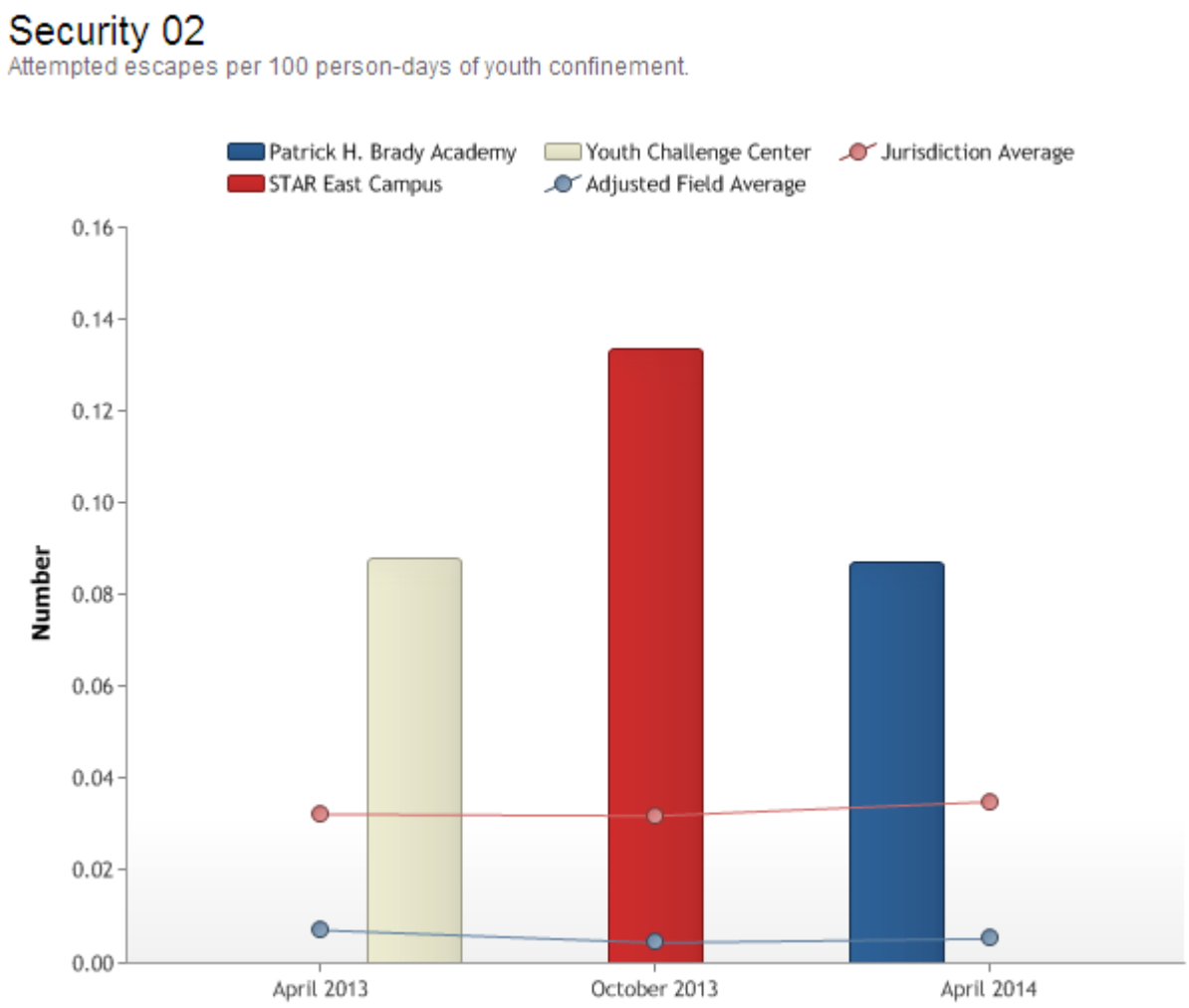
STAR East Camp

Attempted escapes per 100 person days of youth confinement was one incident for October and zero incidents for April.

Youth Challenge Center

Attempted escapes per 100 person days of youth confinement was zero incidents in October and April.

STAR PROGRAMS



Security 3 Escapes: Weapons

Incidents involving contraband (weapons) per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Brady Academy

There were no incidents involving contraband (weapons) for October and April.

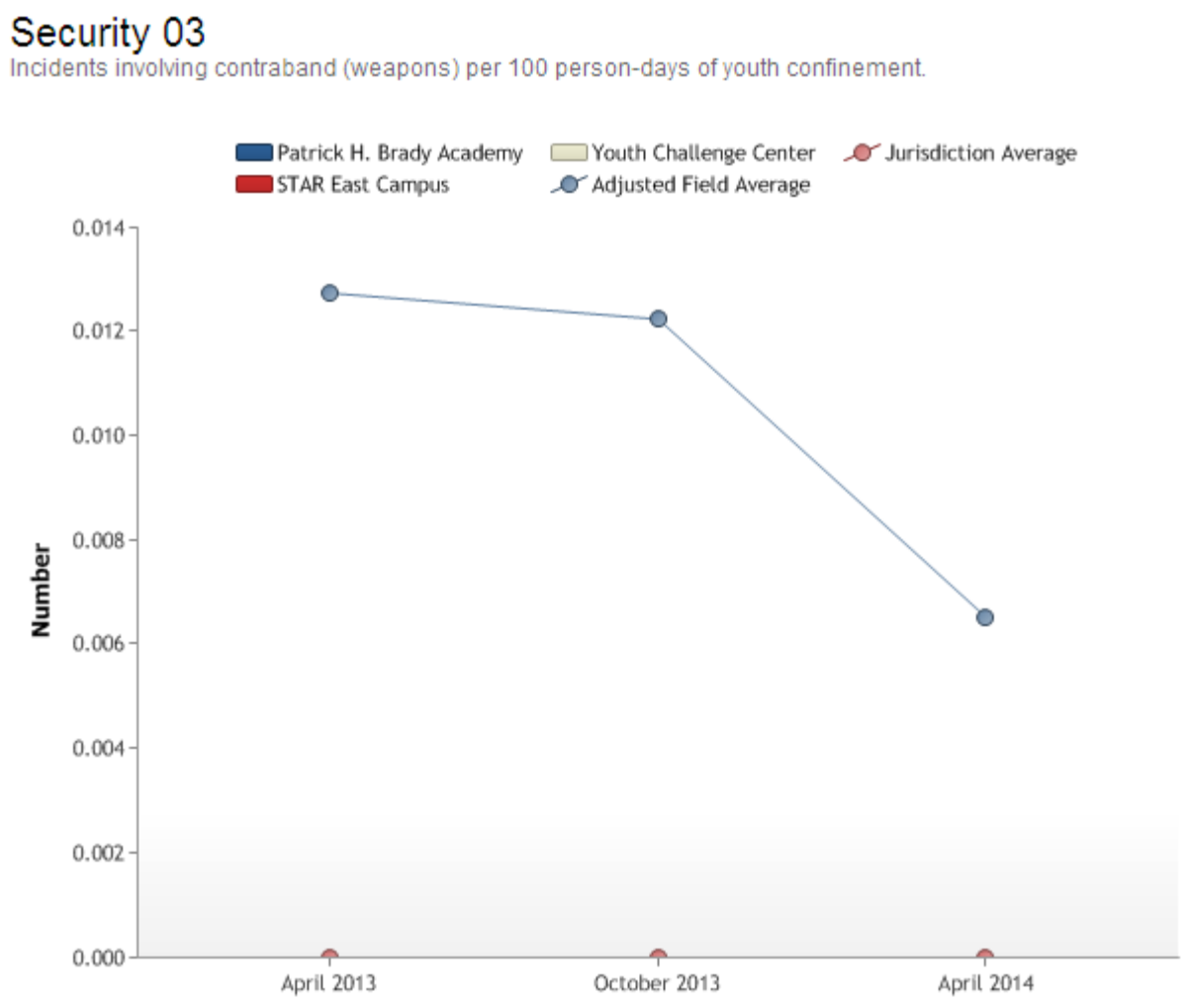
STAR East Camp

There were no incidents involving contraband (weapons) for October and April.

Youth Challenge Center

There were no incidents involving contraband (weapons) for October and April.

STAR PROGRAMS



Security 4 Contraband: Drugs

Incidents involving contraband (drugs) per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

There were no incidents involving contraband (drugs) for October and April.

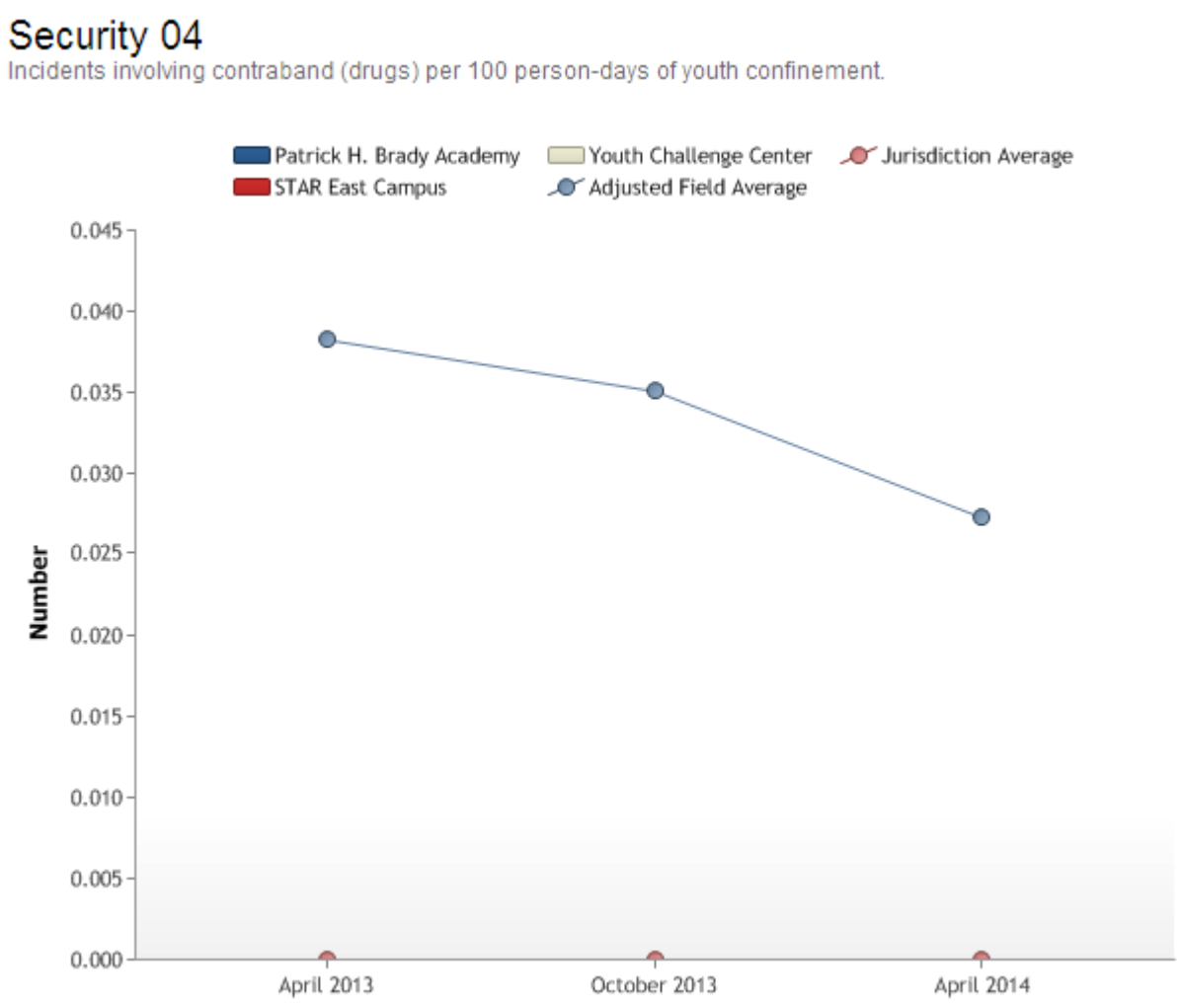
STAR East Camp

There were no incidents involving contraband (drugs) for October and April.

Youth Challenge Center

There were no incidents involving contraband (drugs) for October and April.

STAR PROGRAMS



Security 5 Contraband: Other

Incidents involving contraband (other) per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

STAR East Camp

A Facility Improvement Plan (FIP) was developed for this Outcome Measure (OM) in April 2003 and has been formally closed. The FIP team continues to monitor this OM closely.

Youth Challenge Center

A Facility Improvement Plan (FIP) was developed for this Outcome Measure (OM) in October 2008 and has been formally closed.

Brady Academy

There were zero incidents involving contraband (other) for the October and April data collection.

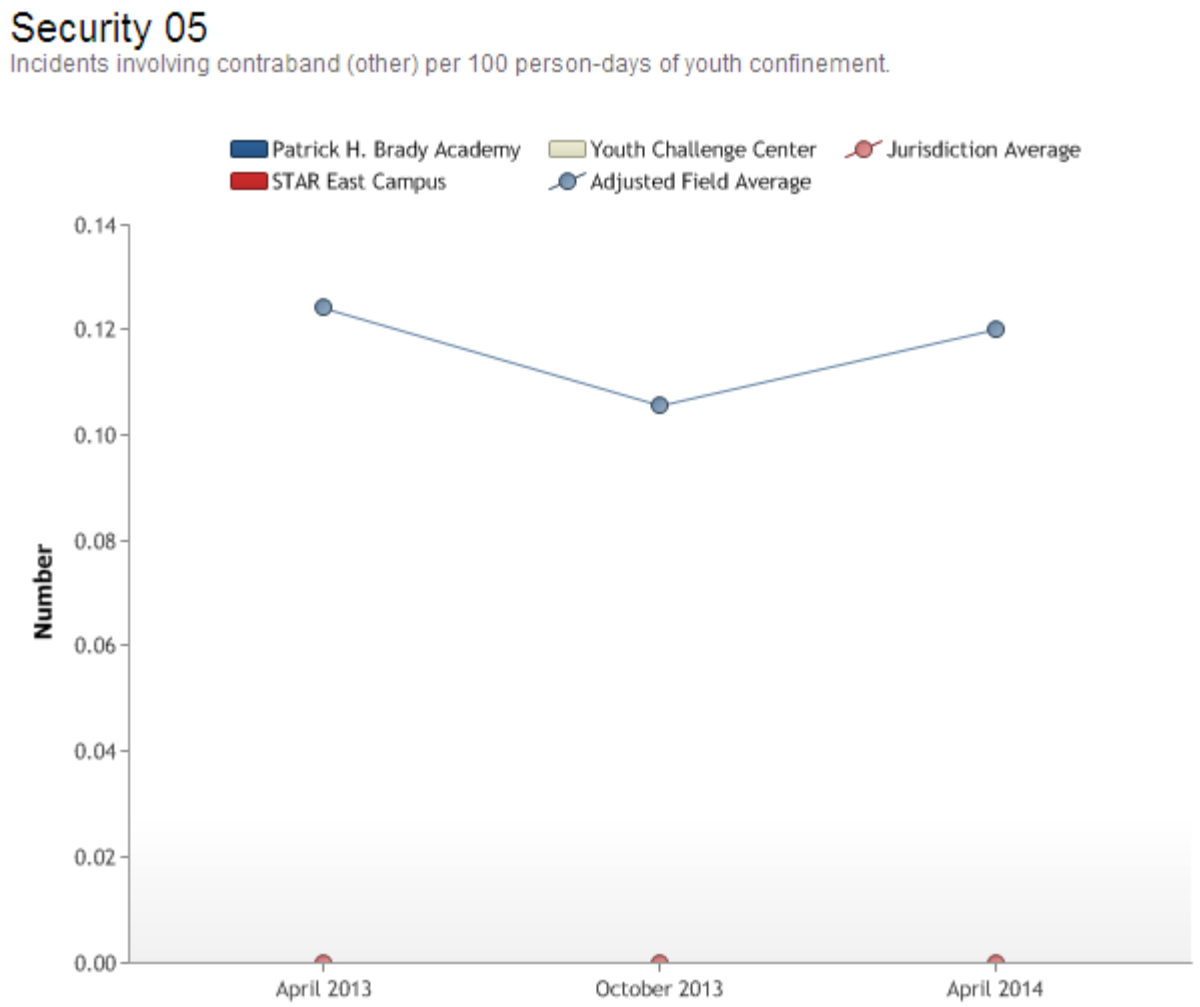
STAR East Camp

There were zero incidents involving contraband (other) for the October and April data collection.

Youth Challenge Center

There were zero incidents involving contraband (other) for the October and April data collection.

STAR PROGRAMS



Security 6: Lost Keys

Incidents involving lost keys per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

There were no incidents involving lost keys for the October and April data collection.

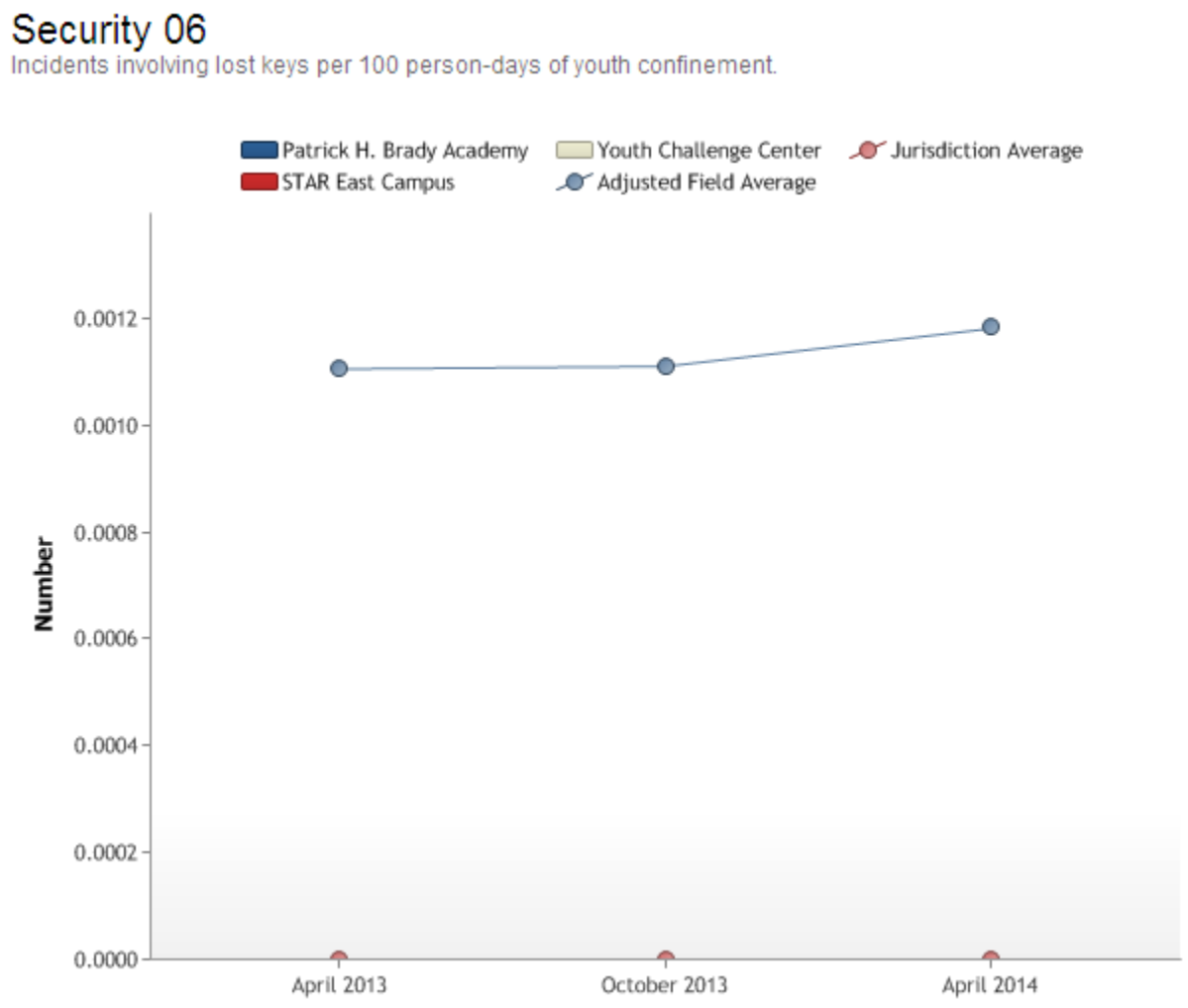
STAR East Camp

There were no incidents involving lost keys for the October and April data collection.

Youth Challenge Center

There were no incidents involving lost keys for the October and April data collection.

STAR PROGRAMS



Security 7: Lost Tools

Incidents involving lost tools per 100 person days of youth confinement.

Jurisdiction Average

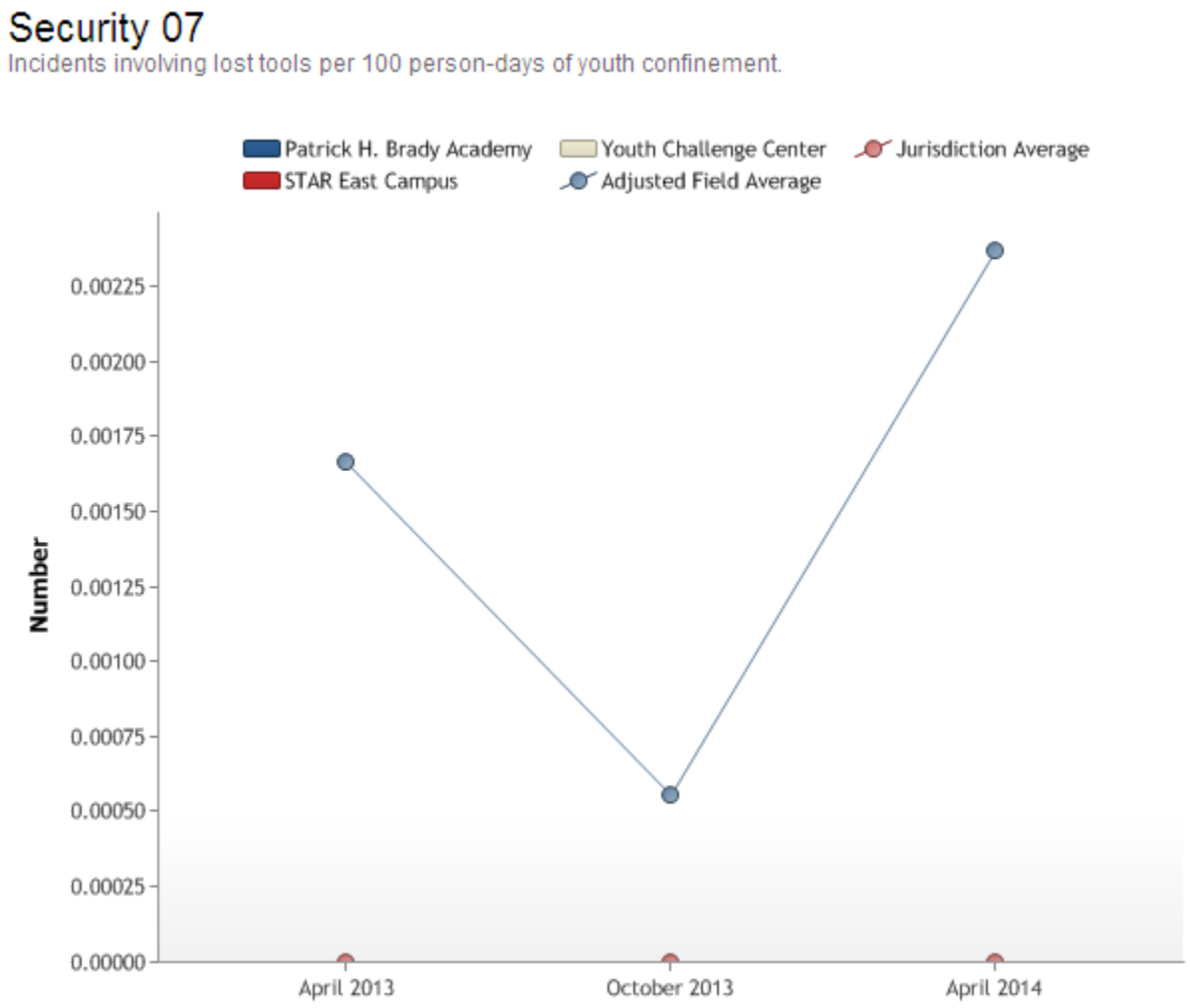
The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy
There were no incidents involving tools for the October and April data collection.

STAR East Camp
There were no incidents involving tools for the October and April data collection.

Youth Challenge Center
There were no incidents involving tools for the October and April data collection.

STAR PROGRAMS



Order

Order

This includes measures such as misconduct, use of restraints and isolation, and idle waking hours.

Order 1: Youth Misconduct

Incidents of youth misconduct per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 42%, well below the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this OM in April 2012 and has been deemed successful and formally closed.

Youth Challenge Center

A Facility Improvement Plan (FIP) was developed for this OM in October 2002 and has been deemed successful and closed.

Brady Academy

Incidents of youth misconduct per 100 person days of youth confinement was 9 in October and 6 in April.

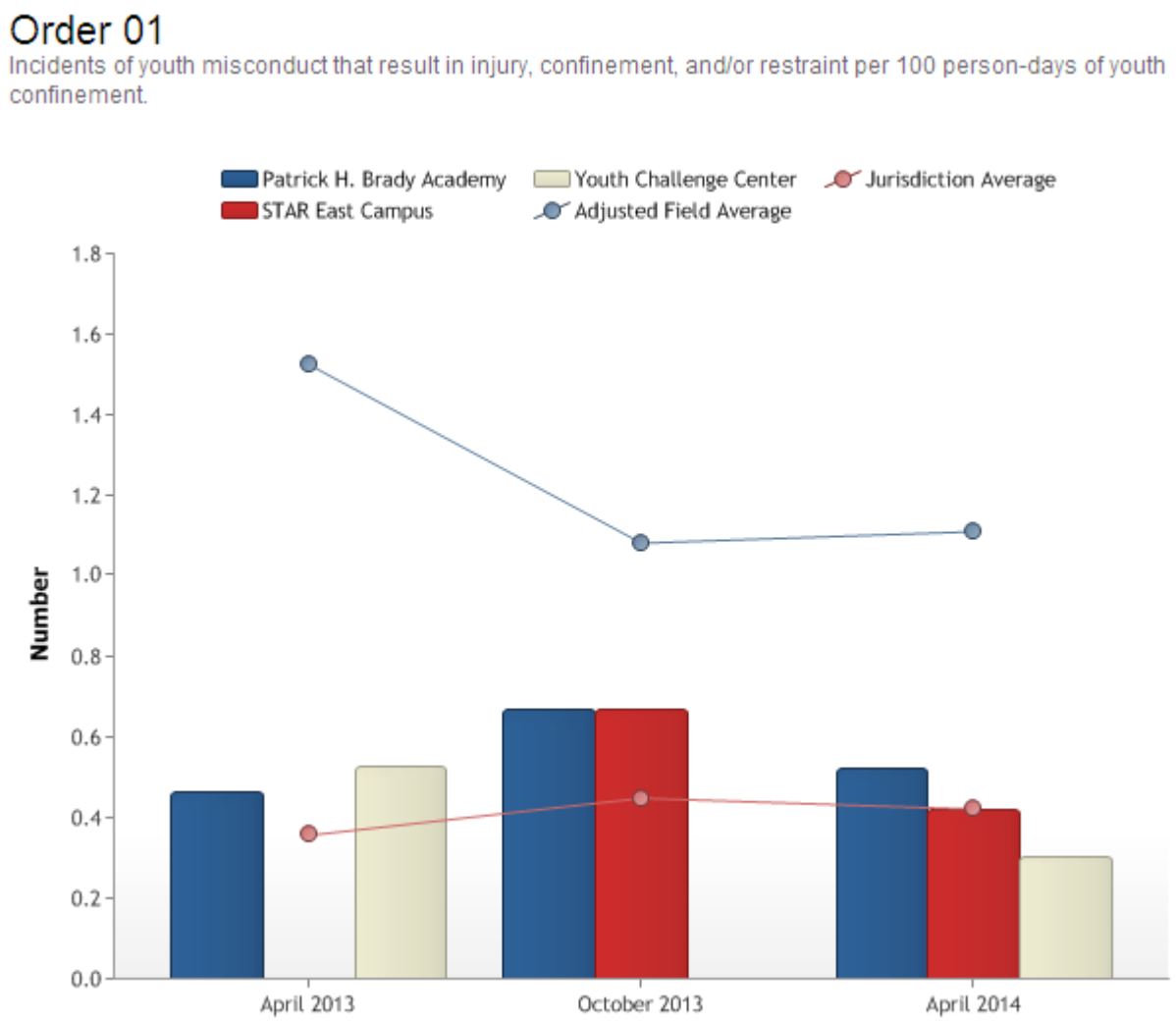
STAR East Camp

Incidents of youth misconduct per 100 person days of youth confinement was 5 in October and decreased to 3 incidents in April.

Youth Challenge Center

Incidents of youth misconduct per 100 person days of youth confinement was zero in October and 3 in April.

STAR PROGRAMS



Order 2 Administrative Sanction: Staff Involvement

Staff involvement in administrative sanction for conduct related to youth (suspension, letter of reprimand, demotion, etc) per 100 staff days of employment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2002 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in October 2005, which has been deemed successful and formally closed.

Brady Academy

Staff involvement in administrative sanction for conduct related to youth per 100 staff days was zero in October and zero in April.

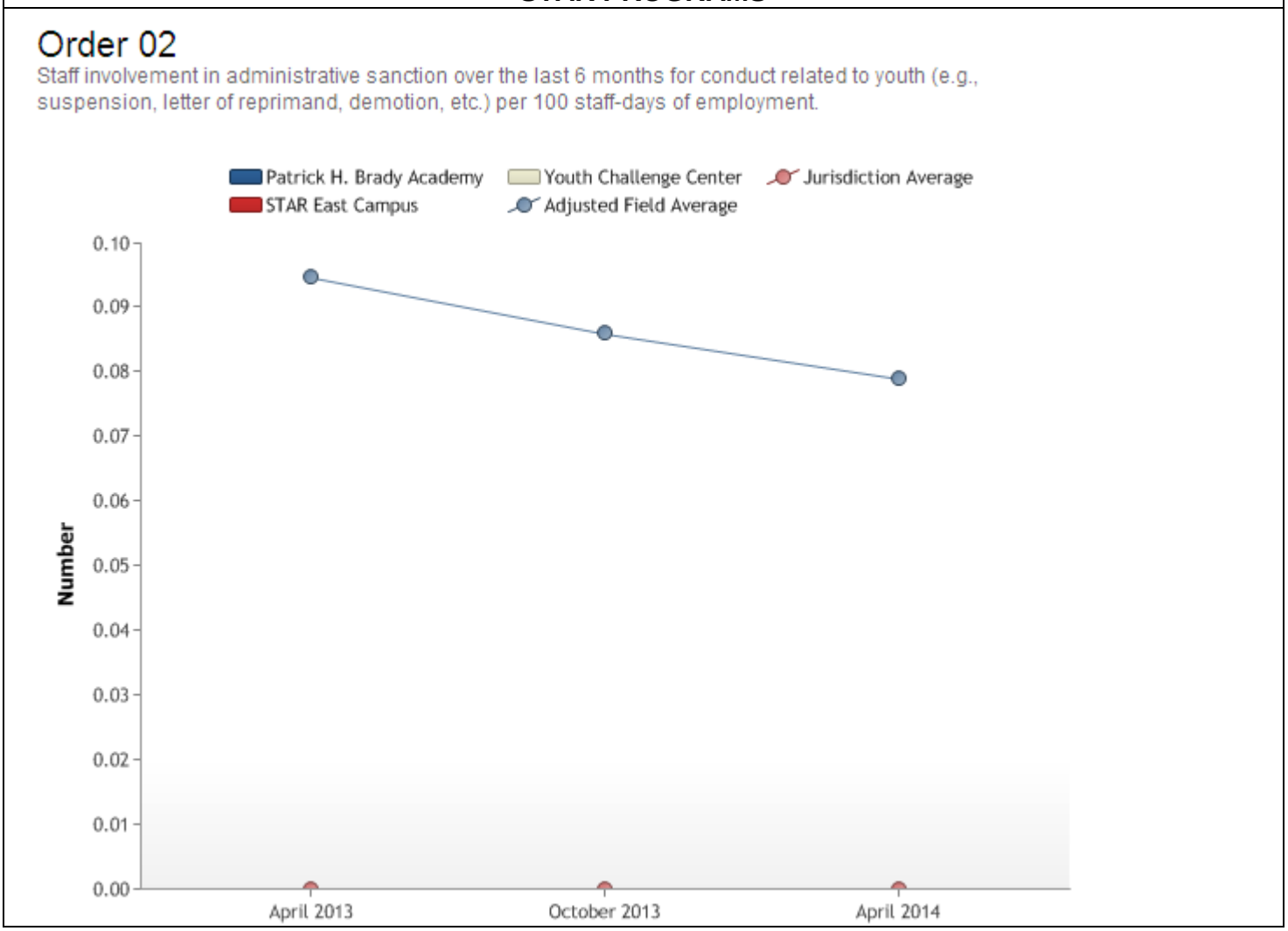
STAR East Camp

Staff involvement in administrative sanction for conduct related to youth per 100 staff days was zero in October and zero in April.

Youth Challenge Center

Staff involvement in administrative sanction for conduct related to youth per 100 staff days was zero in October and zero in April.

STAR PROGRAMS



Order 3 Restraints: Physical

Physical restraint use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .21%, well below the national average.

Brady Academy

Physical restraint use was five incidents per 100 days in October and three incidents in April.

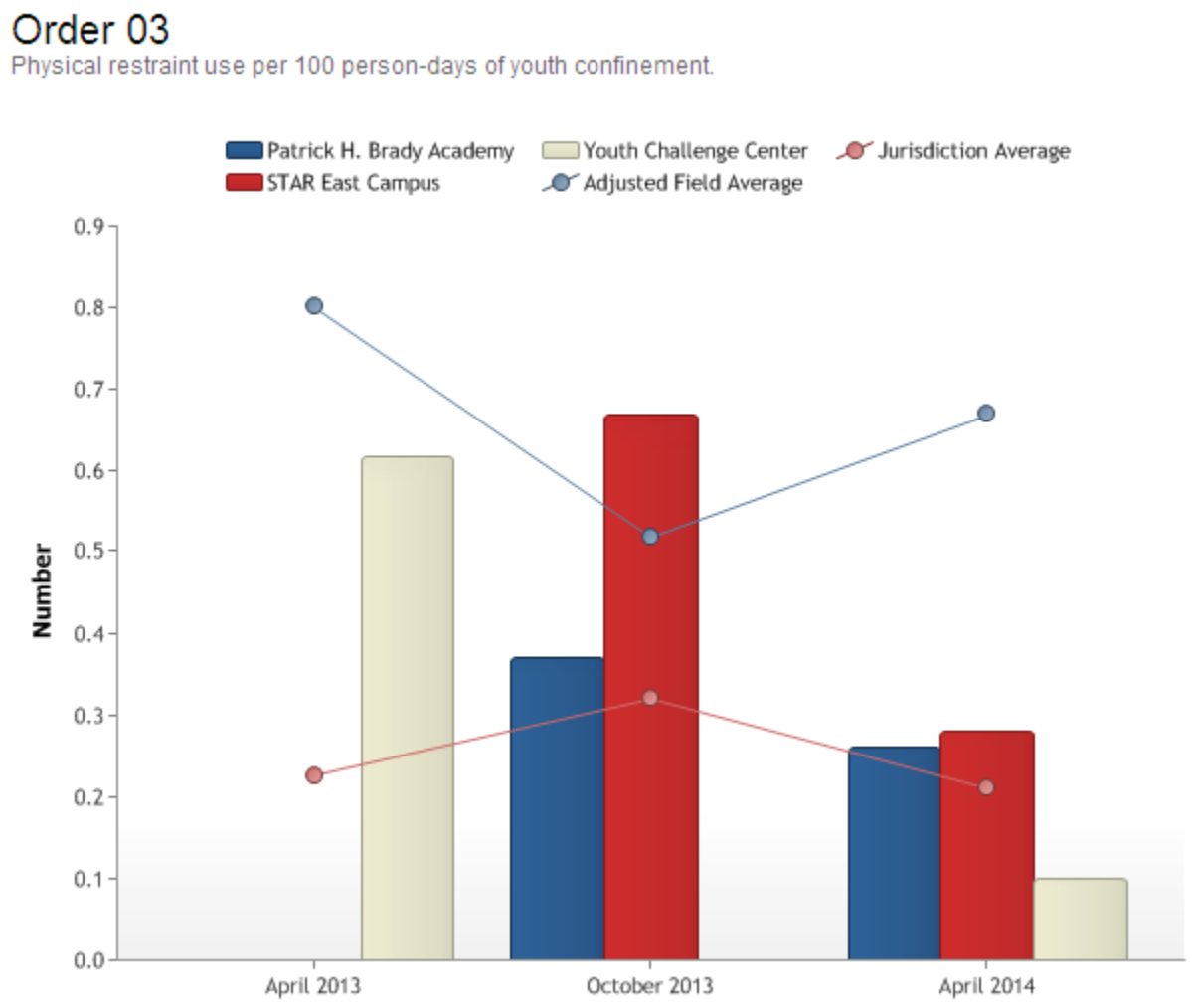
STAR East Camp

Physical restraint use was five incidents per 100 days in October and two incidents in April.

Youth Challenge Center

Physical restraint use was zero incidents in October and one incident in April.

STAR PROGRAMS



Order 4 Restraints: Mechanical

Mechanical restraint use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .25%, well below the national average.

Brady Academy

Mechanical restraint use was one incident in October and two incidents in April.

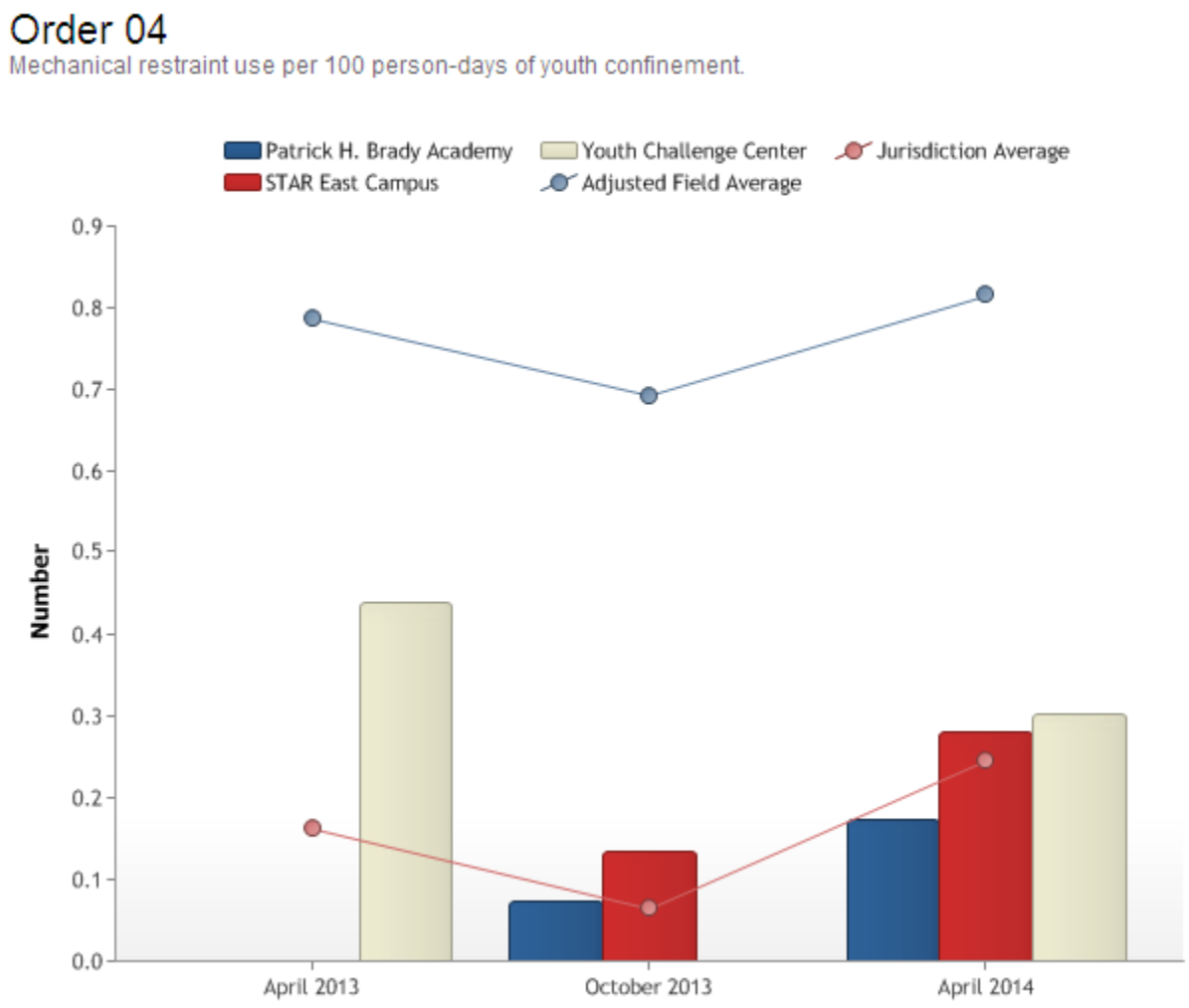
STAR East Camp

Mechanical restraint use was one incident in October and two incidents in April.

Youth Challenge Center

Mechanical restraint use was zero incidents in October and three incidents in April**.**

STAR PROGRAMS



Order 5 Restraints: Other

Other restraint use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

There have consistently been no incidents of other restraint use.

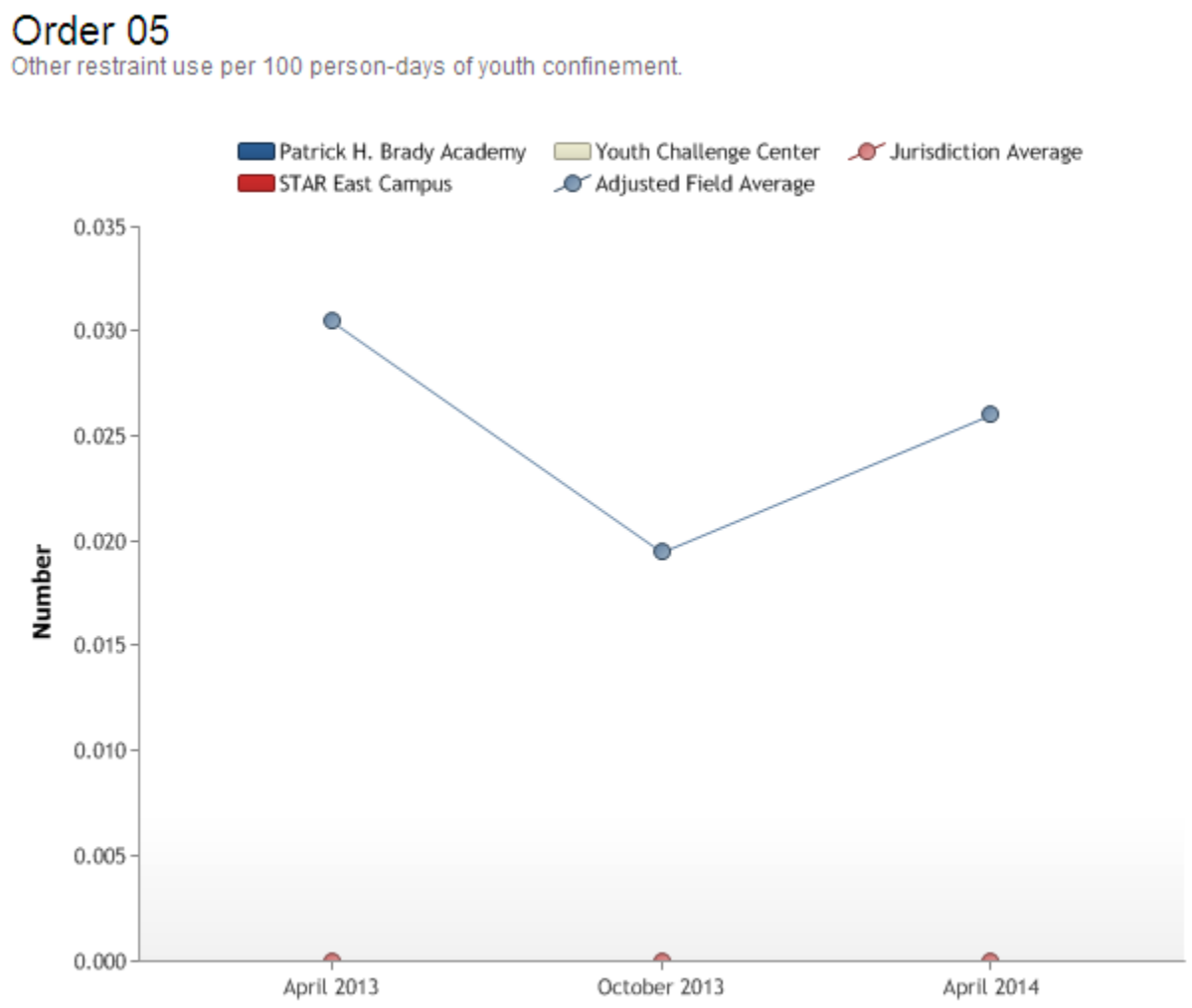
STAR East Camp

There have consistently been no incidents of other restraint use.

Youth Challenge Center

There have consistently been no incidents of other restraint use.

STAR PROGRAMS



Order 6 Restraints: Chemical

Chemical restraint use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

There have consistently been no incidents of chemical restraint use.

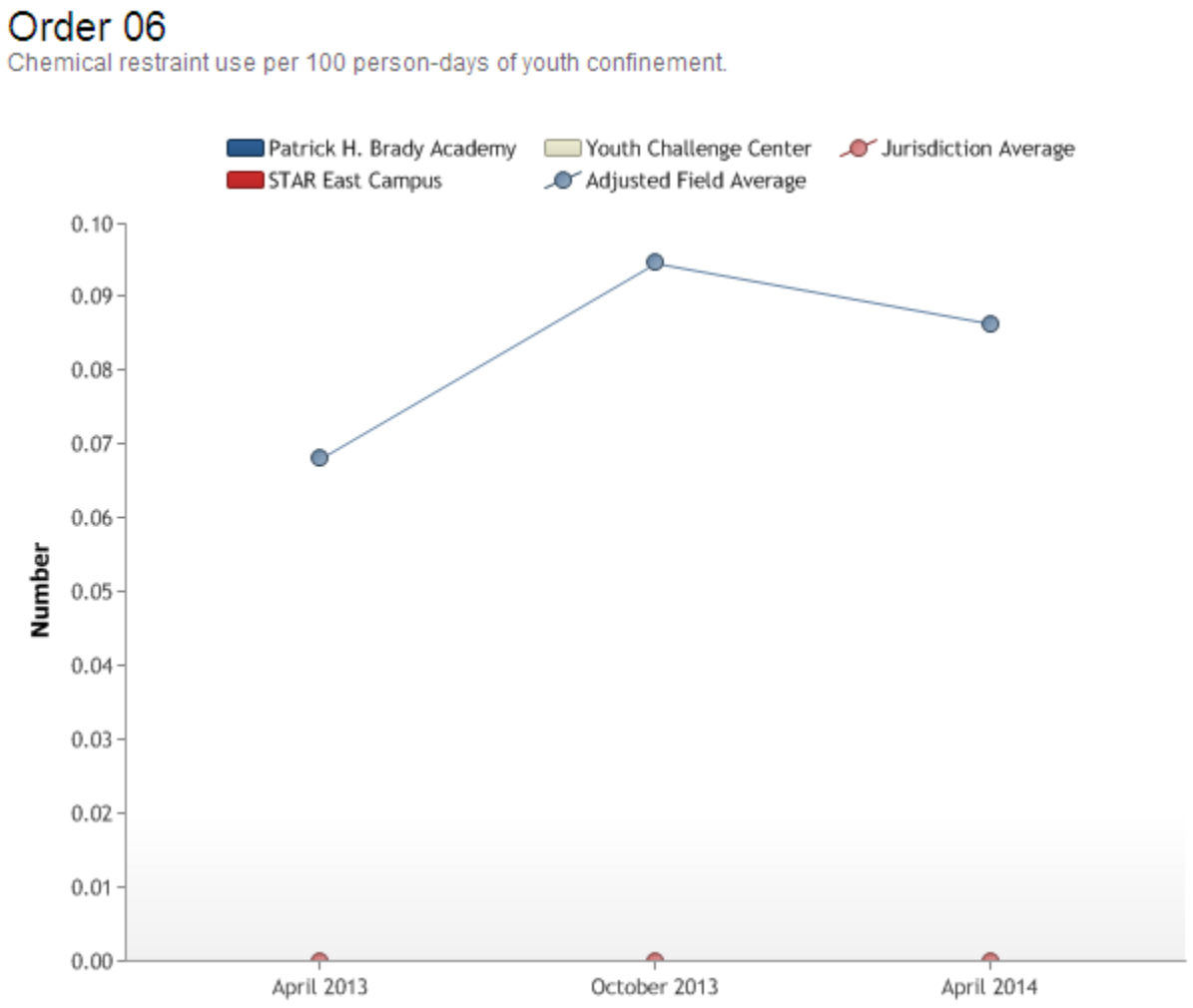
STAR East Camp

There have consistently been no incidents of chemical restraint use.

Youth Challenge Center

There have consistently been no incidents of chemical restraint use.

STAR PROGRAMS



Order 7 Restraints: Chair/Bed

Restraint chair or restraint bed use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Restraint chair/restraint bed use remains at zero for all data collections to date.

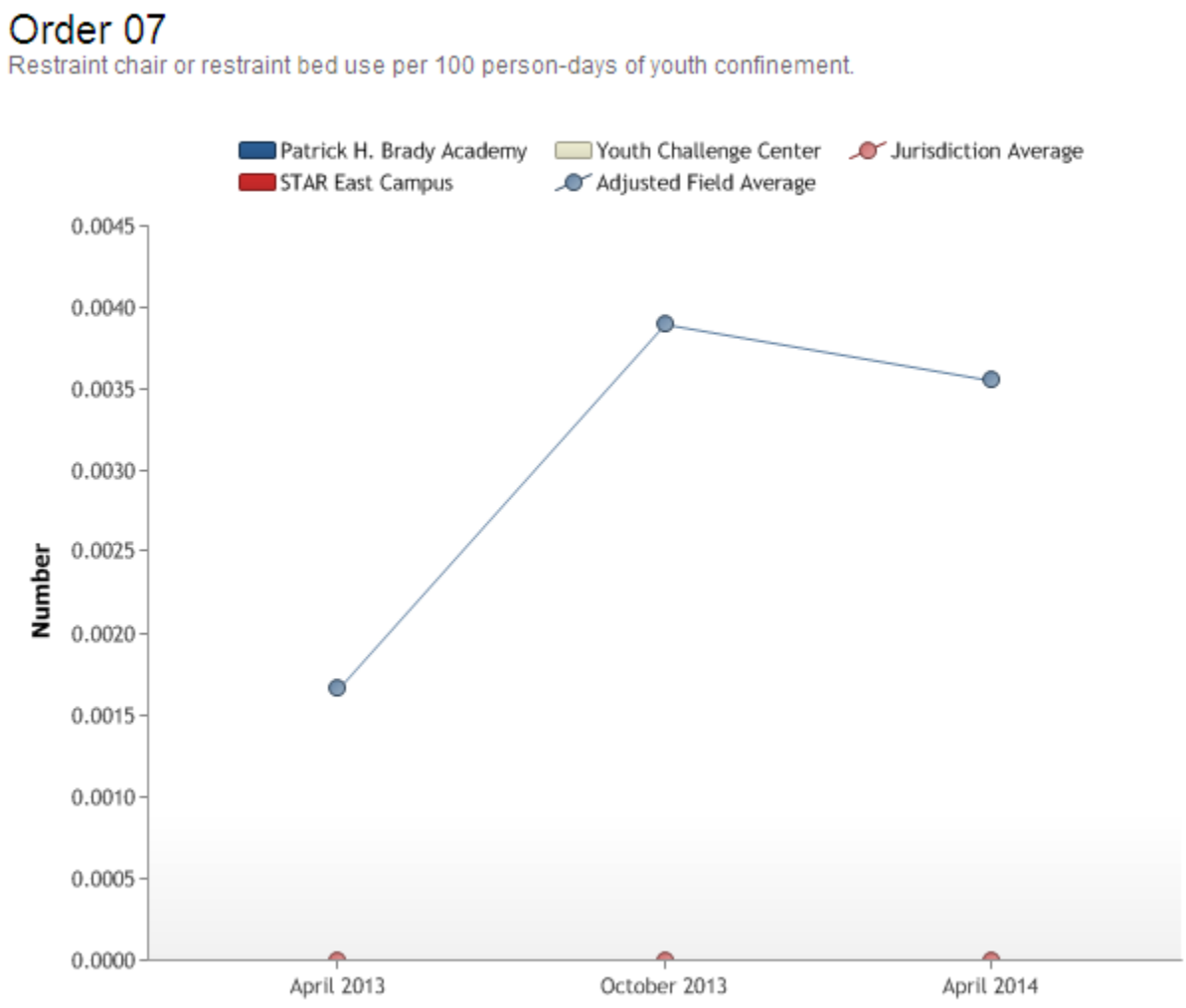
STAR East Camp

Restraint chair/restraint bed use remains at zero for all data collections to date.

Youth Challenge Center

Restraint chair/restraint bed use remains at zero for all data collections to date.

STAR PROGRAMS



Order 8 Confinement: Isolation/Room

Use of isolation and room confinement and segregation/special management unit use per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .49%, well below the national average.

Brady Academy

In October, use of isolation and room confinement was ten incident per 100 person days of youth confinement and nine incidents in April.

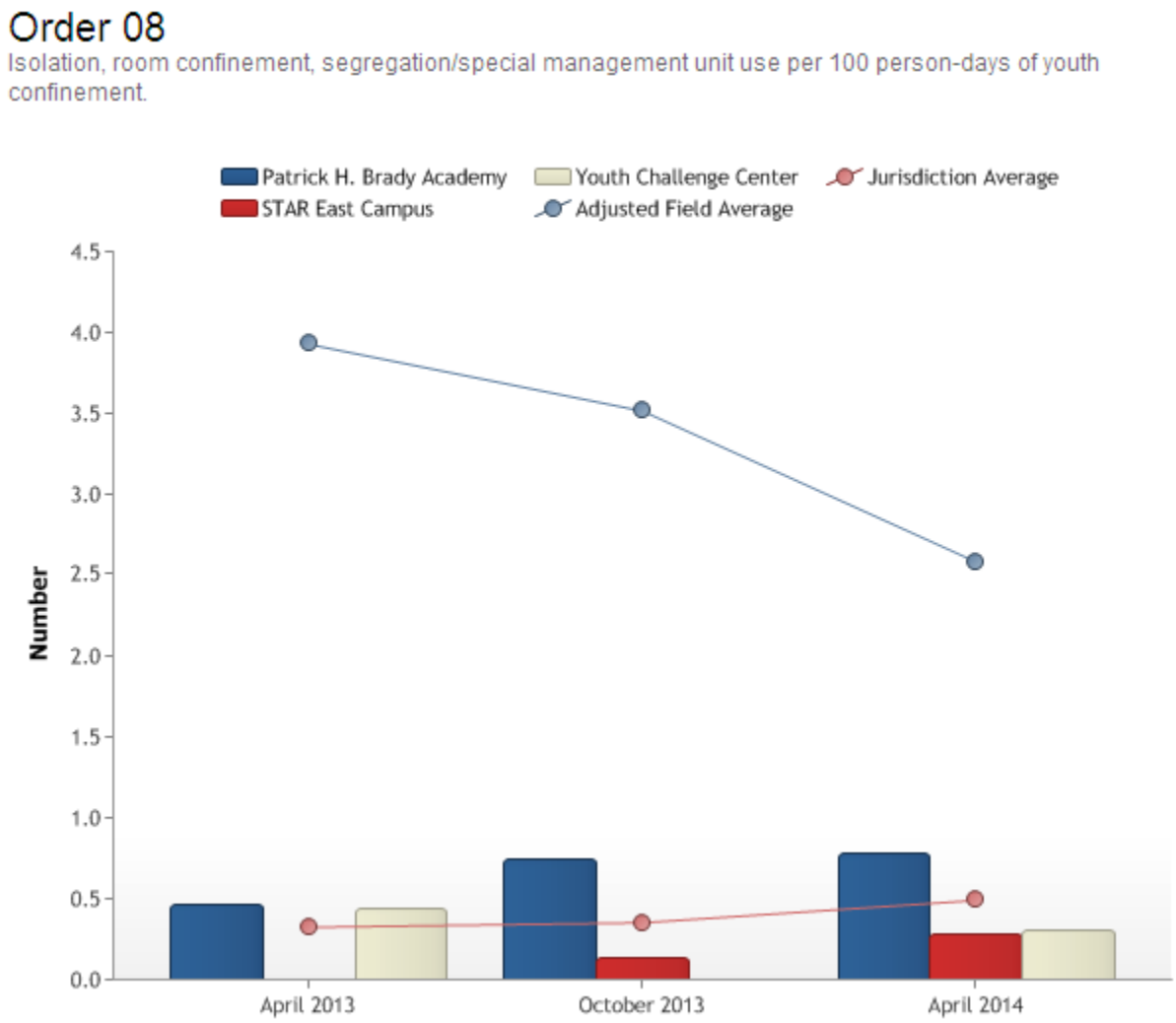
STAR East Camp

In October, use of isolation and room confinement was one incident per 100 person days of youth confinement and two incidents in April.

Youth Challenge Center

In October, use of isolation and room confinement was zero incidents per 100 person days of youth confinement and three incidents in April.

STAR PROGRAMS



Order 9 Confinement:

Average duration of isolation and room confinement and segregation/special management unit in hours.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 12.80%, slightly above the national average.

Brady Academy
A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2005 and has been deemed successful and formally closed. October 2009, Brady Academy re-opened this FIP along will Order 10 and Order 11and formally closed it April 2012.

Youth Challenge Center
A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2014 and is currently in progress along with Order 10 and Order 11. See details below.

Brady Academy

Average duration of isolation and room confinement in hours for October was 9.38 hours and 10 hours for April.

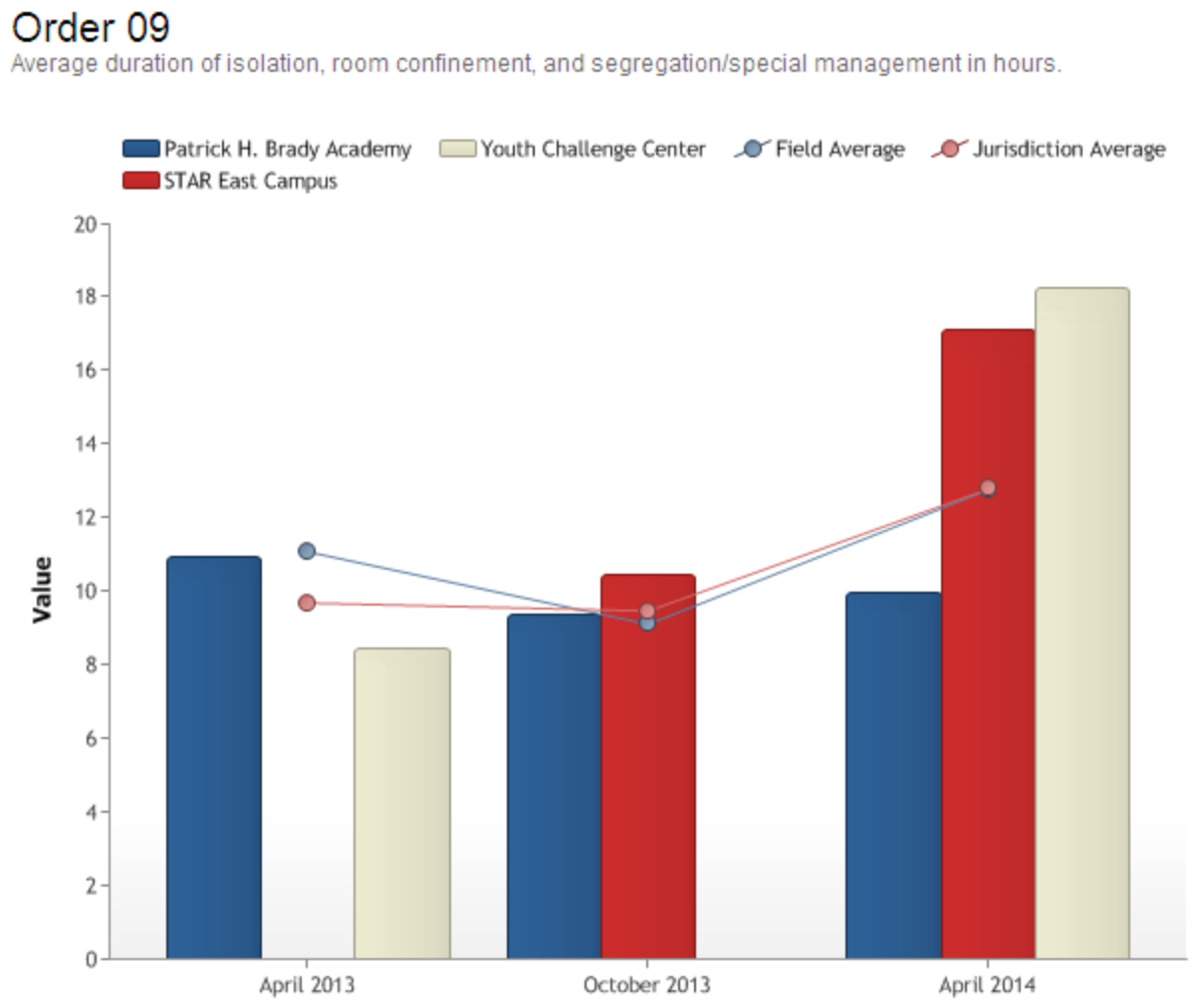
STAR East Camp

Average duration of isolation and room confinement in hours for October was 10.48 hours and 17.15 hours for April.

Youth Challenge Center

Average duration of isolation and room confinement in hours for October was zero hours and 18.29 hours for April.

STAR PROGRAMS



Outcome Measure	Program	Current Value	Average Value	Goal
Order 09 Average duration of isolation, room confinement, and segregation/special management in hours.	Youth Challenge Center	**18.29**	**12.77**	**12**
Order 10 Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.		**0**	**68.85**	**70**
Order 11 Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.		**0**	**75.51**	**80**

PbS Facility Improvement Plan: 7 Action Step Improvement Process

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

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- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

Action Step 2: Creating Buy In: For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

Action Step 3: Setting Outcome Measure Goal: Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

Action Step 4: Improvement Process Action Steps: The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

Action Step 5: Interim Measures: The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

Action Step 6: Sustaining Performance: The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

Action Step 7: Performance Recognition: The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

Order 10 Confinement: Termination Time 4 hours or less

Percent of isolation or room confinement and segregation/special management unit cases terminated in four hours or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 21.43%, lower than the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2009 along will Order 9 and Order 11. BA has a solid process in place and has formally closed this FIP April 2012.

Youth Challenge Center

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April '10 along with Order 11. YCC has a solid process in place and has formally closed this FIP April 2012.

Brady Academy

Percent of isolation or room confinement terminated in four hours or less was 30 percent for October and 33.33 percent for April.

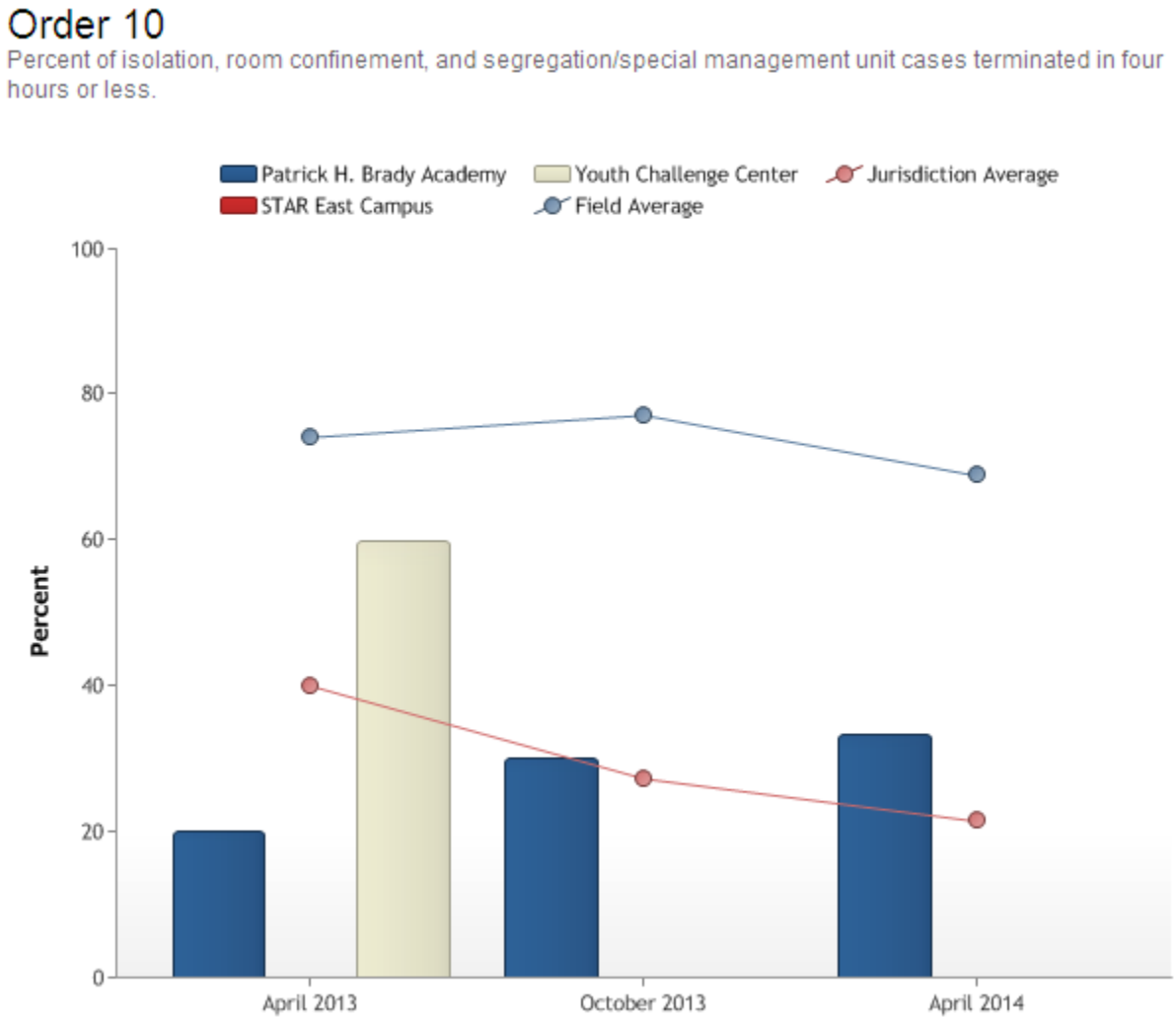
STAR East Camp

Percent of isolation or room confinement terminated in four hours or less was zero percent for October and zero percent in April.

Youth Challenge Center

Percent of isolation or room confinement terminated in four hours or less was zero percent for October and zero percent in April.

STAR PROGRAMS



Order 11 Confinement: Termination time 8 hours or less

Percent of isolation or room confinement and segregation/special management unit cases terminated in eight hours or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 28.57%, lower than the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2009 along with Order 9 and Order 10. This was formally closed April 2012.

Youth Challenge Center

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April '10 along with Order 10. This was formally closed April 2012.

Brady Academy

Percent of isolation or room confinement terminated in eight hours or less was 50.0 percent for October and 44.44 percent for April.

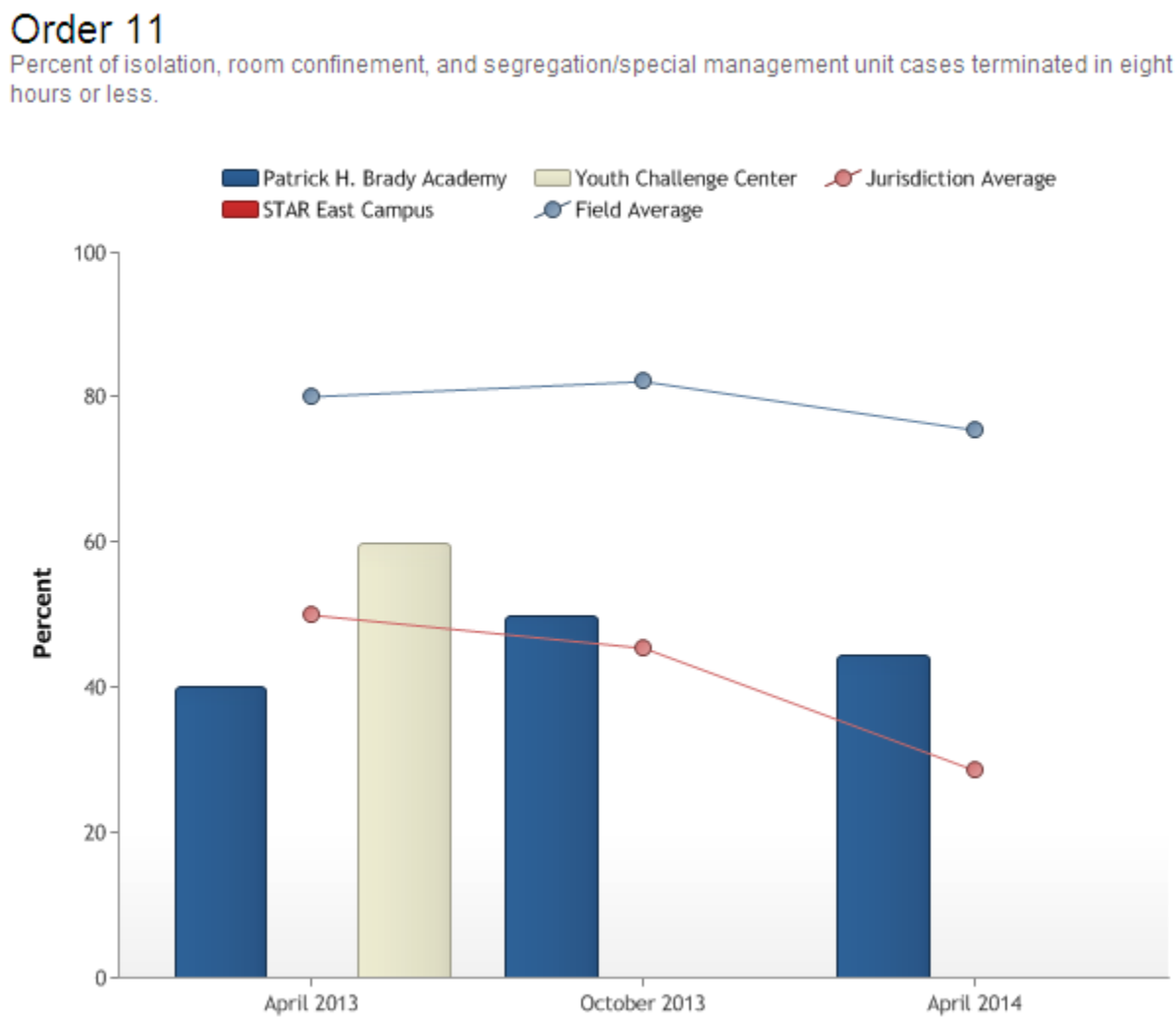
STAR East Camp

Percent of isolation or room confinement terminated in eight hours or less is zero percent for October and zero percent in April.

Youth Challenge Center

Percent of isolation or room confinement terminated in eight hours or less is zero percent for October and zero percent in April.

STAR PROGRAMS



Order 12 Confinement: Isolation/Room

Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleeping.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Number of idle hour's youth spends in their rooms or dorms, not including 8 hours for sleep are zero percent for both data collections.

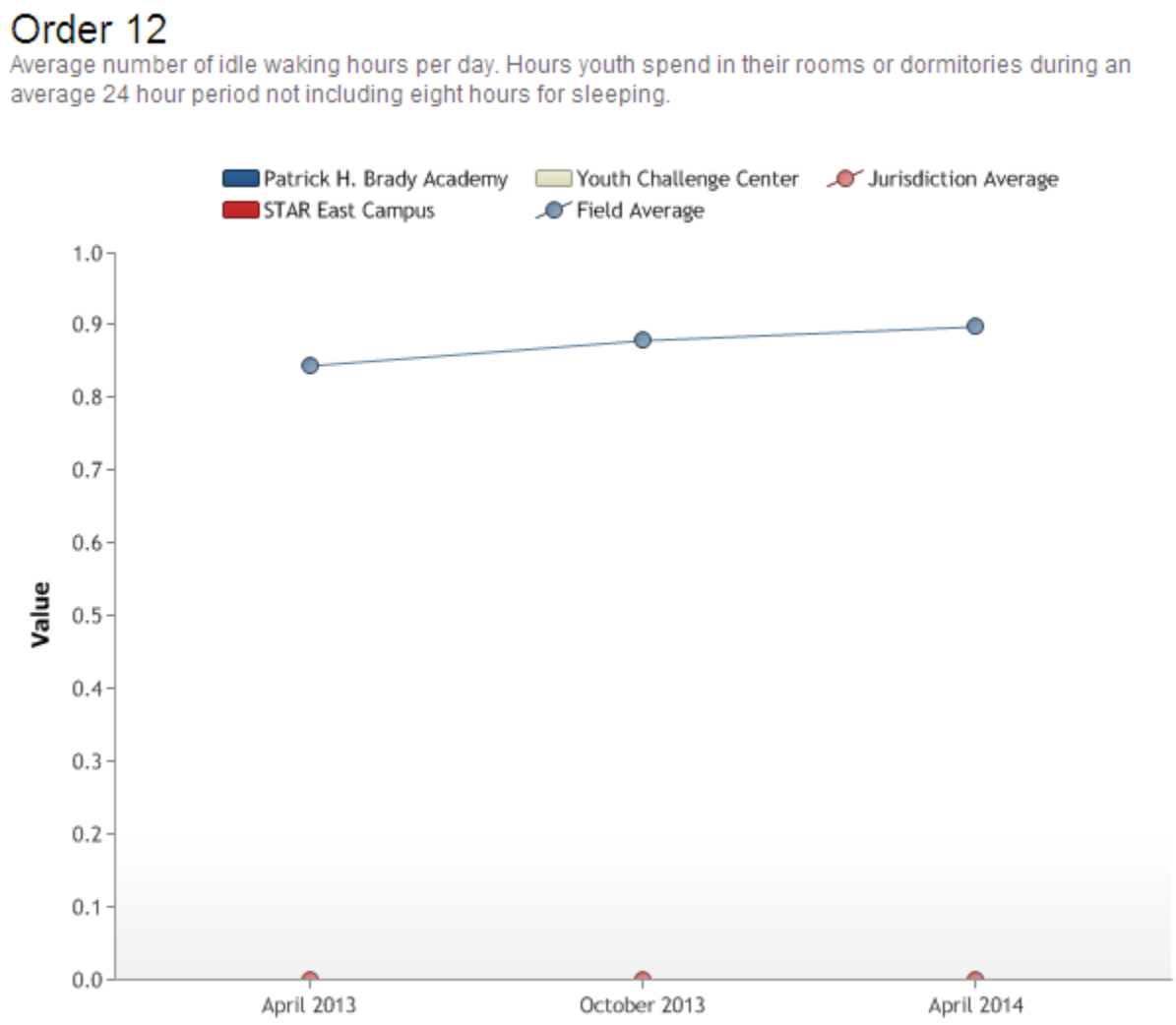
STAR East Camp

Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleep are zero percent for both data collections.

Youth Challenge Center

Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleep are zero percent for both data collections.

STAR PROGRAMS



Safety

Safety
This includes injuries, overpopulation, self-destructive behavior, assaults, and fear for safety:

Safety 1 Abuse or Neglect

Number of confirmed cases of abuse or neglect over the last six months per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.0%.

Brady Academy

Confirmed cases of abuse or neglect was zero in October and in April.

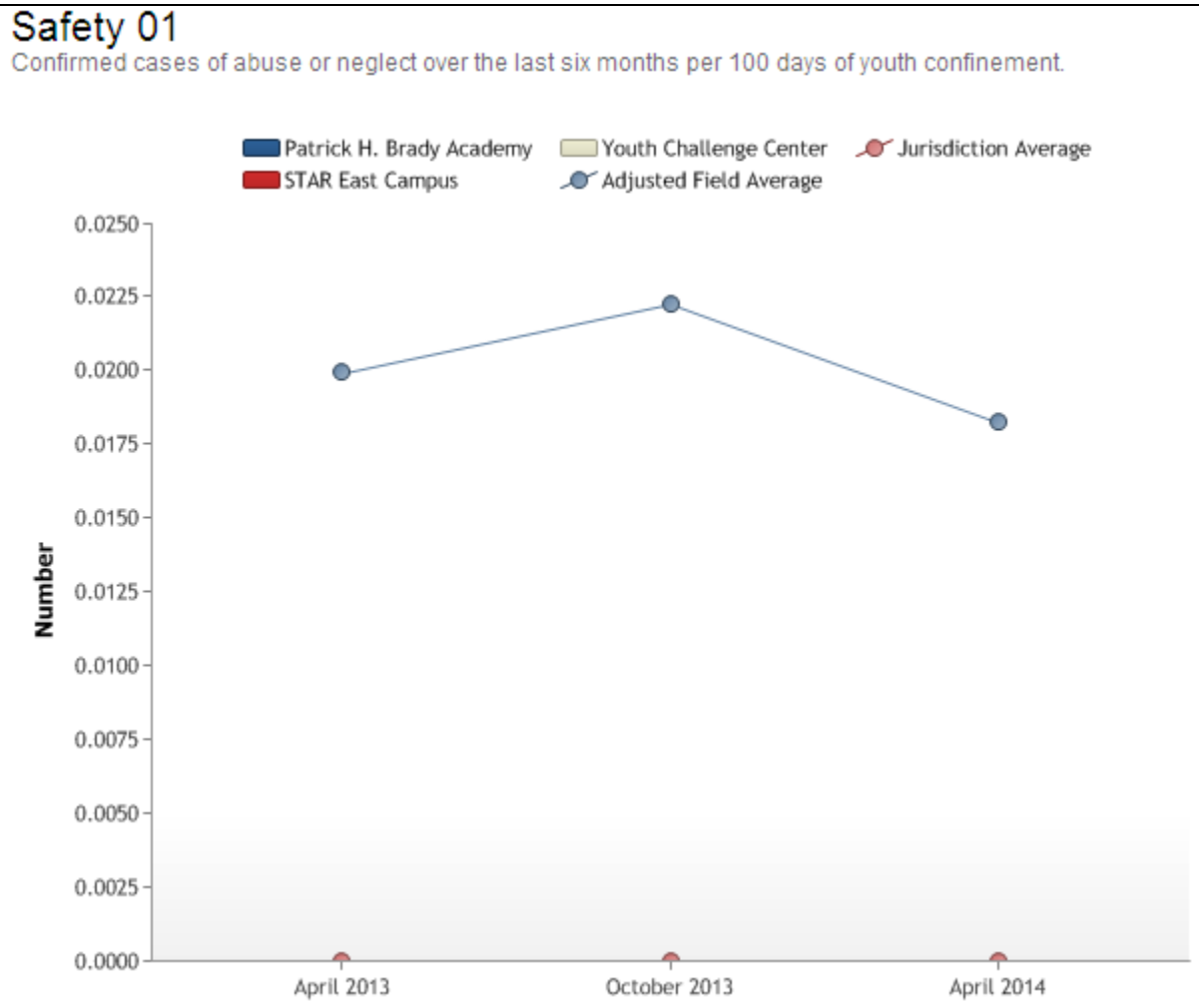
STAR East Camp

Confirmed cases of abuse or neglect was zero in October and in April.

Youth Challenge Center

Confirmed cases of abuse or neglect was zero in October and in April.

STAR PROGRAMS



Safety 2 Injuries: Youth

Injuries to youth per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .66%, slightly below the national average.

Brady Academy

A FIP was developed for this OM April '11 and has been formally closed April 2012.

STAR East Camp

A FIP was developed for this OM October '09 and has been formally closed April 2012. This FIP was re-opened April 2013 and continues to be in progress. See details below.

Youth Challenge Center

A FIP was developed for this OM in October 2002 and has been deemed successful and closed.

Brady Academy

Injuries to youth per 100 person days were six incidents for the October data collection. In April the number of reported injuries was ten.

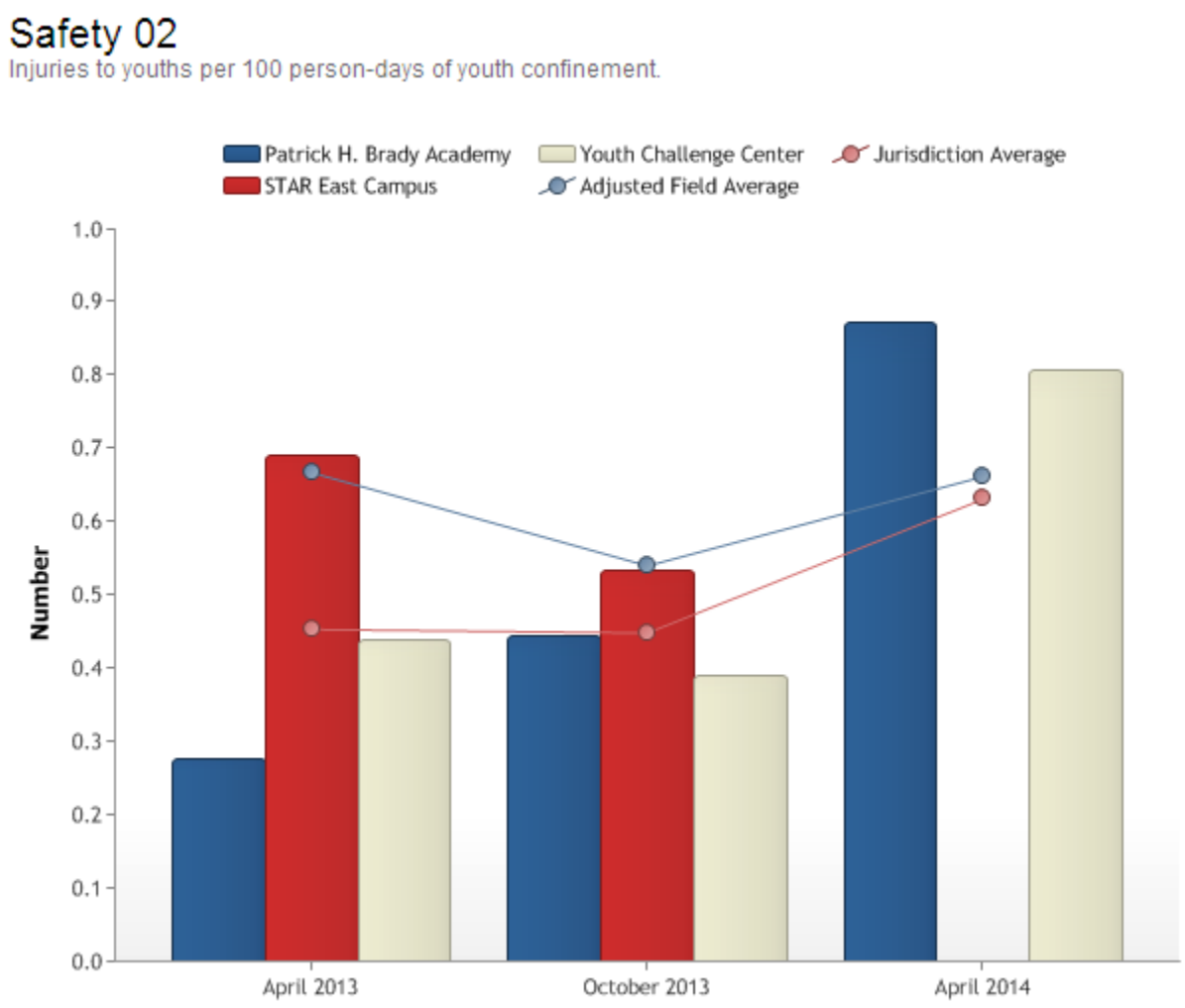
STAR East Camp

Injuries to youth per 100 person days were four incidents for the October data collection. In April the number of injuries was zero.

Youth Challenge Center

Injuries to youth per 100 person days were four incidents for the October data collection. In April the number of reported injuries was eight.

STAR PROGRAMS



Outcome Measure	Program	Current Value	Average Value	Goal
Safety 02 Injuries to youths per 100 person-days of youth confinement.	East Campus			
April 2013		6.0	5.80	5.0
April 2014		0	5.14	5.0

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- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

Safety 3 Injuries: Staff

Injuries to staff per 100 staff days of employment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.03%, well below the national average.

Brady Academy

Reported injuries to staff were zero in October and in April.

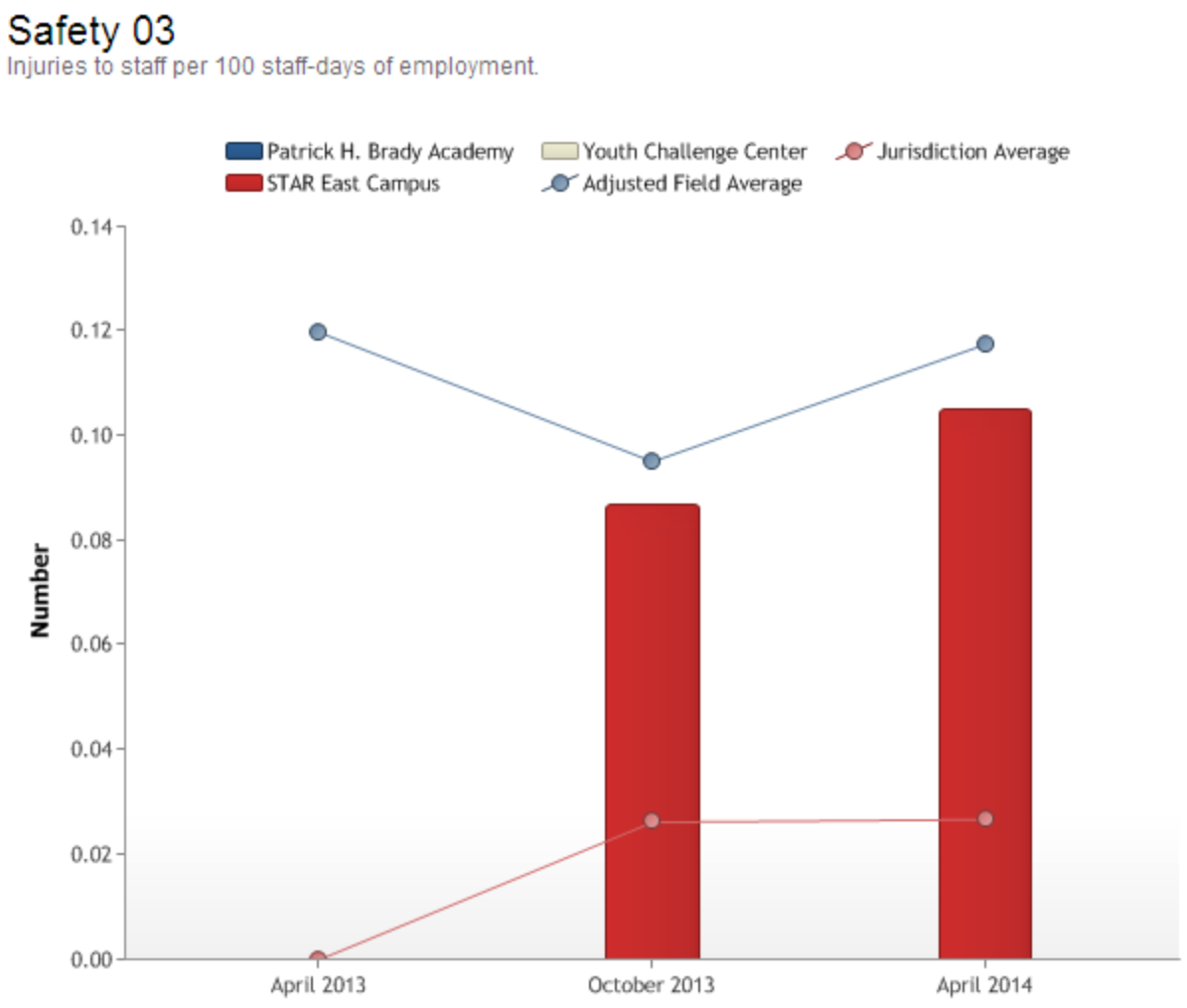
STAR East Camp

Reported injuries to staff was one incident in October and one incident in April

Youth Challenge Center

Reported injuries to staff were zero in October and in April.

STAR PROGRAMS



Safety 4 Injuries youth by youths

Injuries to youth by other youth per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.14%, well below the national average.

Brady Academy

Injuries to youth by other youth per 100 person days of confinement was zero incidents for October and four incidents for April.

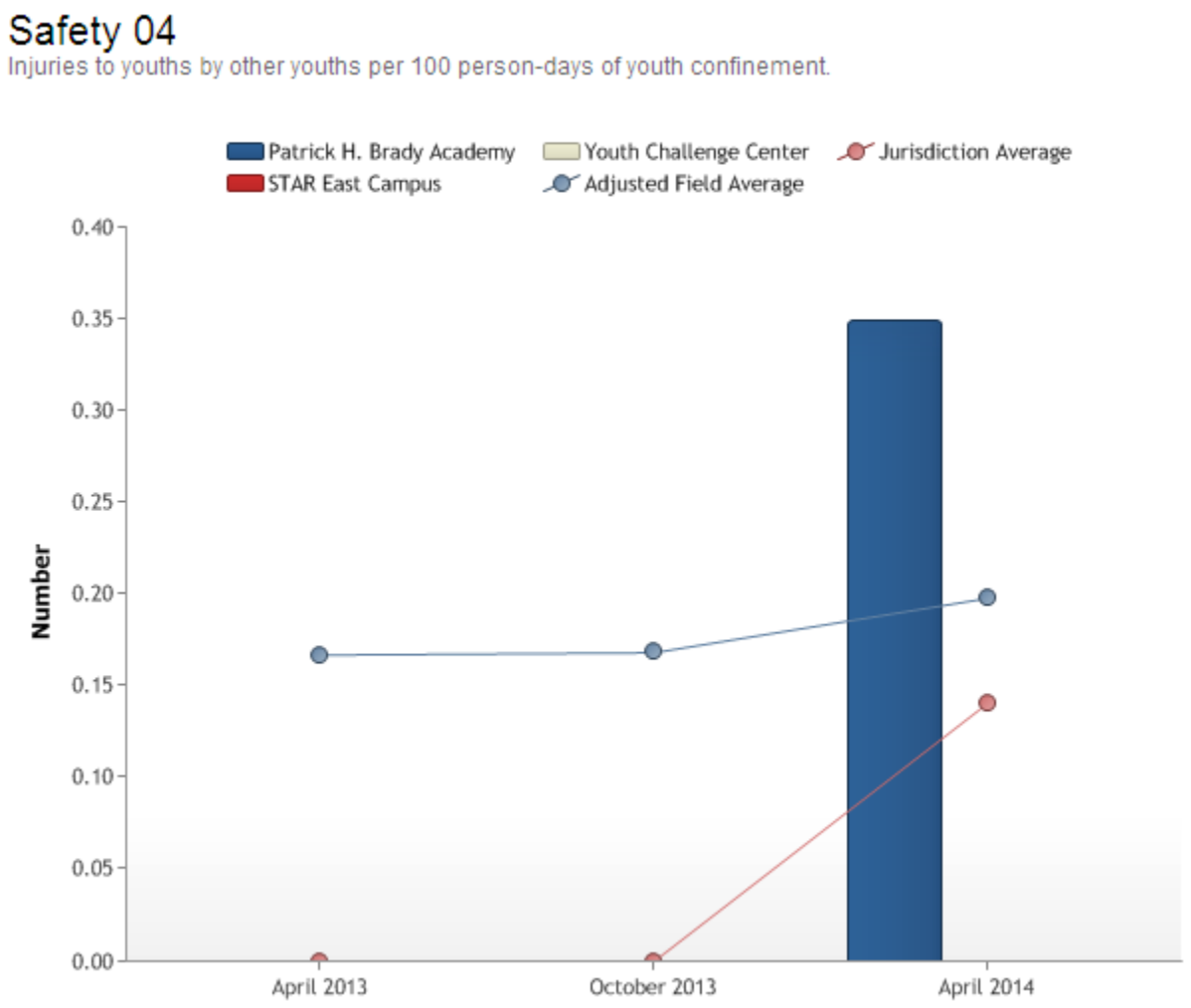
STAR East Camp

Injuries to youth by other youth per 100 person days of confinement remained at zero incidents for both data collections.

Youth Challenge Center

Injuries to youth by other youth per 100 person days of confinement remained at zero incidents for both data collections.

STAR PROGRAMS



Safety 5 Injuries: Youth by Staff

Injuries to youth by staff per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Injuries to youth by staff have remained at zero for all data collections.

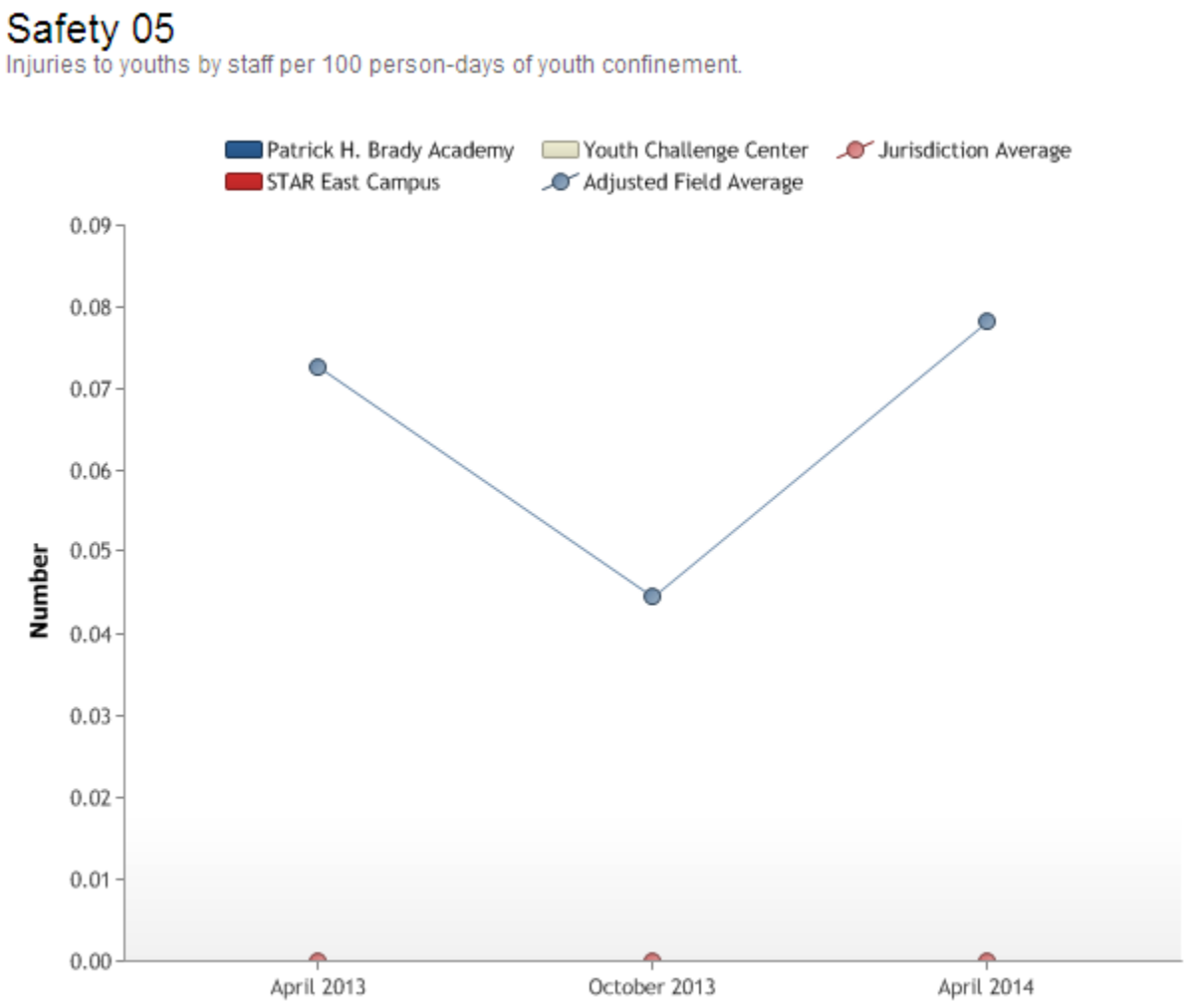
STAR East Camp

Injuries to youth by staff have remained at zero for all data collections.

Youth Challenge Center

Injuries to youth by staff remain at zero for both data collections.

STAR PROGRAMS



Safety 6 Suicidal Behavior: With Injuries

Suicidal behavior with injury by youth per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Brady Academy

Suicidal behavior with injury by youth was two incidents in October and zero in April.

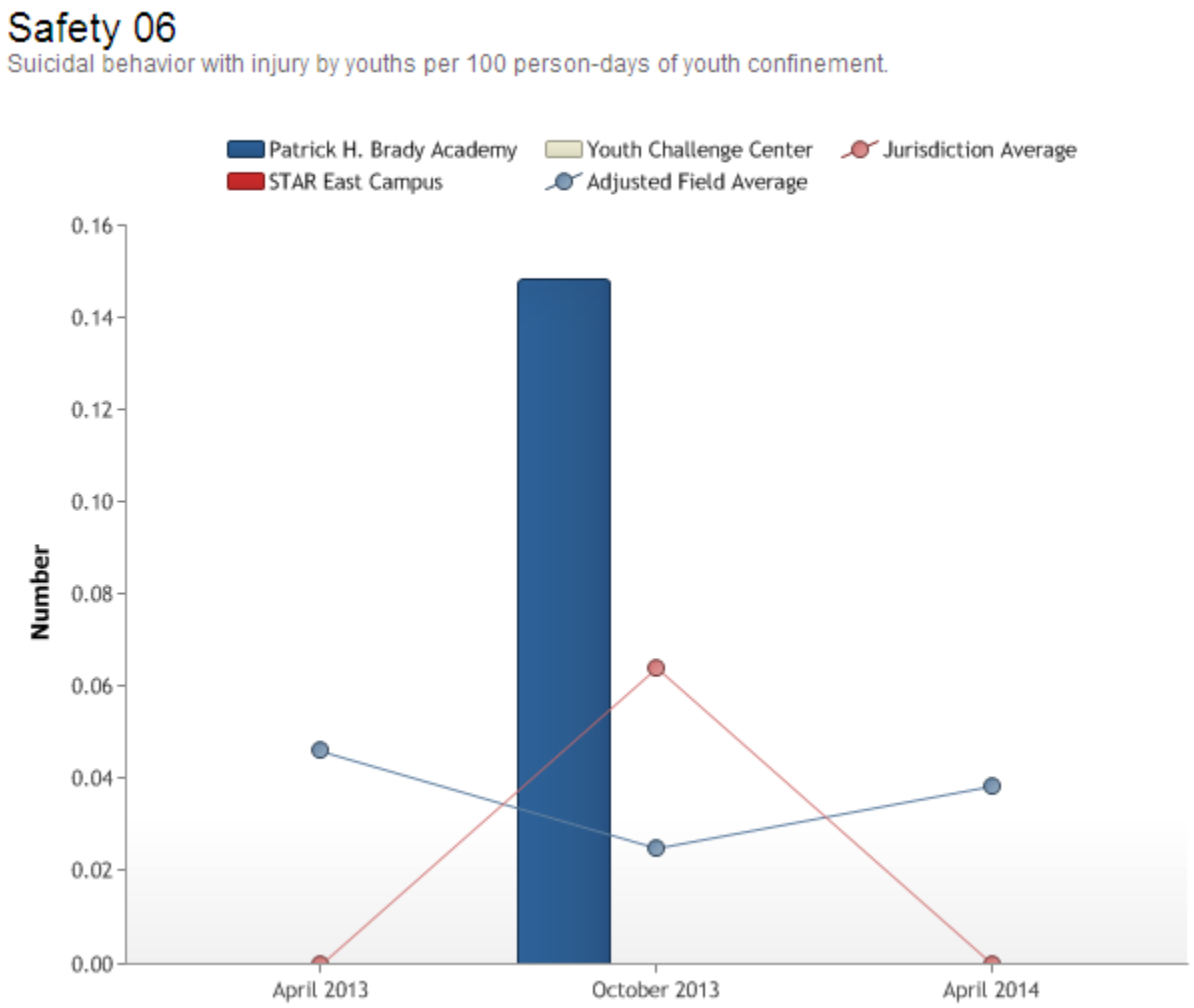
STAR East Camp

Suicidal behavior with injury by youth remains at zero for October and April data collections.

Youth Challenge Center

Suicidal behavior with injury by youth remains at zero for October and April data collections.

STAR PROGRAMS



Safety 7 Suicidal Behavior: Without Injuries

Suicidal behavior without injury by youth per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Youth Challenge Center

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

Brady Academy

Suicidal behavior without injury by youth is zero incidents for both October and April data collections.

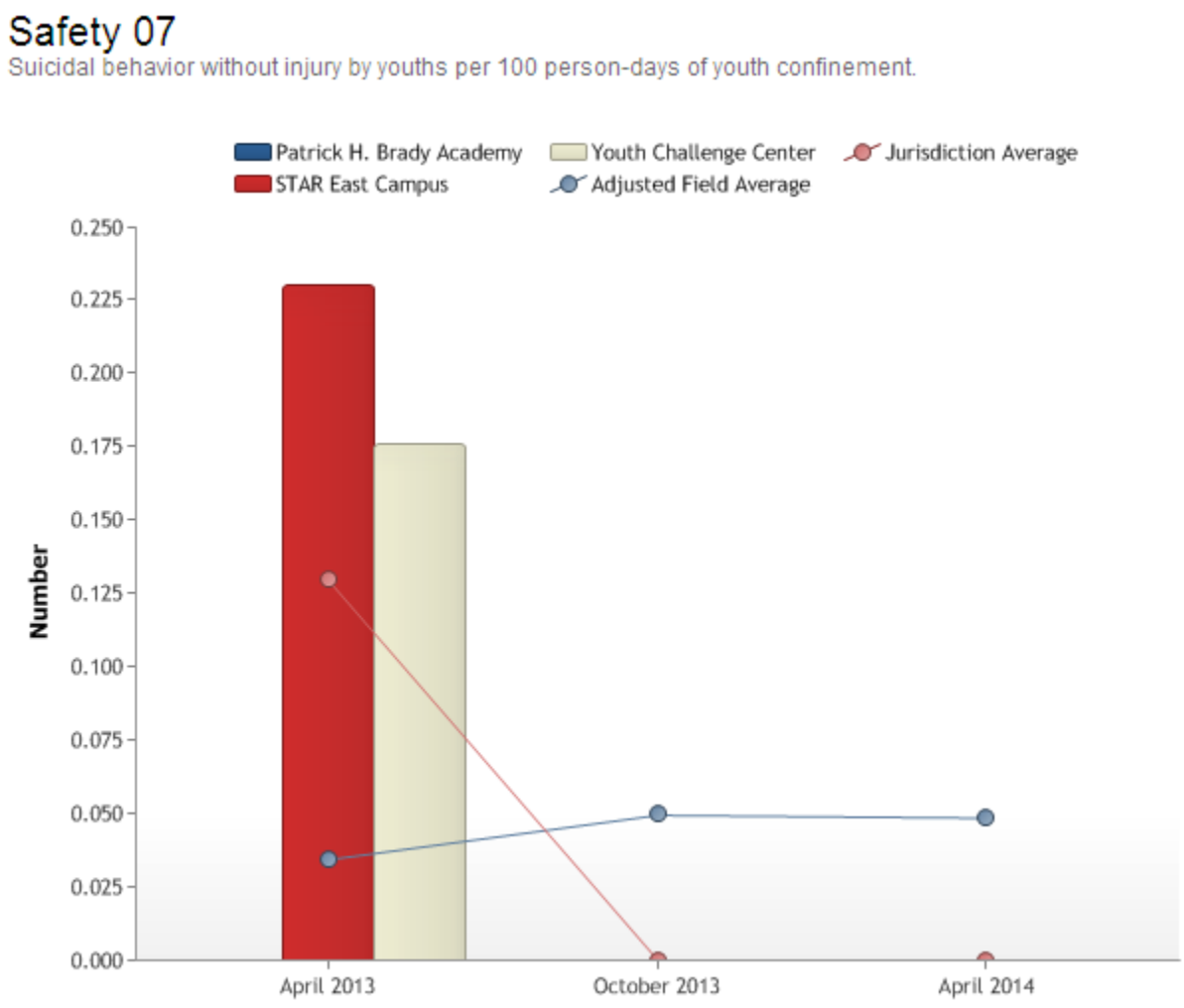
STAR East Camp

Suicidal behavior without injury by youth is zero incidents for both October and April data collections.

Youth Challenge Center

Suicidal behavior without injury by youth is zero incidents for both October and April data

STAR PROGRAMS



Safety 8 Design Capacity:

Percent of days during the data collection month when the population exceeded design capacity by 10 percent or more.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

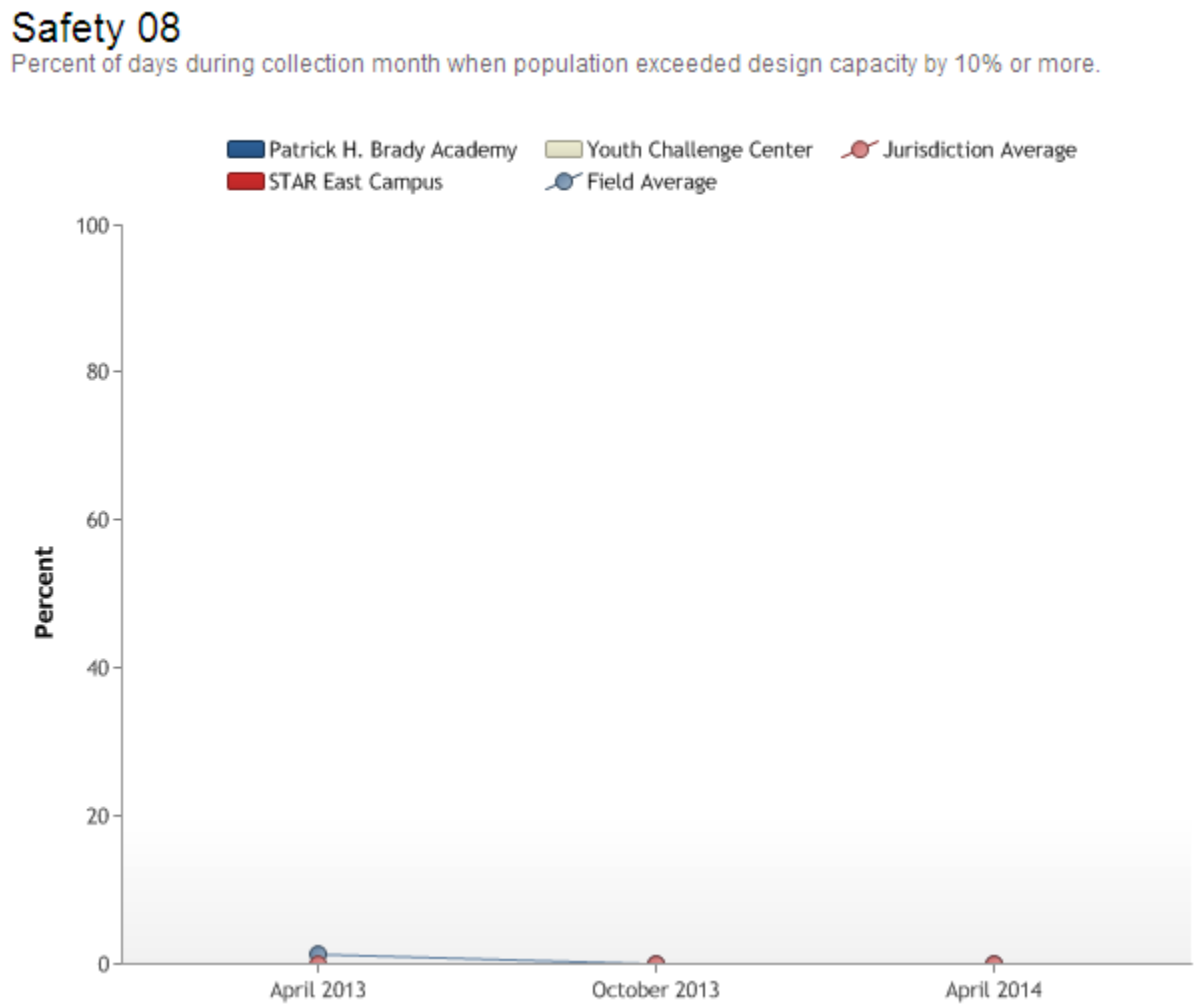
STAR East Camp

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

Youth Challenge Center

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

STAR PROGRAMS



Safety 9 Ratio: Direct Care Staff to Youth

Average ratio of direct care staff to youth for each day during the collection month.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 1.31%, slightly higher than the national average.

Brady Academy

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in October '02 which has been deemed successful and formally closed.

Brady Academy

Average ratio of staff to youth in October was .99 percent and 1.23 percent in April.

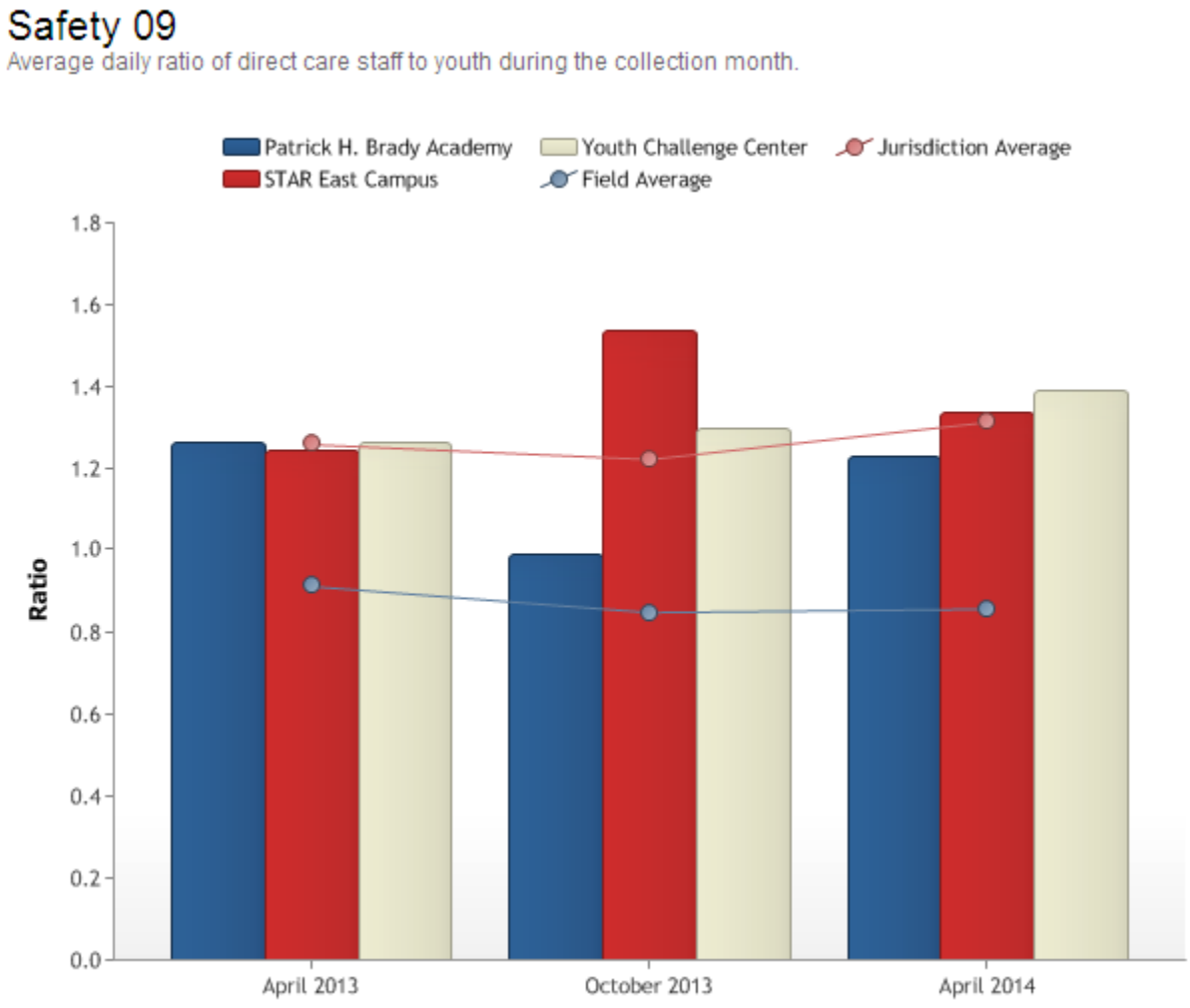
STAR East Camp

Average ratio of staff to youth in October was 1.54 percent and 1.34 percent in April.

Youth Challenge Center

Average ratio of staff to youth in October was 1.30 percent and 1.39 percent in April.

STAR PROGRAMS



Safety 10 Injuries: Application of Physical/Mechanical Restraints

Youth injured during the application of physical and/or mechanical restraints per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Brady Academy

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

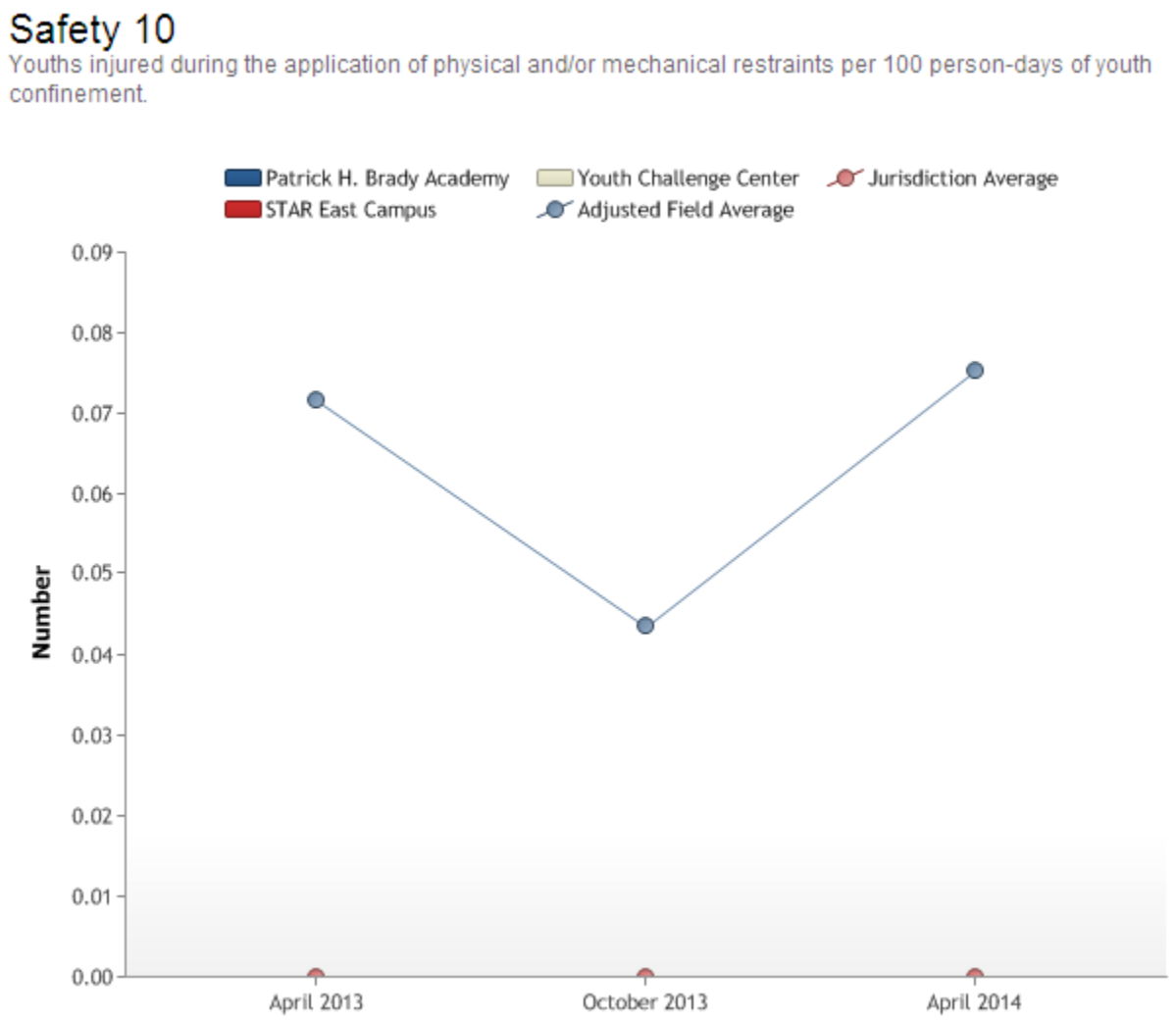
STAR East Camp

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

Youth Challenge Center

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

STAR PROGRAMS



Safety 11 Assaults: Youth

Assaults on youth per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .011%, well below the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2006 and has been deemed successful and formally closed.

Youth Challenge Center

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2008 and has been deemed successful and formally closed.

Brady Academy

Assaults on youth per 100 person days of youth confinement was one incident in October and three incidents in April.

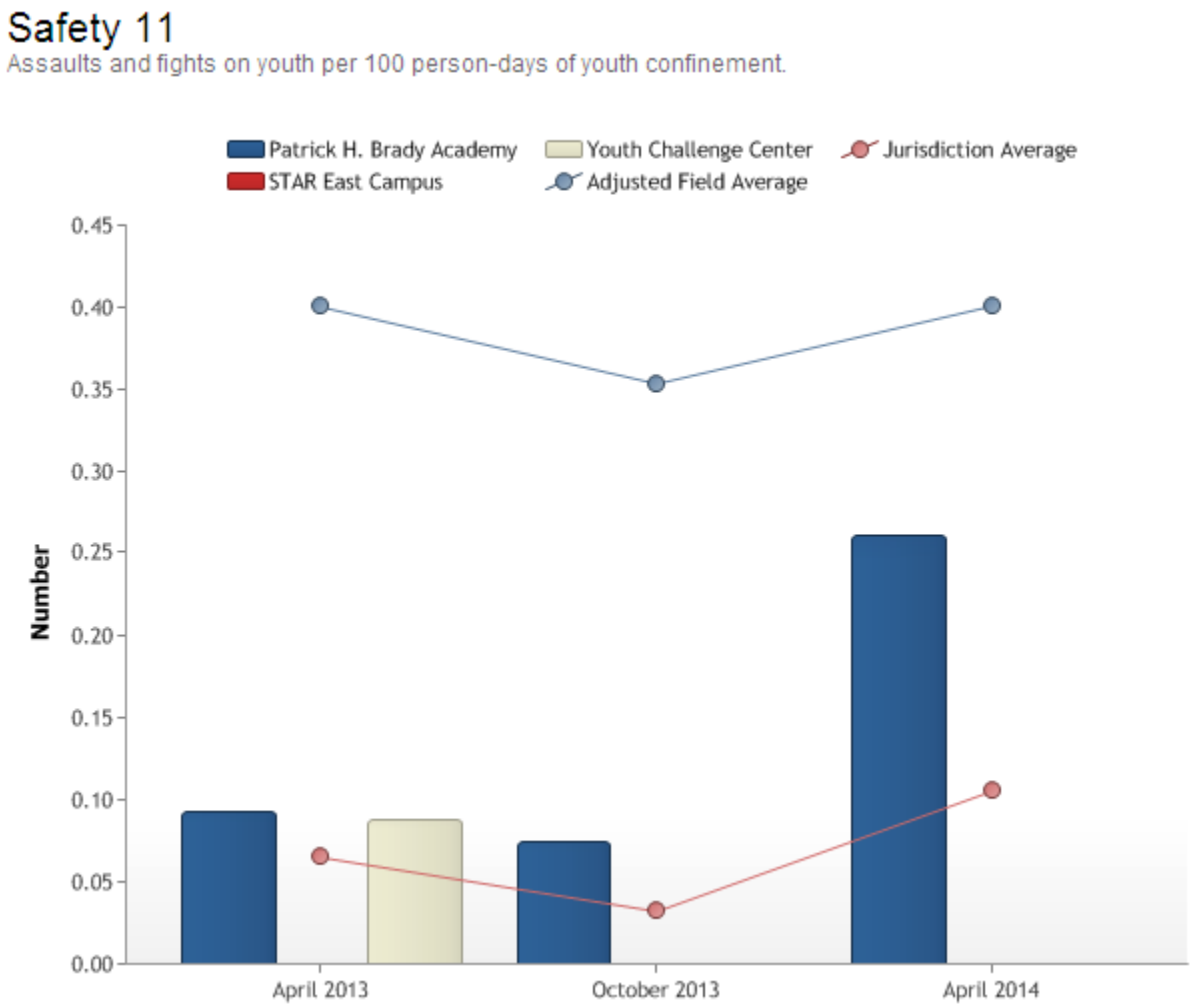
STAR East Camp

Assaults on youth per 100 person days of youth confinement was zero incidents in October and zero incidents in April.

Youth Challenge Center

Assaults on youth per 100 person days of youth confinement was zero incidents in October and zero incidents in April.

STAR PROGRAMS



Safety 12 Assaults: Staff

Assaults on staff per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.07%, well below the national average.

Brady Academy

Assaults on staff per 100 days of youth confinement was zero incidents for October and one incident in April.

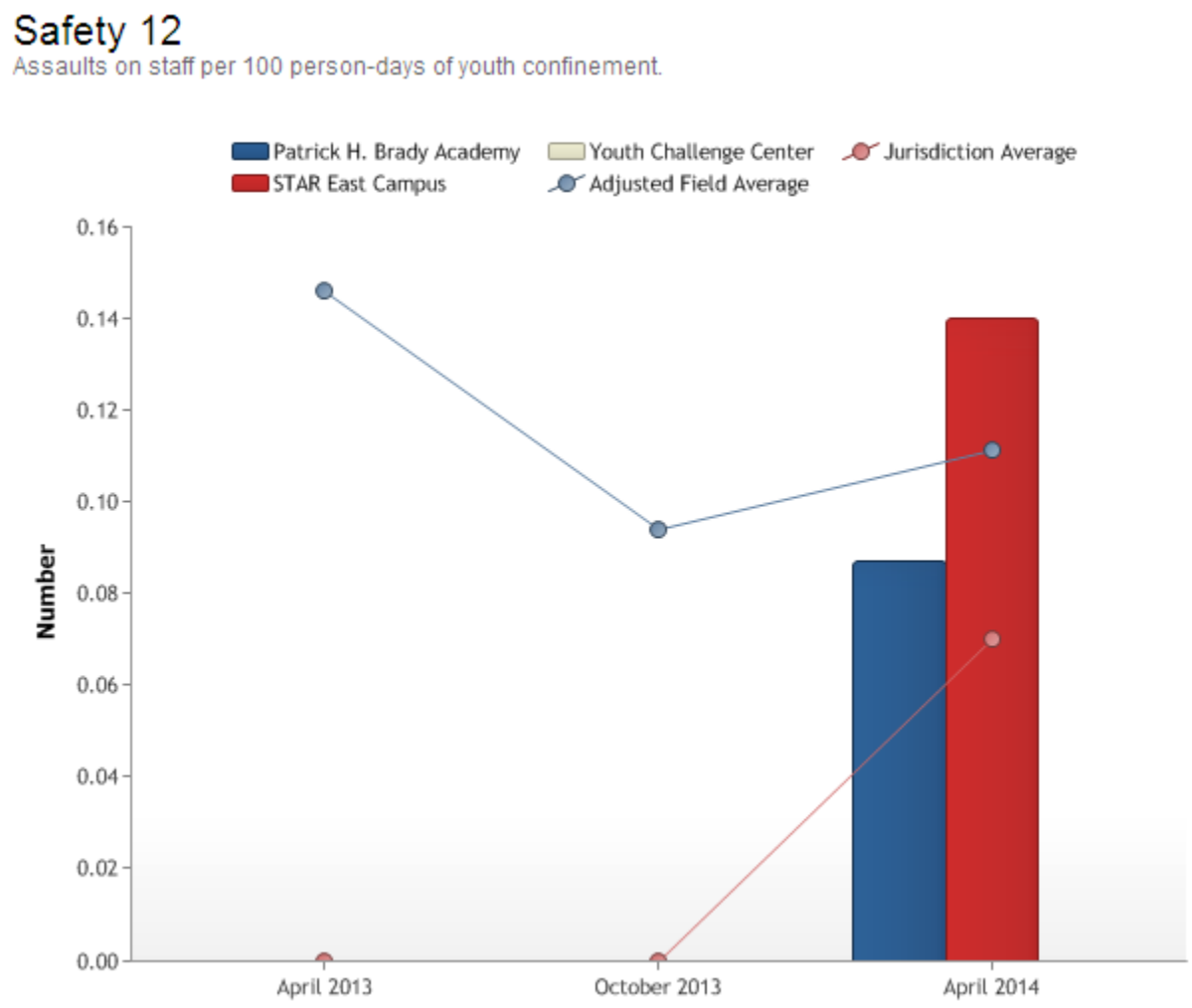
STAR East Camp

Assaults on staff per 100 days of youth confinement was zero incidents for October and one incident in April.

Youth Challenge Center

Assaults on staff per 100 days of youth confinement remained at zero incidents for October and April.

STAR PROGRAMS



Safety 13 Fear for Safety: Youth

Percent of interviewed youth who report that they fear for their safety.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 15.58%, well below the national average.

Brady Academy

A FIP was developed for this OM in May 2001 and April 2002. This FIP has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in October 2002, 2004, and October 2008 which has been deemed successful and formally closed.

Youth Challenge Center

A FIP was developed for this OM in October 2002 and re-opened in October 2006 and in April 2013. This FIP is currently in progress see details below.

Brady Academy

The percent of interviewed youth that report fearing for their safety was 6.67 percent in October and 20.00 percent in April.

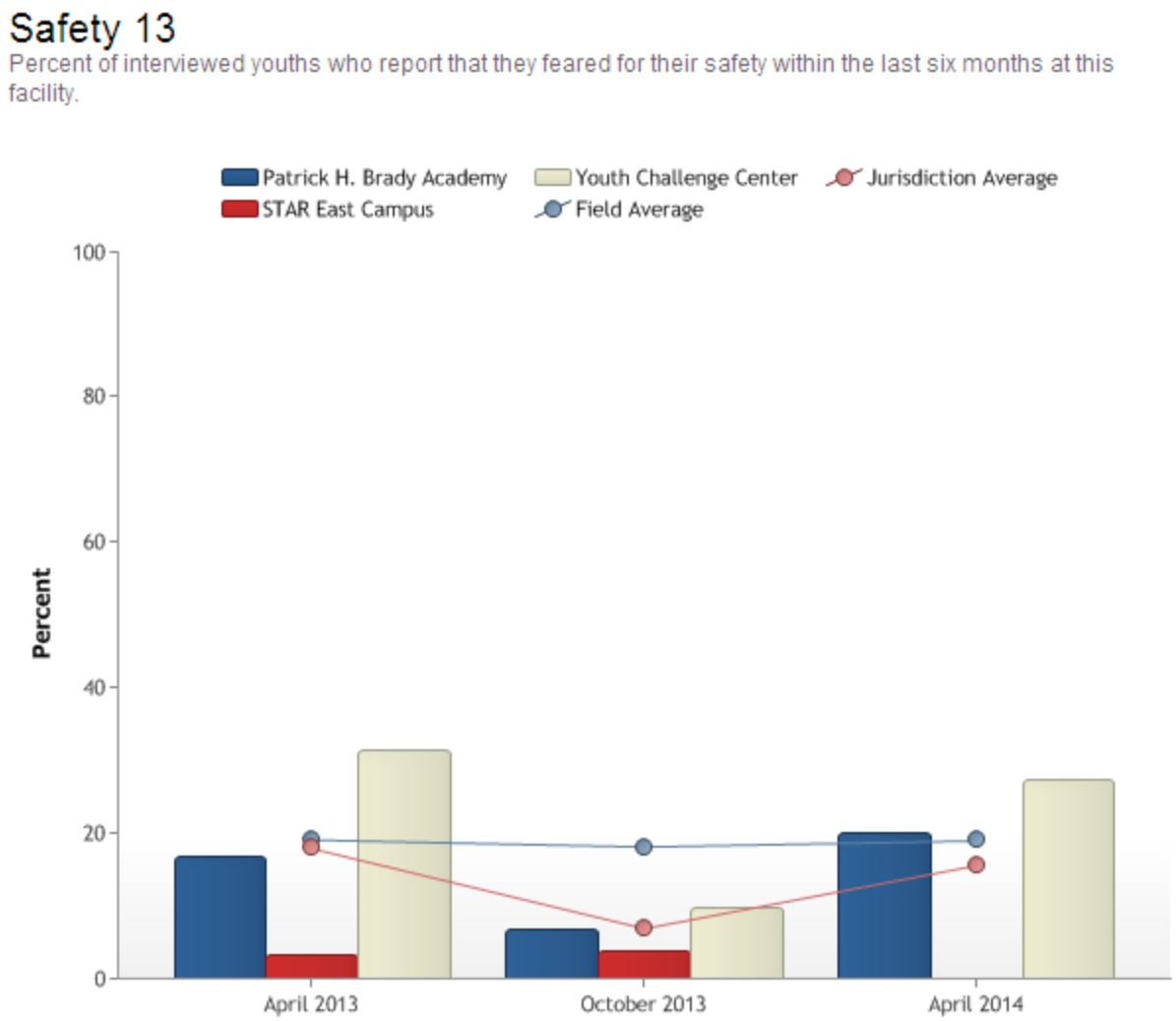
STAR East Camp

The percent of interviewed youth that report fearing for their safety was 3.85 percent in October and 0.00 percent in April.

Youth Challenge Center

The percent of interviewed youth that report fearing for their safety was 9.68 percent in October and 27.27 percent in April.

STAR PROGRAMS



Outcome Measure	Program	Current Value	Average Value	Goal
Safety 13 Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.	Youth Challenge Center			
April 2013		**31%**	**19%**	**20%**
April 2014		**27%**	**19%**	**20%**

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Action Step 1: Analysis of Performance: For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

Action Step 2: Creating Buy In: For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

Action Step 3: Setting Outcome Measure Goal: Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

Action Step 4: Improvement Process Action Steps: The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

Action Step 5: Interim Measures: The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

Action Step 6: Sustaining Performance: The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

Action Step 7: Performance Recognition: The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

Safety 14 Fear for Safety: Staff

Percent of interviewed staff who report that they fear for their safety.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 9.64%, below the national average.

Brady Academy

A FIP was developed for this OM in all STAR Academy Programs in April 2007. This (FIP) was deemed successful and closed. This FIP was re-opened in April 2013 and was successfully closed April 2014.

STAR East Camp

A FIP was created for this OM in October 2005 and April 2007. This (FIP) was deemed successful and currently closed.

Youth Challenge Center

A FIP was developed for this OM in April 2005 and April 2007. This (FIP) was deemed successful and currently closed.

Brady Academy

Percent of interviewed staff who reports that they fear for their safety was 25 percent in October and 15.38 percent in April.

STAR East Camp

Percent of interviewed staff who reports that they fear for their safety was 3.70 percent in October and 3.70 percent in April.

Youth Challenge Center

Percent of interviewed staff who reports that they fear for their safety was 5.41 percent in October and 10 percent in April.

Note: Definition of Direct Care Staff Staff members who have routine contact with youths, including youth care staff, teachers, chaplains, counselors, nurses, food care workers who supervise residents and employees present on a temporary or contractual basis.

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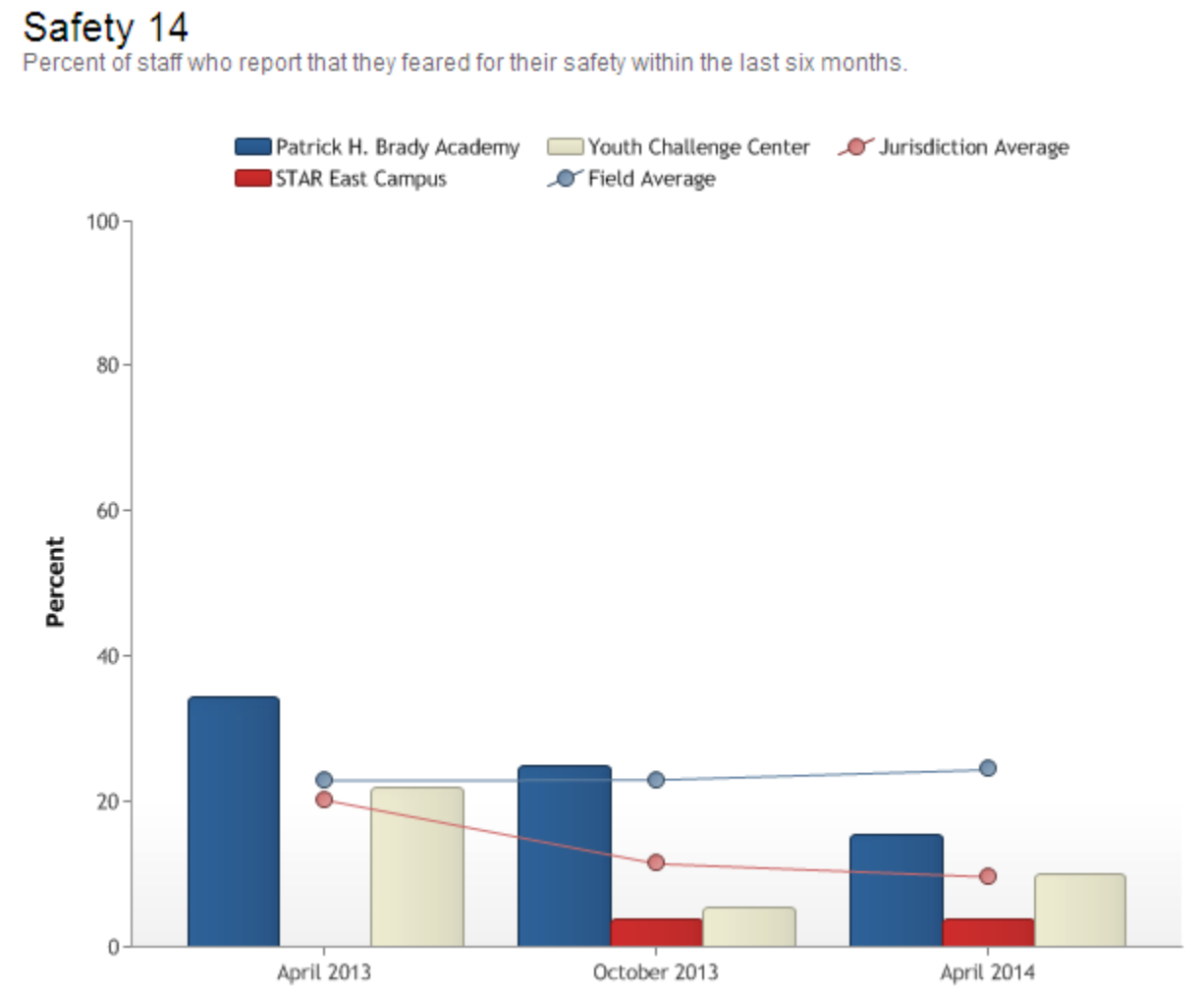


Safety 15 Fear for Safety Youth: Sexual Activity

Percent of youth who report that they were forced to engage in sexual activity within the last six months…while in the facility

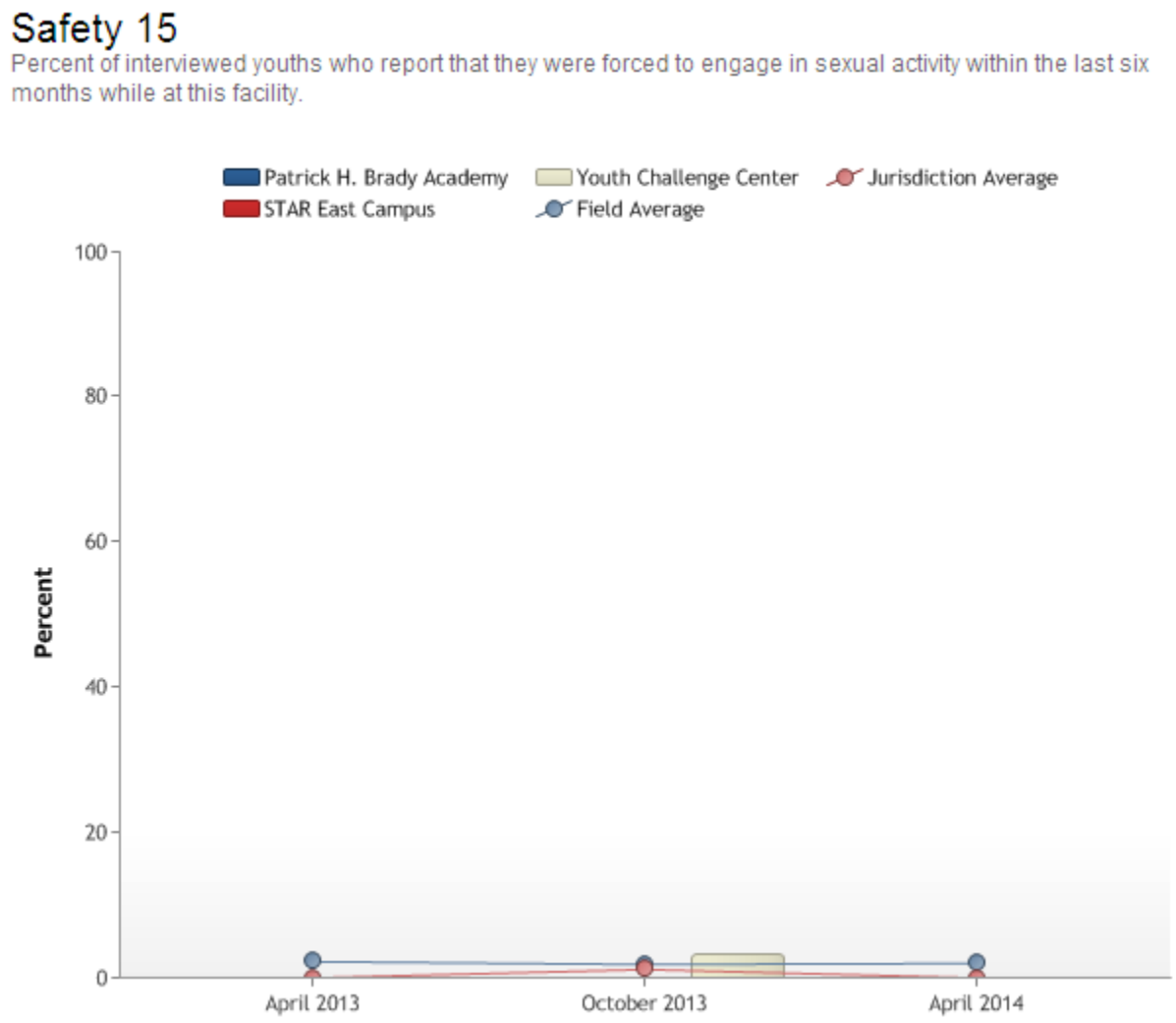
Jurisdiction Average
The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Brady Academy
Percent of youth who reported they were forced to engage in sexual activity in the last six months, while in the facility, was zero percent in October and in April.

STAR East Camp
Percent of youth who reported that they were forced to engage in sexual activity within the last six months while in the facility was zero percent for October and for April.

Youth Challenge Center
Percent of youth who reported that they were forced to engage in sexual activity within the last six months while in the facility was 3.23 percent for October and zero percent for April.

STAR PROGRAMS



Programming

Programming

This includes academic progress as well as measures pertaining to mental health, social skills, substance abuse, individual treatment plans [ITP], family contacts, and volunteers.

Programming 1 Scores: Math

Percent of youth confined for over 6 months whose math scores increased between admission and discharge.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 85.71%, well above the national average.

STAR East Camp

A FIP was developed for this OM in October 2002, 2004 and has been deemed successful and formally closed.

Youth Challenge Center

A FIP was developed for this OM in October 2001 and April 2005 and has been deemed successful and closed.

Brady Academy

Youth confined for over 6 months whose math scores increased between admission and discharge was 66.67 percent in October and 100.00 percent in April.

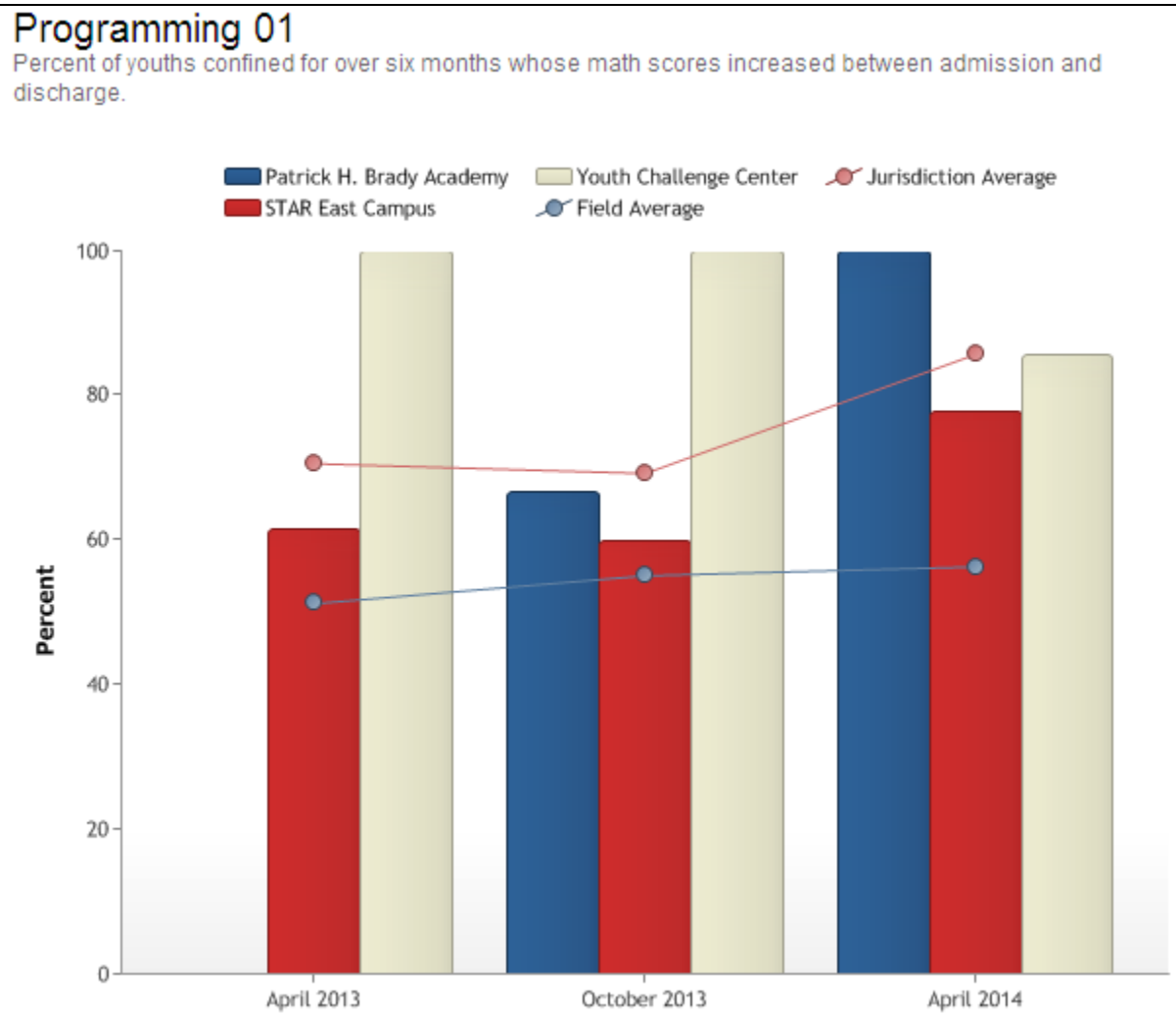
STAR East Camp

Youth confined for over 6 months whose math scores increased between admission and discharge was 60 percent in October and 77.78 percent in April.

Youth Challenge Center

Youth confined for over 6 months whose math scores increased between admission and discharge was 100 percent in October and 85.71 percent in April.

STAR PROGRAMS



Programming 2 Scores: Reading

Percent of youth confined for over 6 months whose reading scores increased between admission and discharge.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 85.71%, well above the field average.

STAR East Camp

A FIP was developed for this OM in April 2004 and has been formally closed. East Camp re-opened this FIP in April 2011 and formally closed it October 2011.

Youth Challenge Center

A Facility Improvement Plan FIP was developed for this OM in October 2001 and April 2005 and has been deemed successful and closed. YCC re-opened this FIP April 2011 and formally closed it October 2011.

Brady Academy

Youth confined for over 6 months whose math scores increased between admission and discharge was 66.67 percent in October and 60 percent in April.

STAR East Camp

Youth confined for over 6 months whose reading scores increased between admission and discharge was 86.67 percent in October and 88.89 percent in April.

Youth Challenge Center

Youth confined for over 6 months whose reading scores increased between admission and discharge was 80 percent in October and 100 percent in April.

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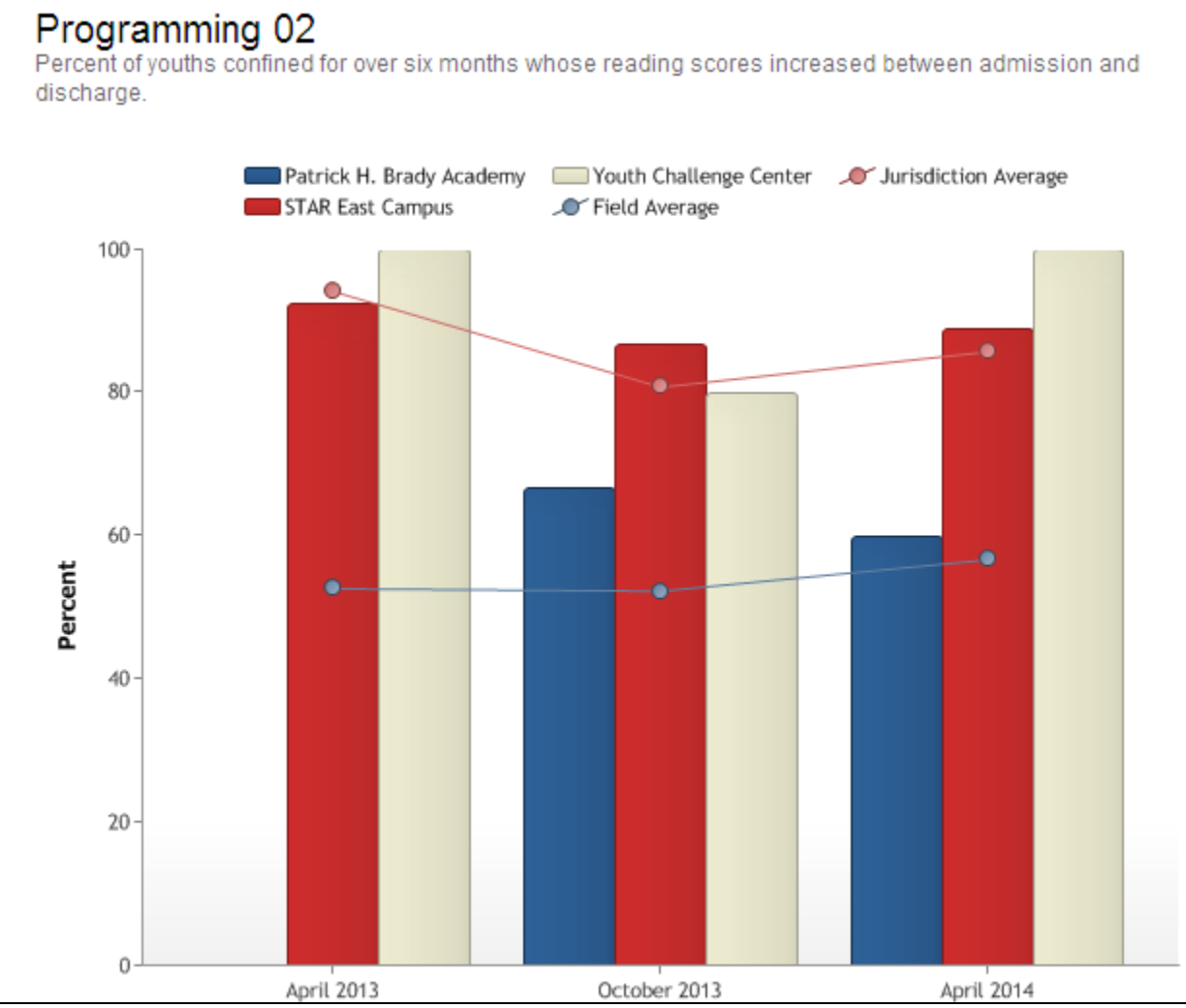


Programming 3 Admissions: Math Test

Percent of youth whose records indicate that they received a math test at admission.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth whose records indicate they have received a math test at admission has consistently been 100 percent for October and April data collections.

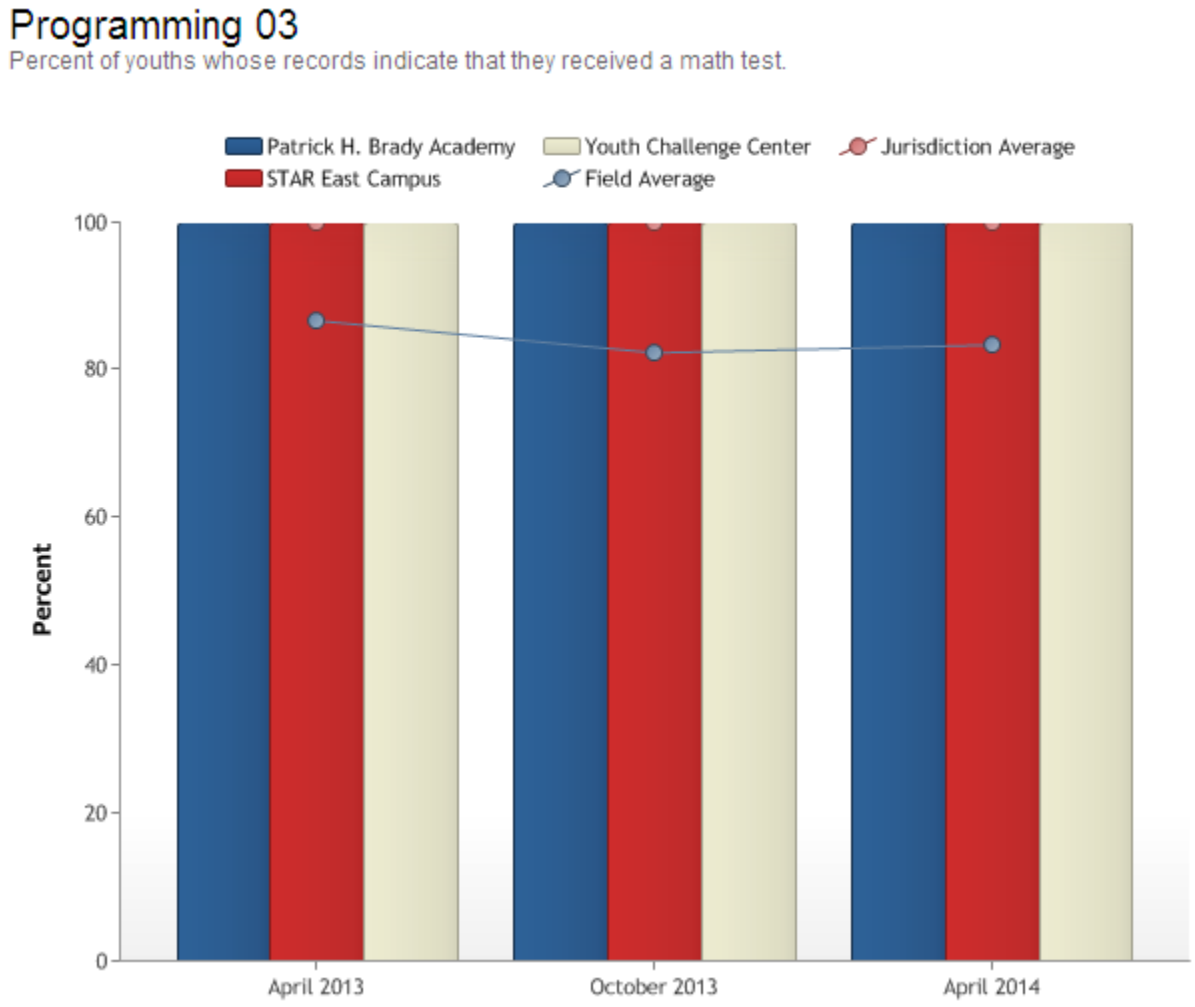
STAR East Camp

Percent of youth whose records indicate they have received a math test at admission has consistently been 100 percent for October and April data collections.

Youth Challenge Center

Percent of youth whose records indicate they have received a math test at admission has consistently been 100 percent for October and April data collections.

STAR PROGRAMS



Programming 4 Admission: Reading Test

Percent of youth whose records indicated that they received a reading test at admission.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

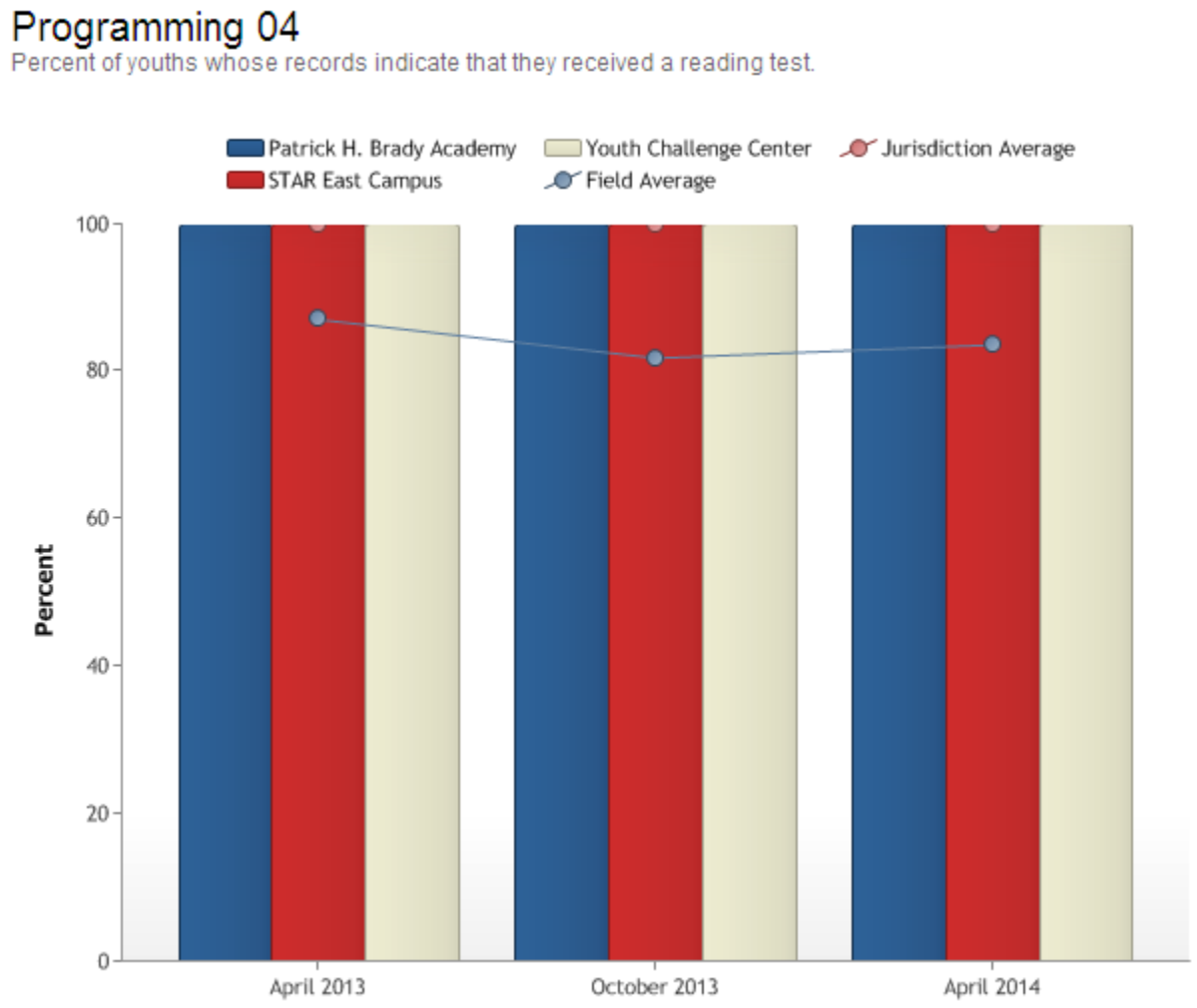
STAR East Camp

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

Youth Challenge Center

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

STAR PROGRAMS



Programming 5 Admission: Vocational Assessment

Percent of youth whose records indicate that they received a vocational assessment by qualified staff.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and in April.

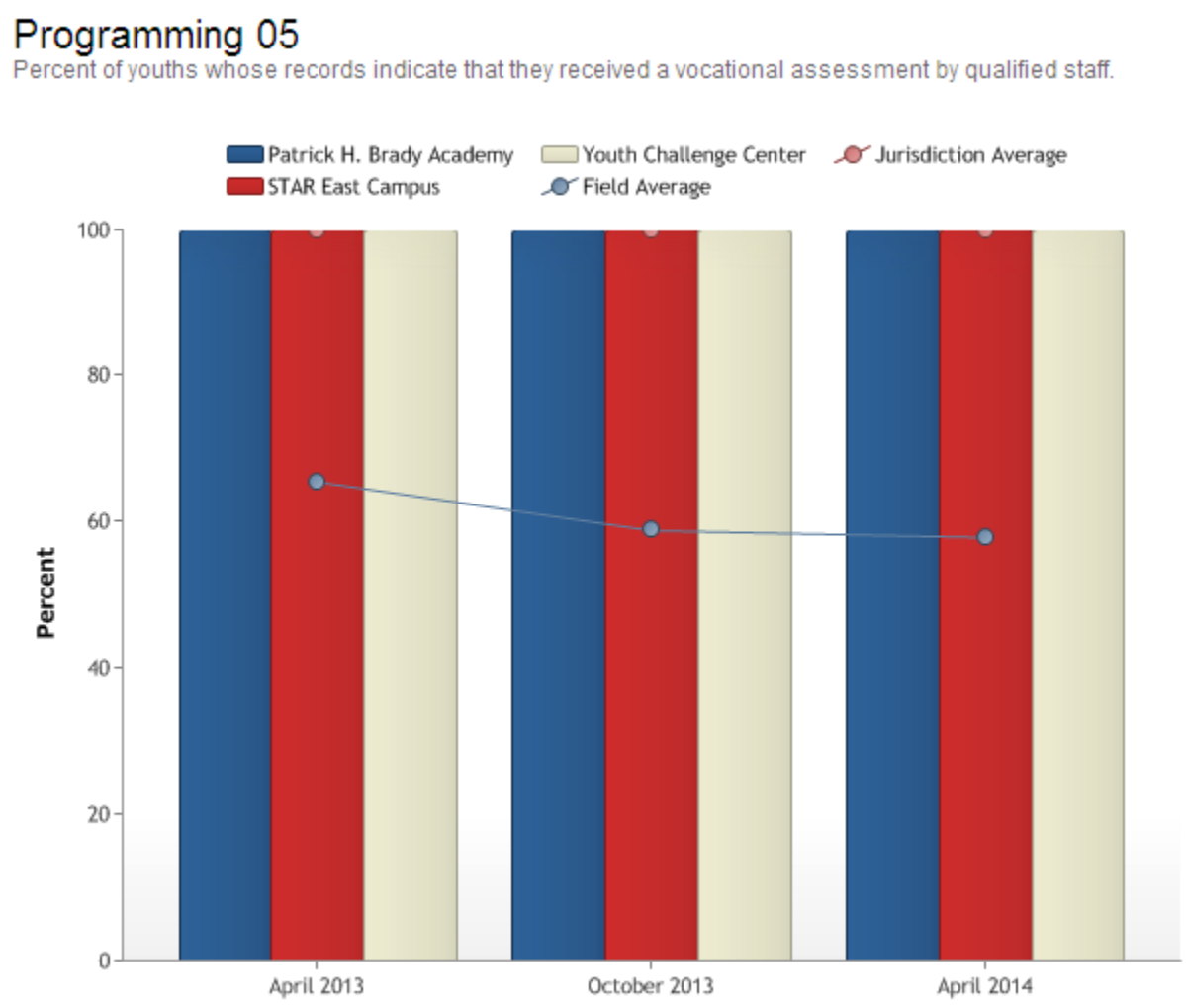
STAR East Camp

Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and 100 percent in April.

STAR PROGRAMS



Programming 6 Programming: Vocational Skills

Percent of youth confined for more than 60 days whose records indicate that they received the vocational skills programming prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Youth Challenge Center

A FIP was developed for this OM in April 2003 and has been deemed successful and closed.

Brady Academy

Youth confined for over 6 months whose reading scores increased between admission and discharge was 100 percent in October and 100 percent in April.

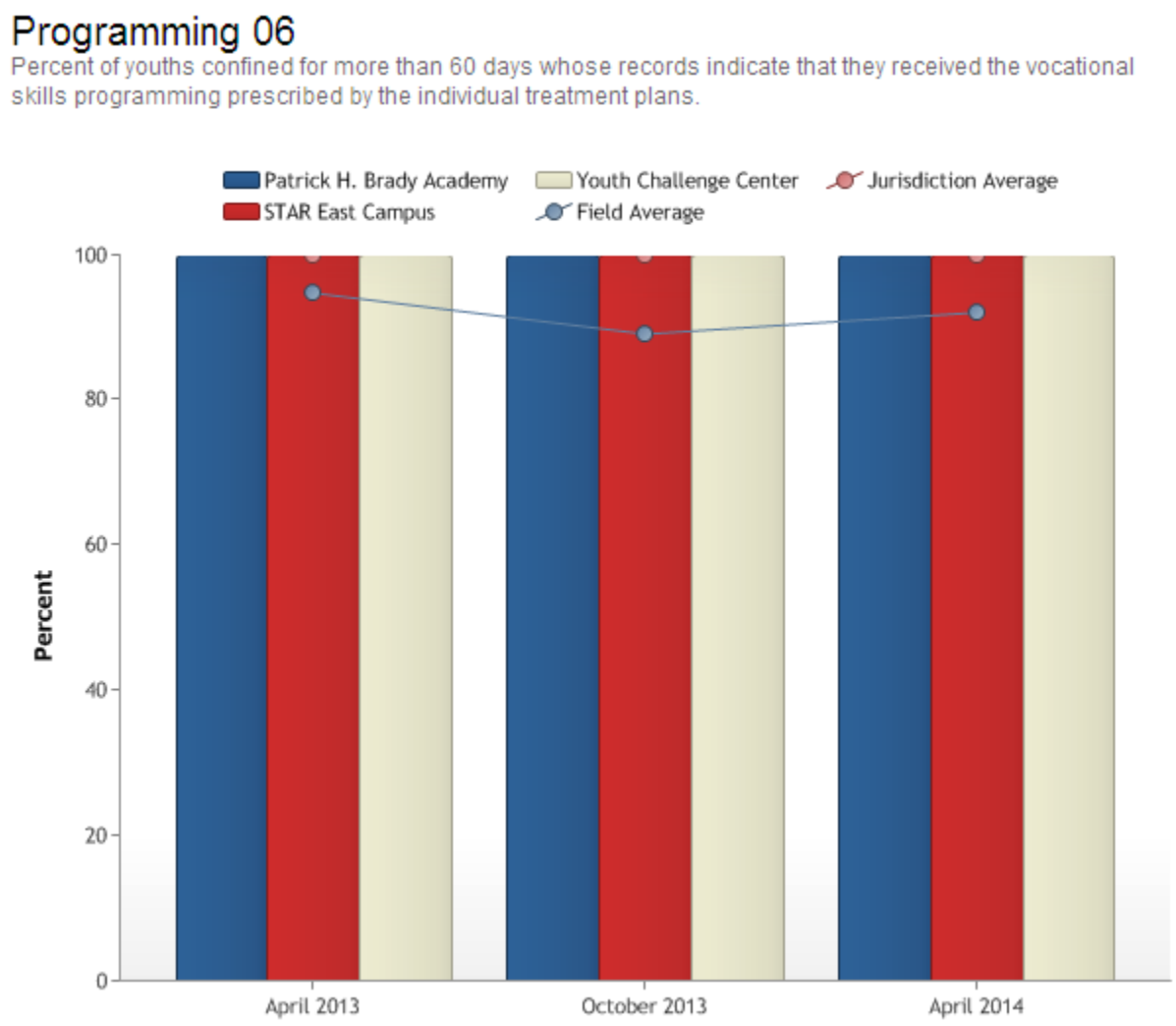
STAR East Camp

Percent of youth confined for more than 60 days whose records indicate they've received vocational skills programming was 100 percent for October and April.

Youth Challenge Center

Percent of youth confined for more than 60 days whose records indicate they've received vocational skills programming was 100 percent for October and April.

STAR PROGRAMS



Programming 7 Curriculum: Vocational Skills

Percent of youth confined for more than 60 days whose records indicate that they have completed a vocational skills curriculum.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 94.94%, well above the national average.

Brady Academy

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and 100 percent in April.

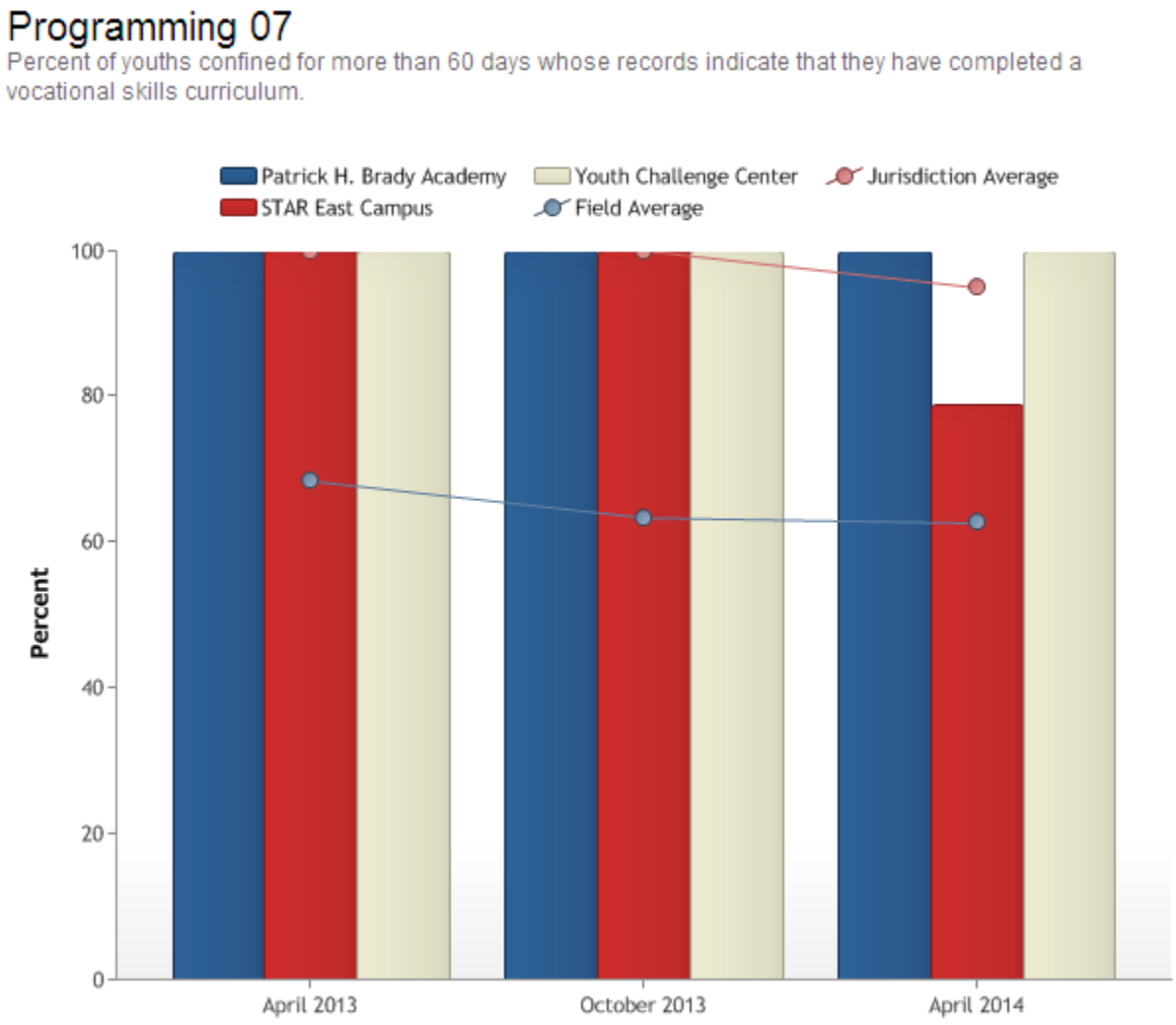
STAR East Camp

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and 78.95 percent in April.

Youth Challenge Center

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and in April.

STAR PROGRAMS



Programming 8 Programming: Educational

Percent of youth confined for more than 60 days whose records indicate that they received the educational programming prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100%.

Brady Academy- A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2001 and has been deemed successful and formally closed.

STAR East Camp- A FIP was developed for this OM in October '03 along with Programming 17 and has been deemed successful and formally closed.

Youth Challenge Center - A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

Brady Academy

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and April.

STAR East Camp

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and 100 percent for April.

Youth Challenge Center

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and 100 percent for April.

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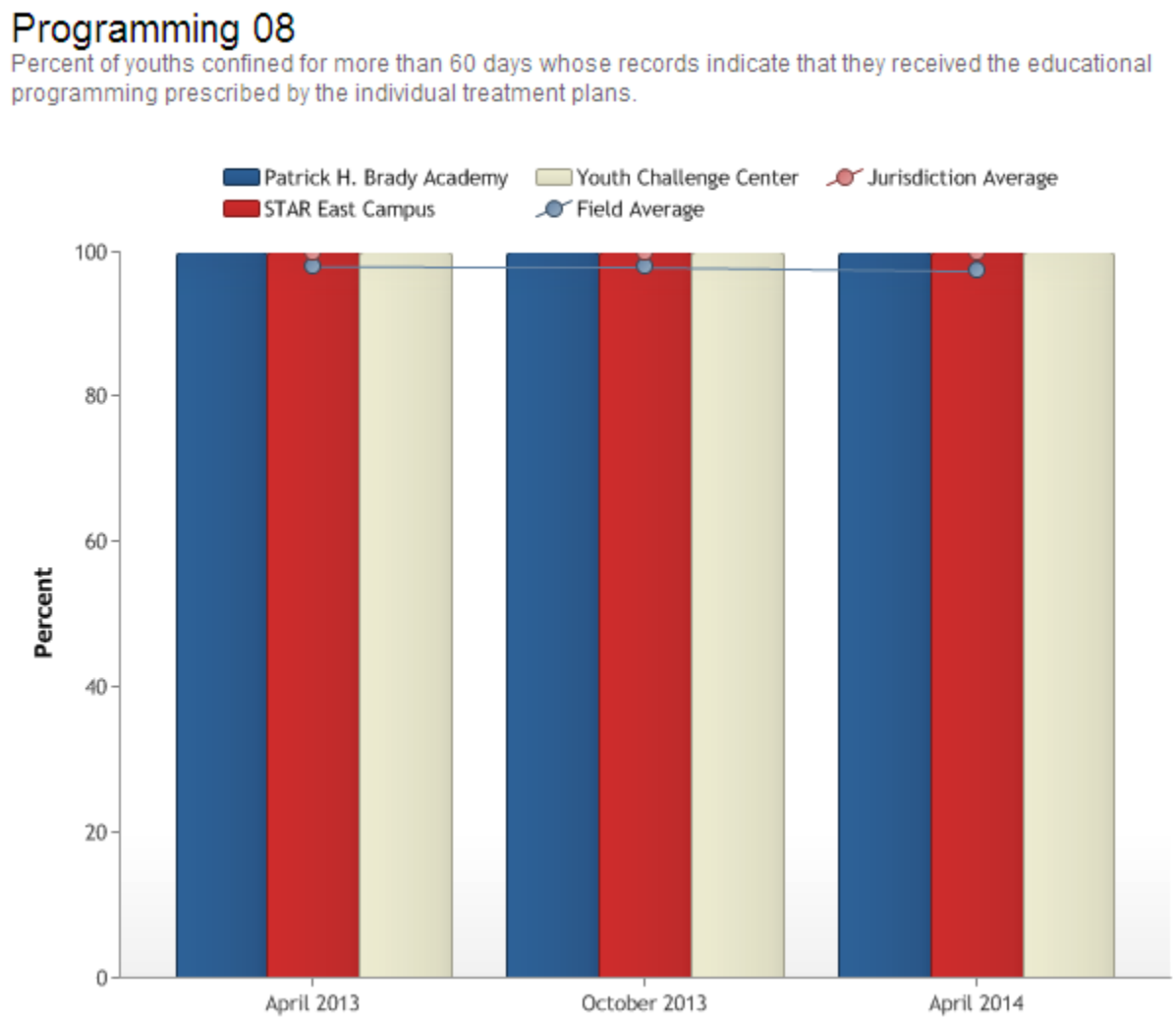

Programming 9 Non English Speaking Youth

Percent of non-English speaking youth who have treatment plans in the appropriate language.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100%.

Brady Academy

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and April data collections.

STAR East Camp

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and April data collections.

Youth Challenge Center

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and 100 percent in April.

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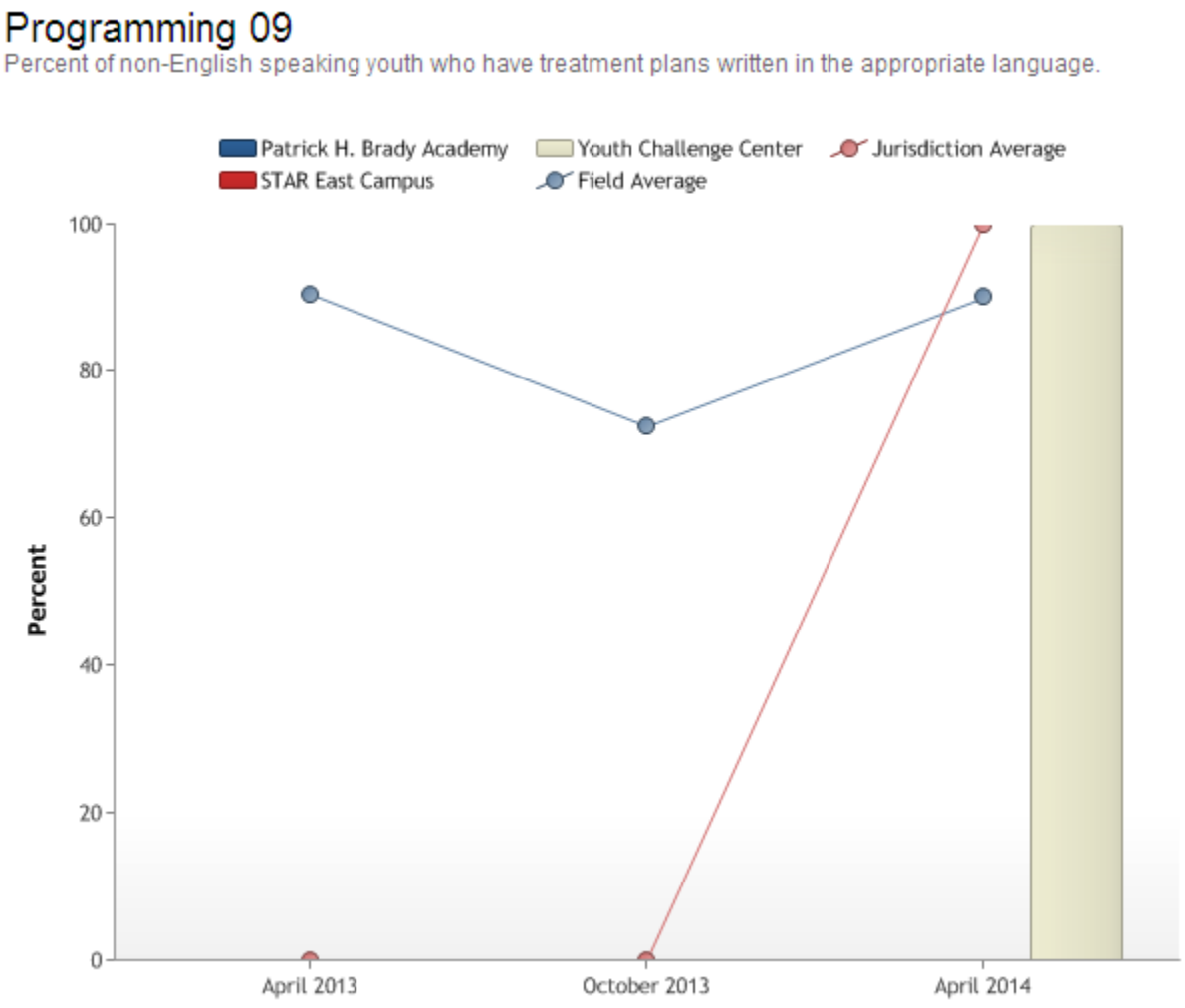


Programming 10 Minority Ratio

Ratio of percent of minority staff to percent of minority youth.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently .15 percent, well below the national average.

Brady Academy

Ratio of minority staff to minority youth was .10 percent in October and .17 percent in April.

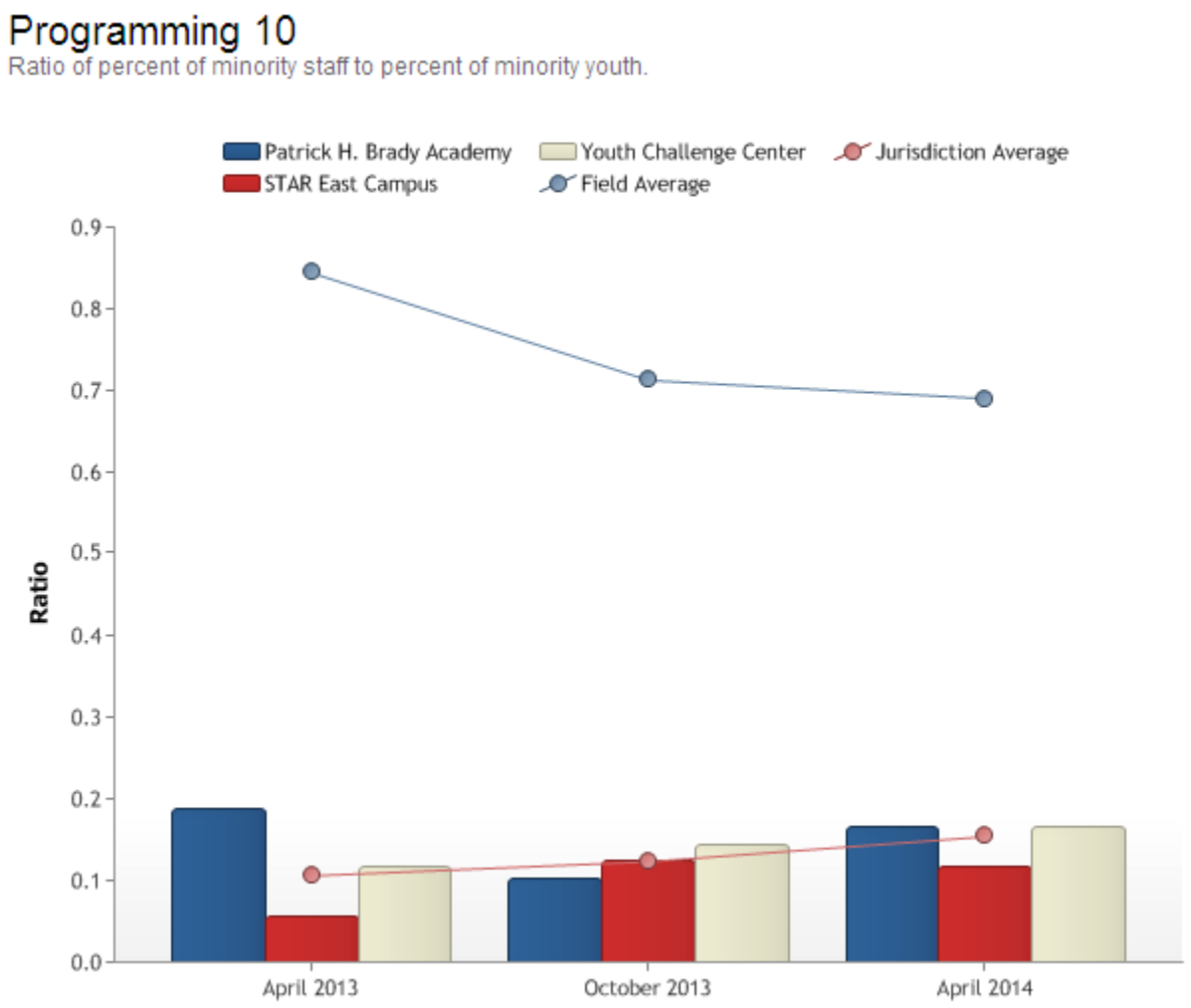
STAR East Camp

Ratio of minority staff to minority youth was .13 percent in October and .12 percent in April.

Youth Challenge Center

Ratio of minority staff to minority youth was .14 percent in October and .17 percent in April.

STAR PROGRAMS



Programming 11 Programming: Psychosocial/Social Skills

Percent of youth confined for more than 60 days whose reports indicated that they received psychosocial/social skills programming prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100%.

Youth Challenge Center

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

Brady Academy

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and April.

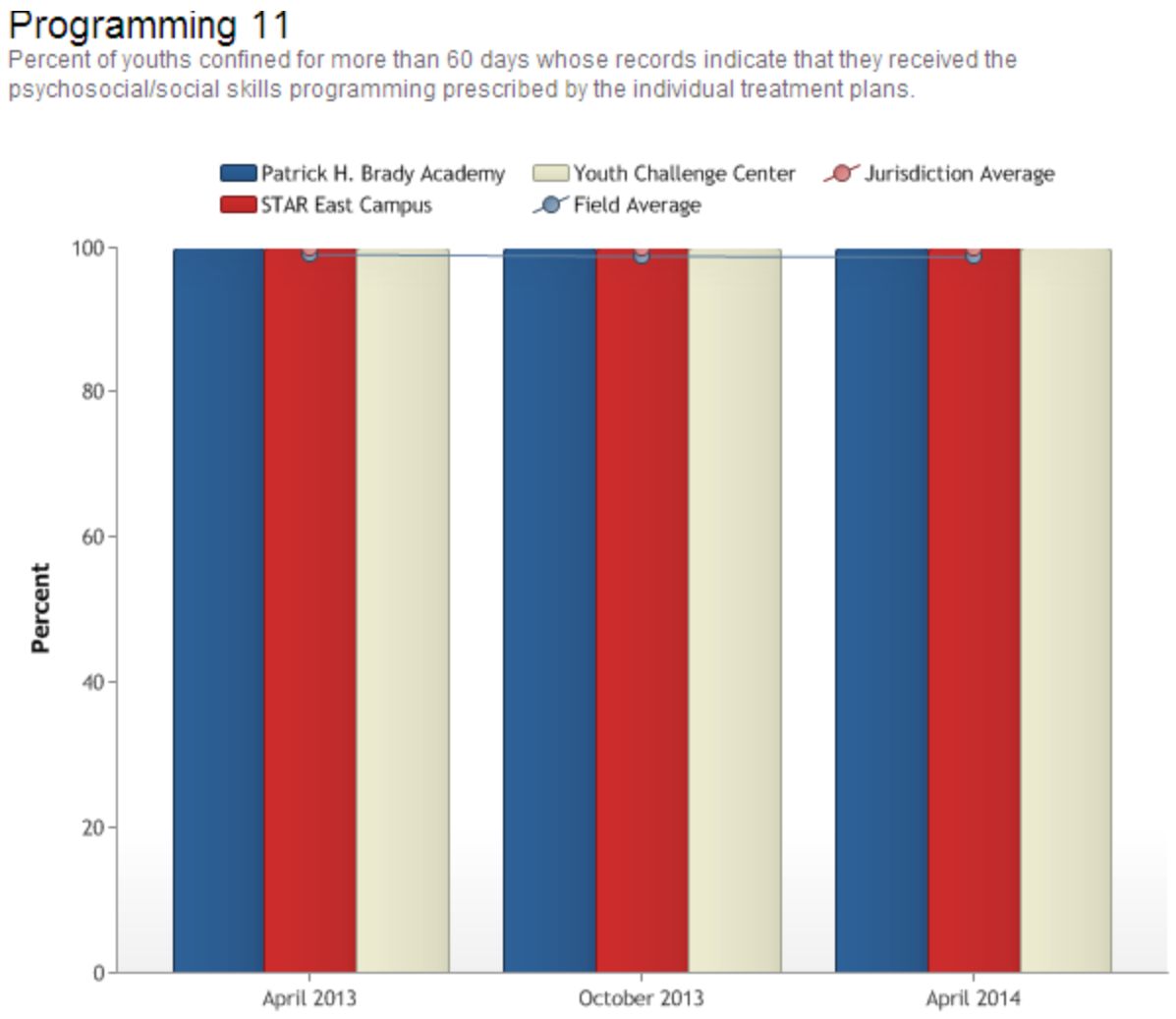
STAR East Camp

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and April.

Youth Challenge Center

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and 100 percent in April.

STAR PROGRAMS



Programming 12 Monthly Progress Notes

Percent of youth confined for more than 60 days whose individual treatment plans have monthly progress notes.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100 percent for October and April data collections.

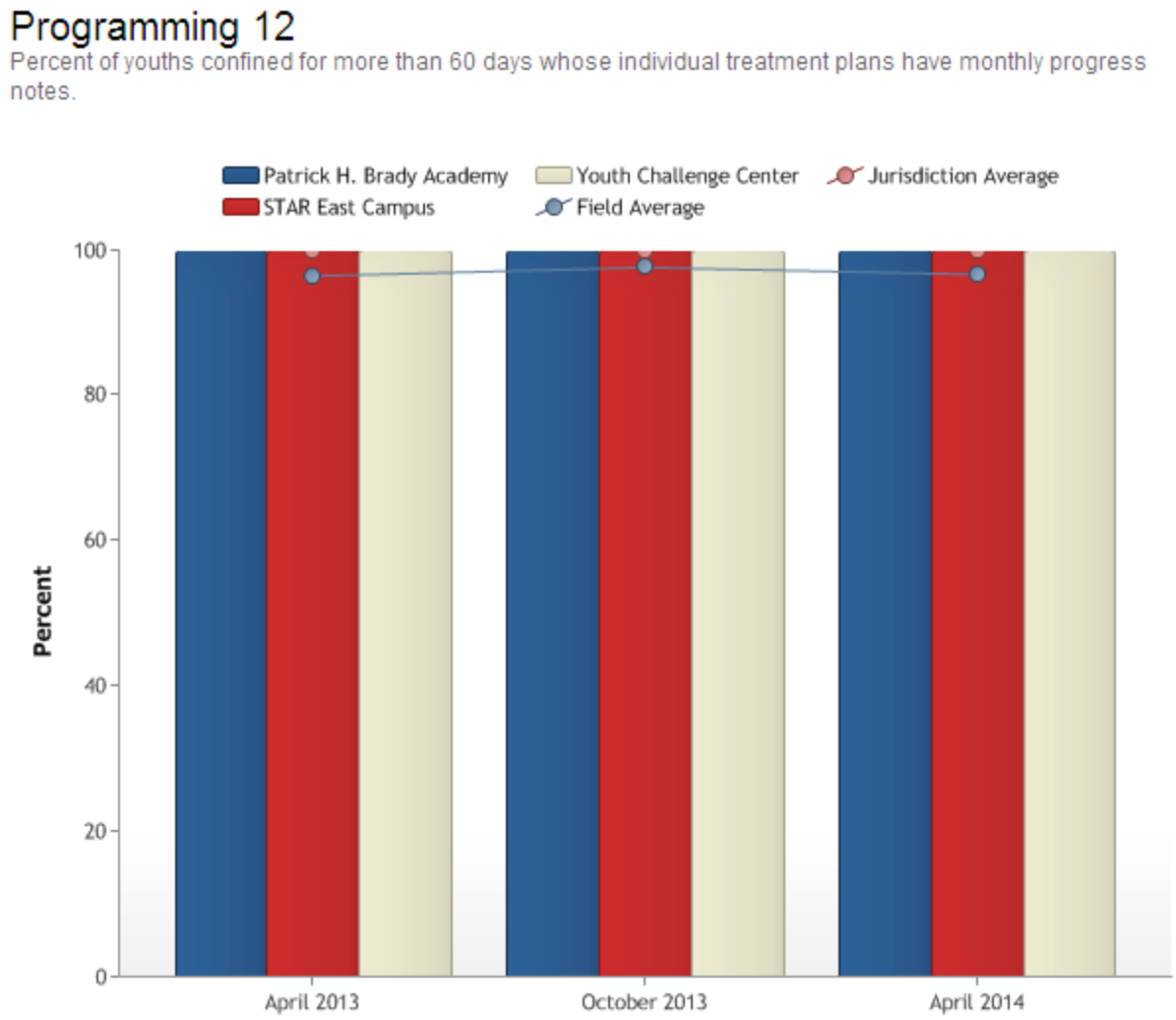
STAR East Camp

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100 percent for October and April data collections.

Youth Challenge Center

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100 percent for October and April data collections.

STAR PROGRAMS



Programming 13 Annual Summary Treatment Progress

Percent of youth confined for more than 1 year whose records include an annual summary of treatment progress.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

Youth Challenge Center

A FIP was developed for this OM in May 2002 and has been deemed successful and closed.

Brady Academy

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

STAR East Camp

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

Youth Challenge Center

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

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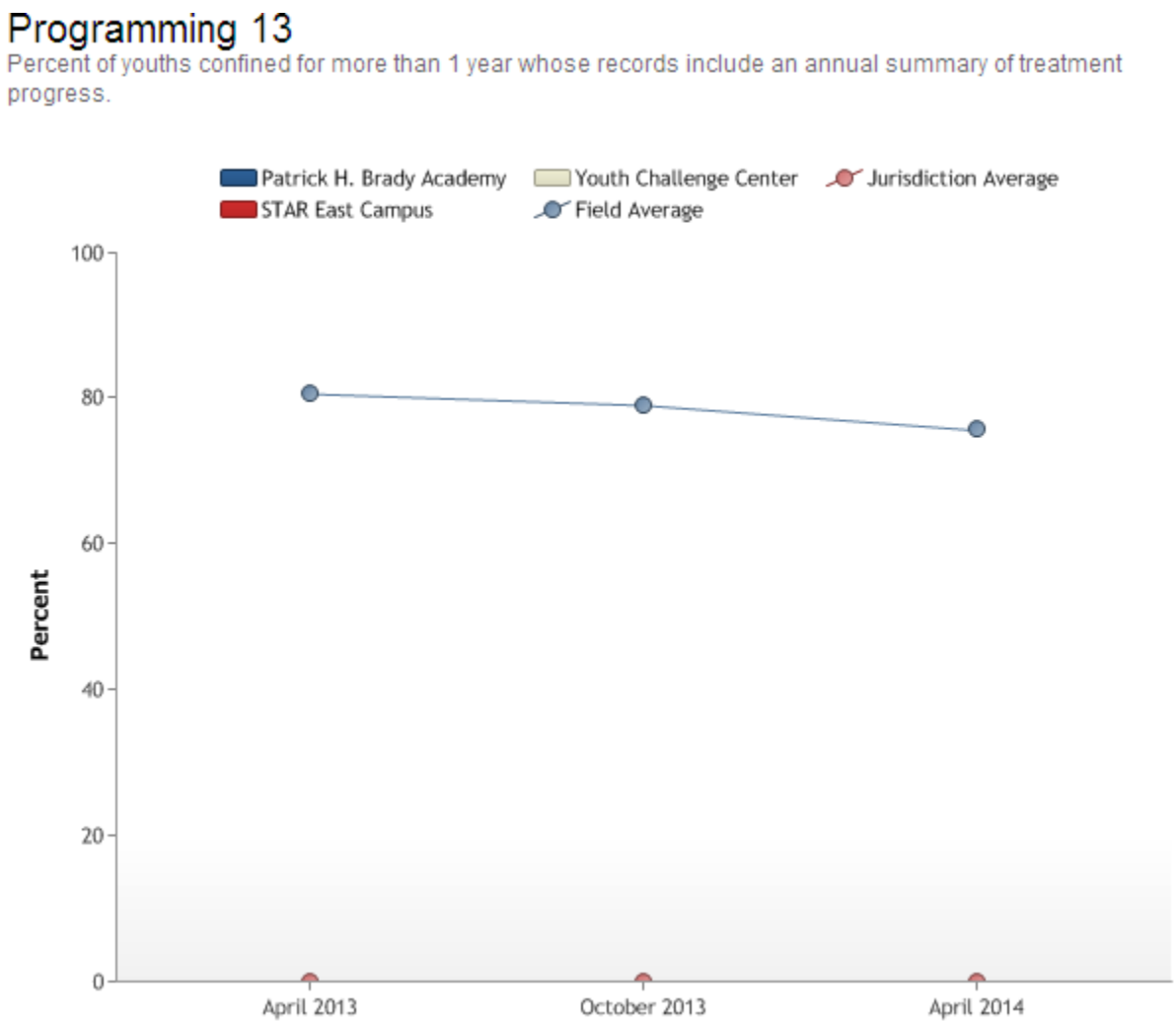

Programming 14 Curriculum: Health

Percent of youth confined for more than 60 days whose records indicate that they have completed the health curriculum.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 94.94%, well above the national average.

STAR East Camp

A FIP was developed for the OM in October '02 and has been deemed successful and formally closed.

Youth Challenge Center

A FIP was developed for this OM in October 2001 and again in April 2004 and has been deemed successful and closed.

Brady Academy

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and April data collections.

STAR East Camp

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and 78.95 percent for April.

Youth Challenge Center

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and April data collections.

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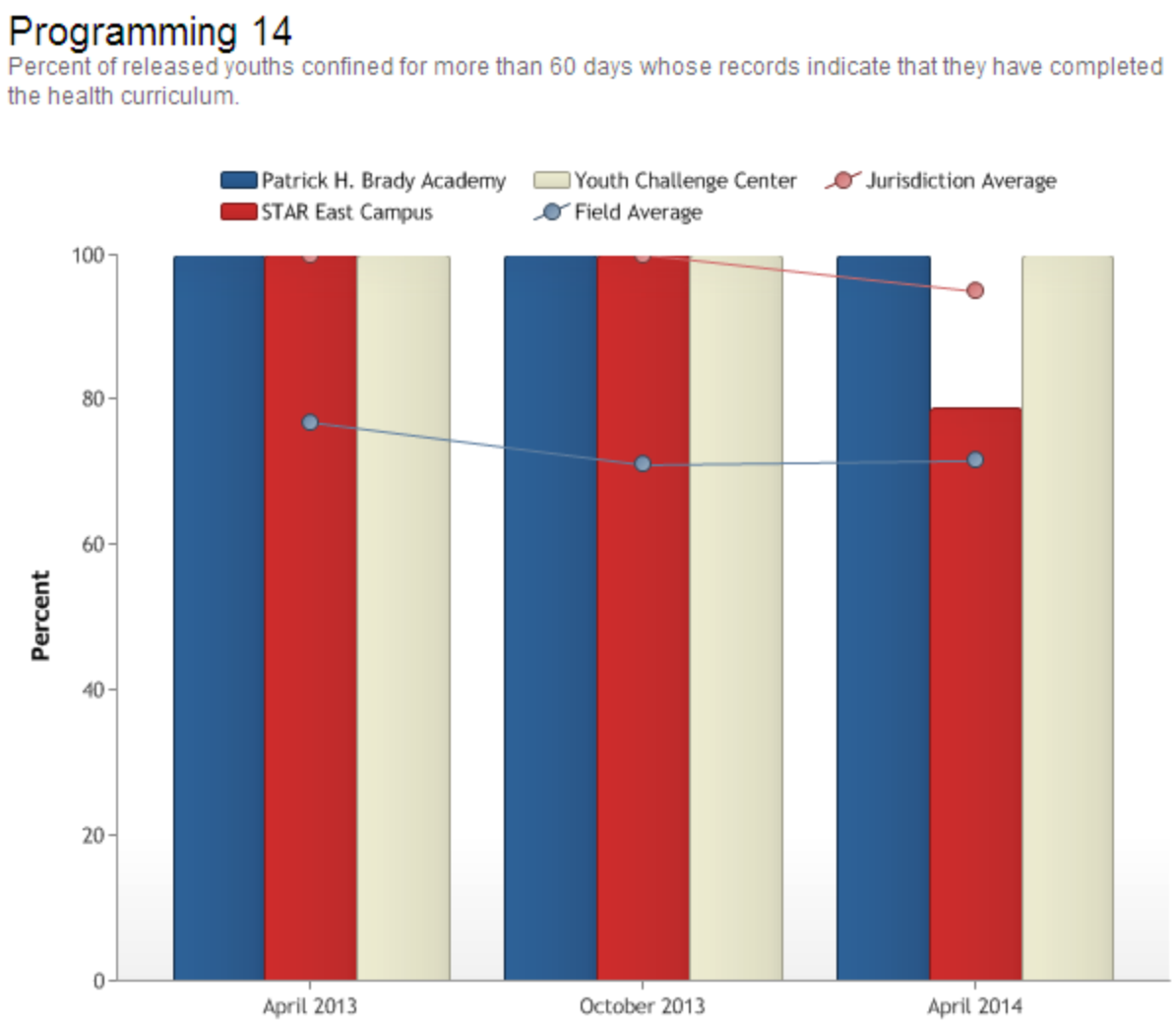


Programming 15 Curriculum: Psychosocial/Social Skills

Percent of youth confined for more than 60 days whose records indicate that they have completed the psychosocial/social skills curriculum.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 94.94%, well above the national average.

Brady Academy

In October and April 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum.

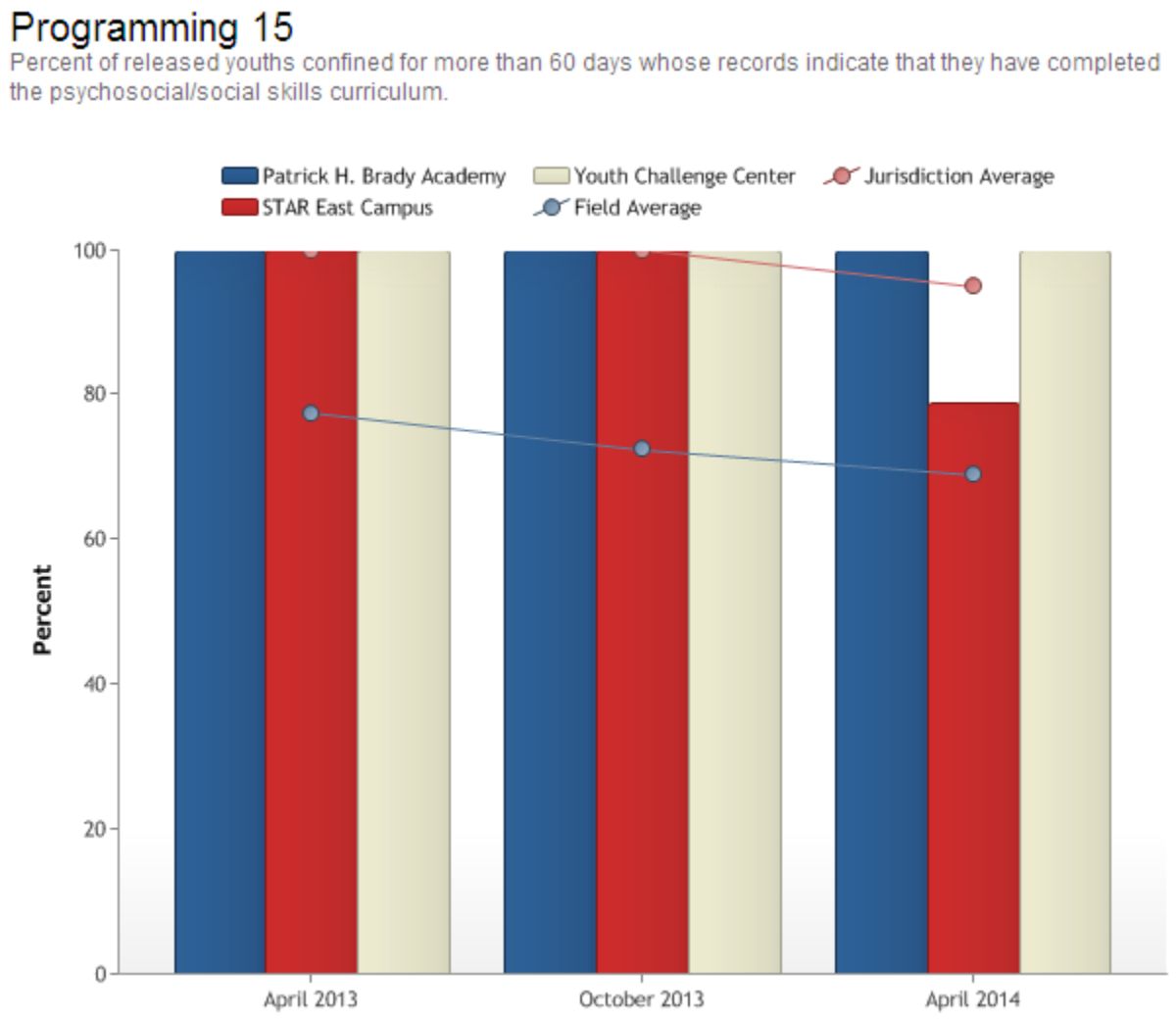
STAR East Camp

In October 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum and 78.95 percent in April.

Youth Challenge Center

In October and April 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum.

STAR PROGRAMS



Programming 16 Assessment: Psychosocial/Social Skills

Percent of youth whose records indicate they have received a psychosocial/social skills assessment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100%.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2001 and has been deemed successful and formally closed.

Brady Academy

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

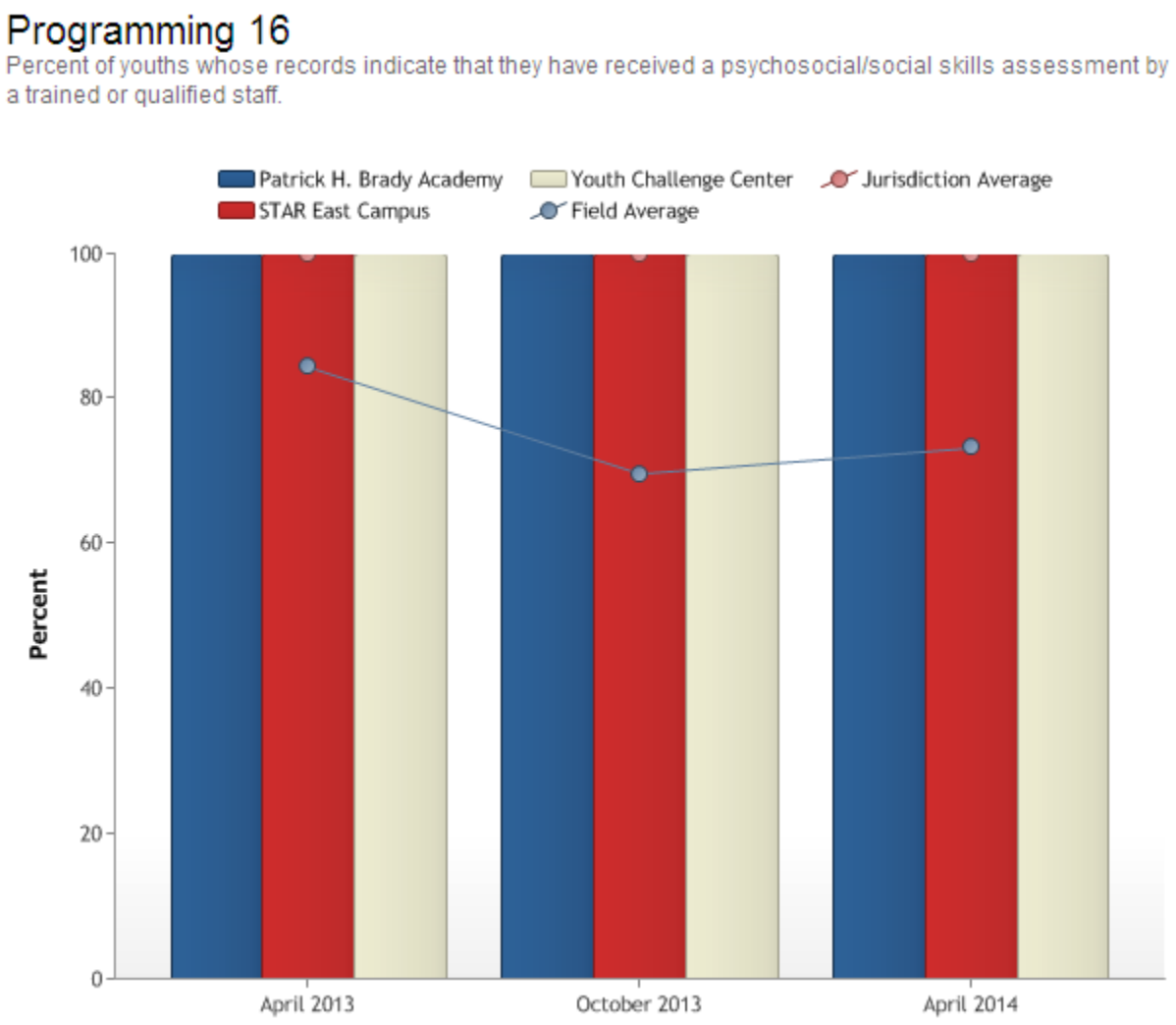
STAR East Camp

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

Youth Challenge Center

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

STAR PROGRAMS



Programming 17 ITP

Percent of youth confined for more than 30 days whose records include a written individual treatment plan.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

STAR East Camp

A FIP was developed for the OM in April '03 and has been deemed successful and formally closed.

Brady Academy

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 100 percent in October and 100 percent in April.

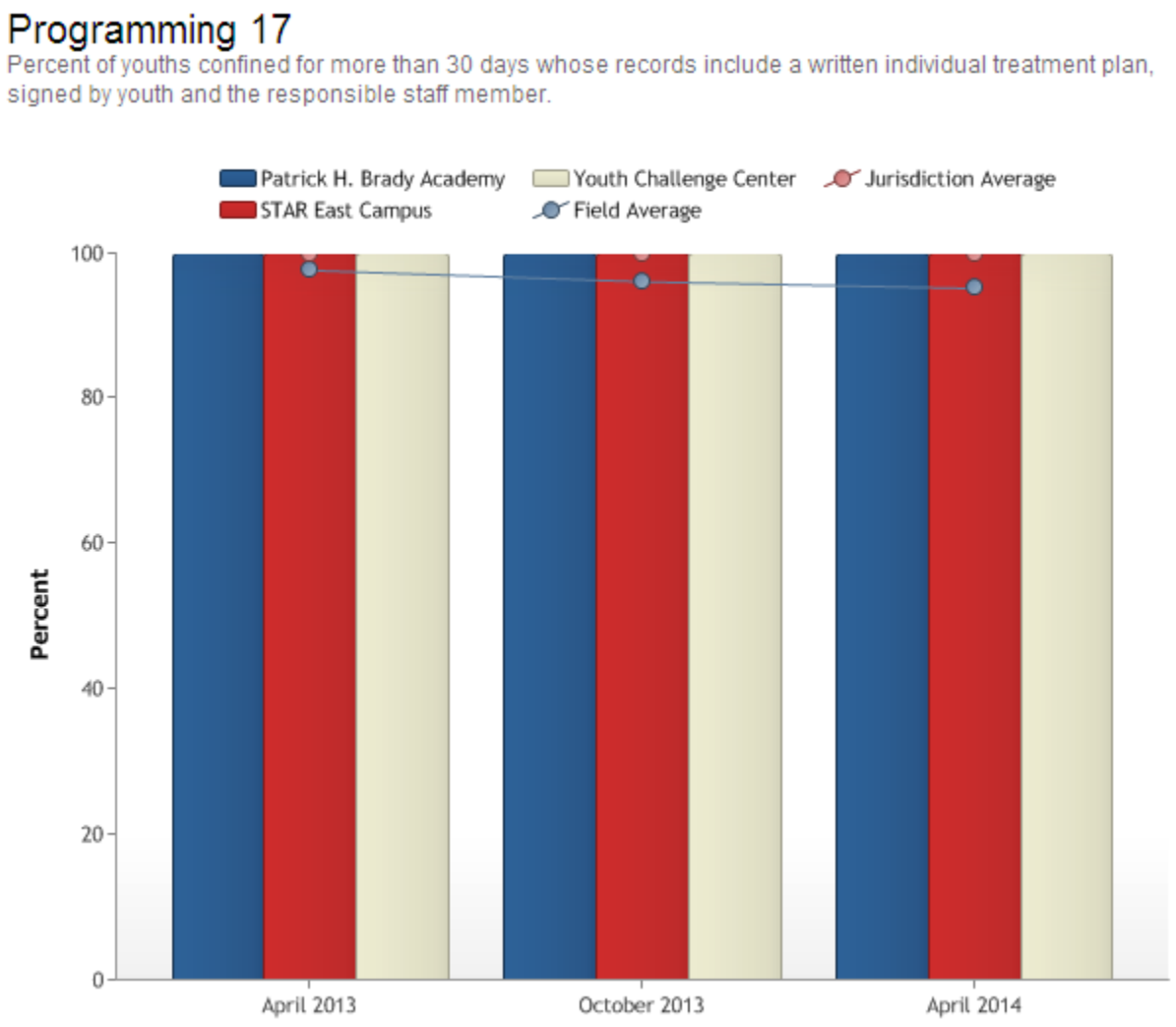
STAR East Camp

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 100 percent in October and 100 percent in April.

STAR PROGRAMS



Programming 20 Telephone Policies

Percent of youth who report those policies governing telephone calls are implemented consistently.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 77.22%, slightly higher than the national average.

Brady Academy

A FIP was developed for this outcome measure OM in May 2002 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in April 2003 and has since been deemed successful and formally

Brady Academy

Percent of youth who report that policies governing telephone calls are implemented consistently were 66.67 percent in October and 71.88 percent in April.

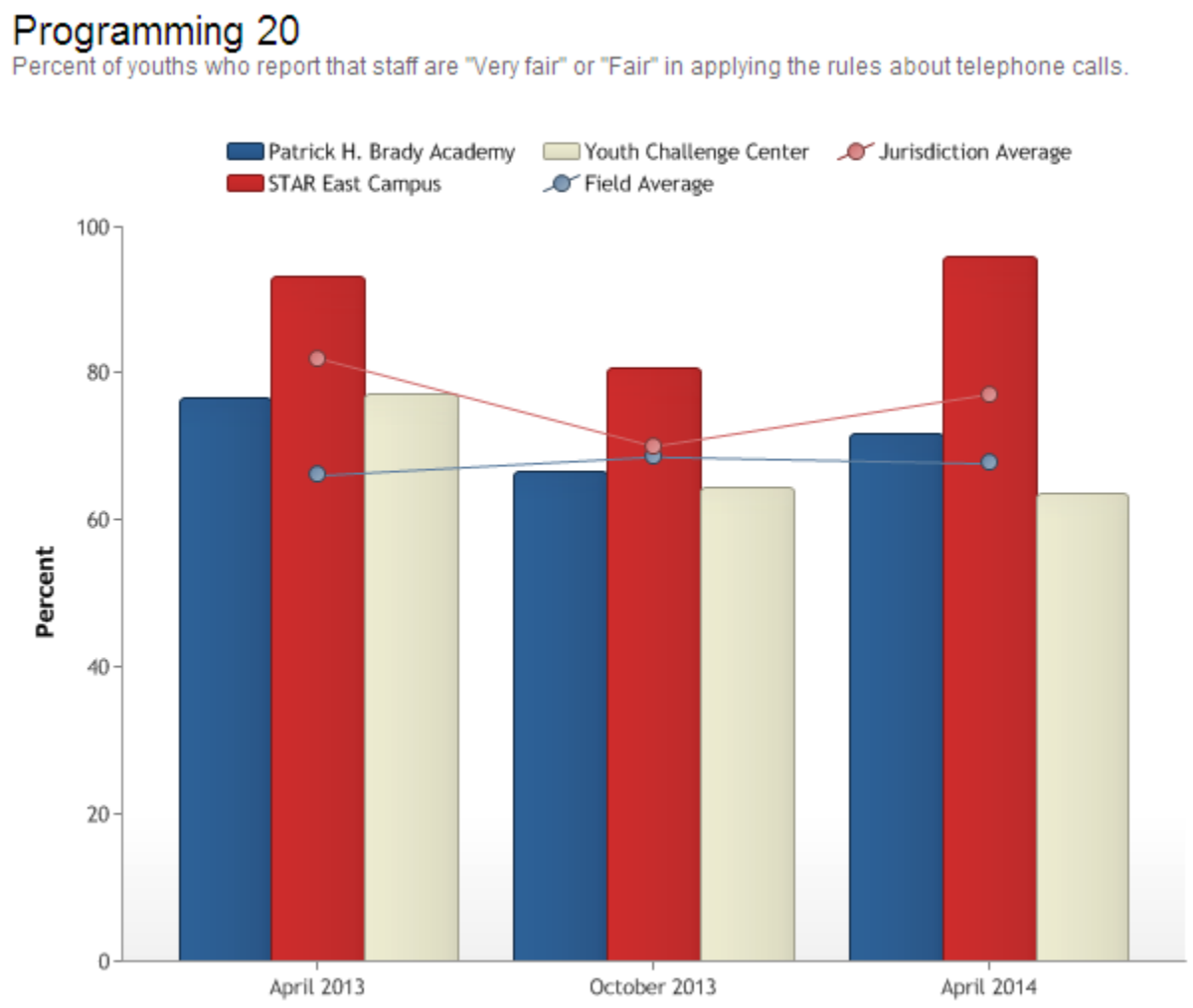
STAR East Camp

Percent of youth who report that policies governing telephone calls are implemented consistently were 80.77 percent in October and 96 percent in April.

Youth Challenge Center

Percent of youth who report that policies governing telephone calls are implemented consistently were 64.52 percent in October and 63.64 percent in April.

STAR PROGRAMS



Programming 22 Visitations

Visitation per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is a rate of 0.12, slightly higher the national average.

Brady Academy

The rate of visitation per 100 person days of confinement in October was .08 and a rate of .09 in April.

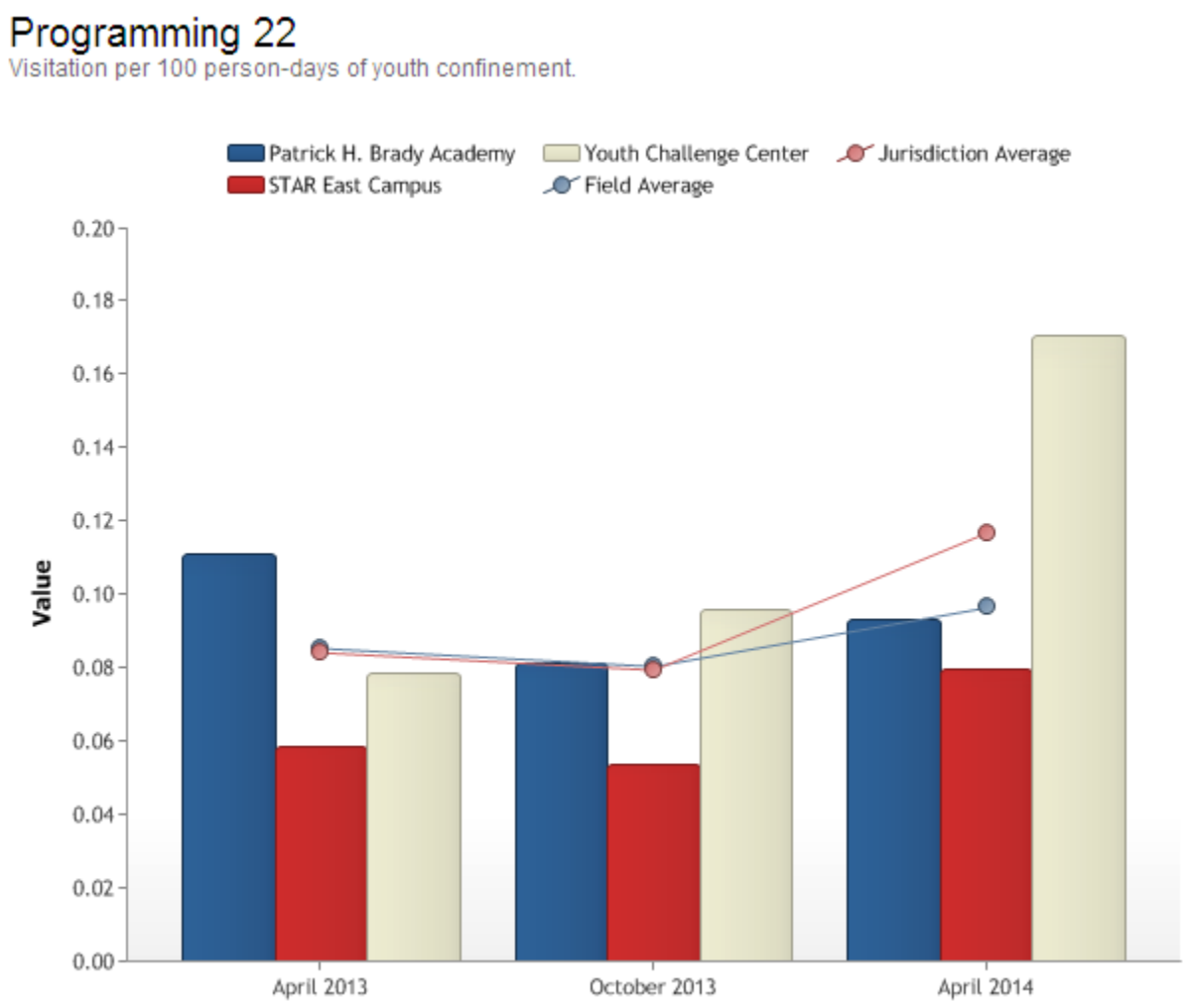
STAR East Camp

The rate of visitation per 100 person days of confinement in October was .05 and a rate of .08 in April.

Youth Challenge Center

The rate of visitation per 100 person days of confinement in October was .10 and a rate of.17 in April.

STAR PROGRAMS



Programming 23 Community Volunteers

The number of community volunteers providing programming in the facility over the average daily youth population.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently a rate of 1.32%, slightly higher than the national average.

STAR East Camp

A FIP was developed for this OM in April 2003 and has been deemed successful and formally closed. This FIP was re-opened in April 2011 and successful closed in October 2011.

Brady Academy

The number of community volunteers providing programming over the average day count is a rate of .71 in October and 1.07 in April.

STAR East Camp

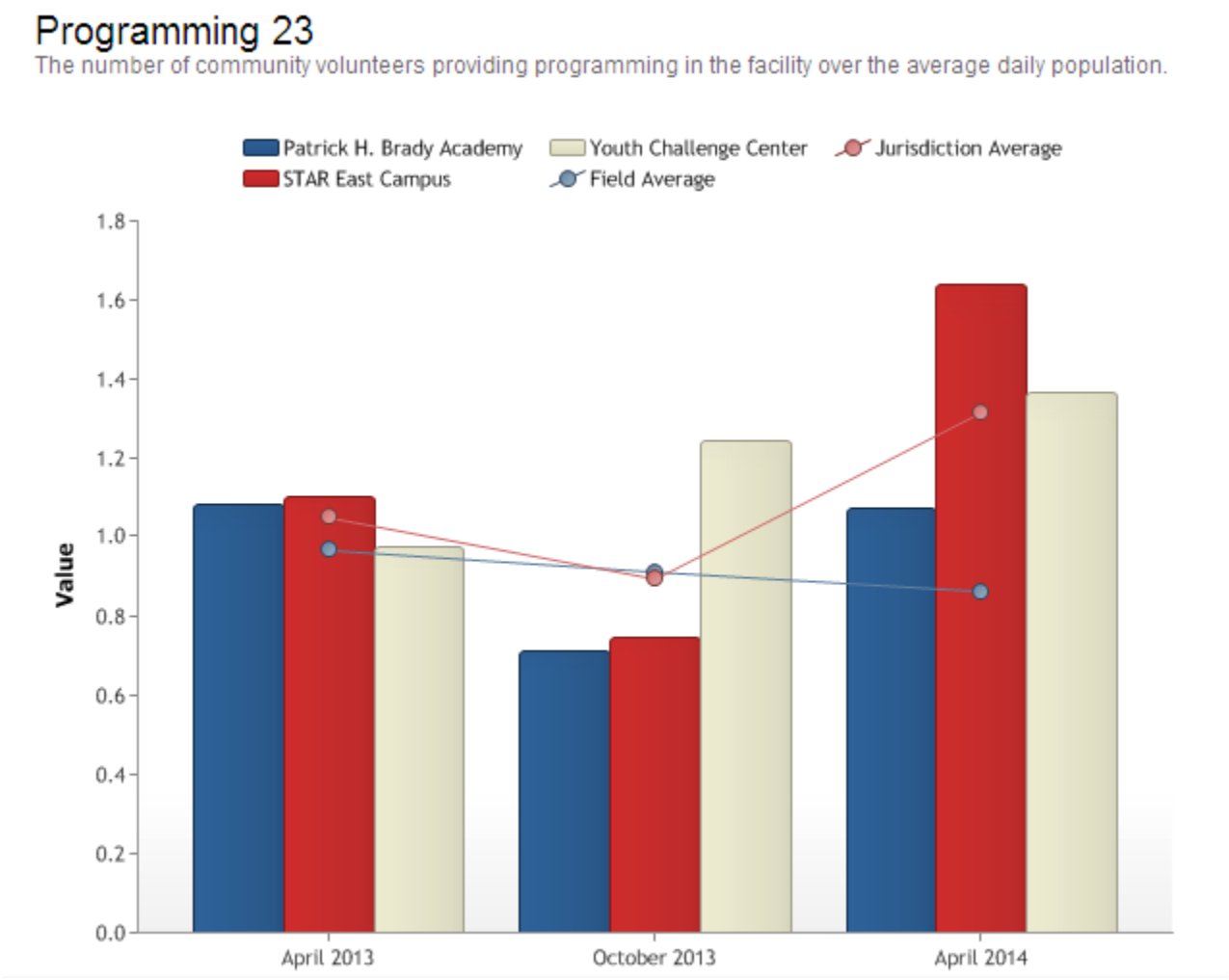
The number of community volunteers providing programming over the average day count is a rate of .74 in October and 1.64 in April.

Youth Challenge Center

The number of community volunteers providing programming over the average day count is a rate of 1.24 in October and 1.37 in April.

Note: Reporting of volunteers is for the data collection month only, not for the last 6 months.

STAR PROGRAMS



Programming 24 Community Volunteer Programs

Percent of facility programs that engages community volunteers.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.0%.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2001 and has been deemed successful and formally closed.

Brady Academy

Percent of facility programs that engage community volunteers was 100 percent in October and 100 percent in April.

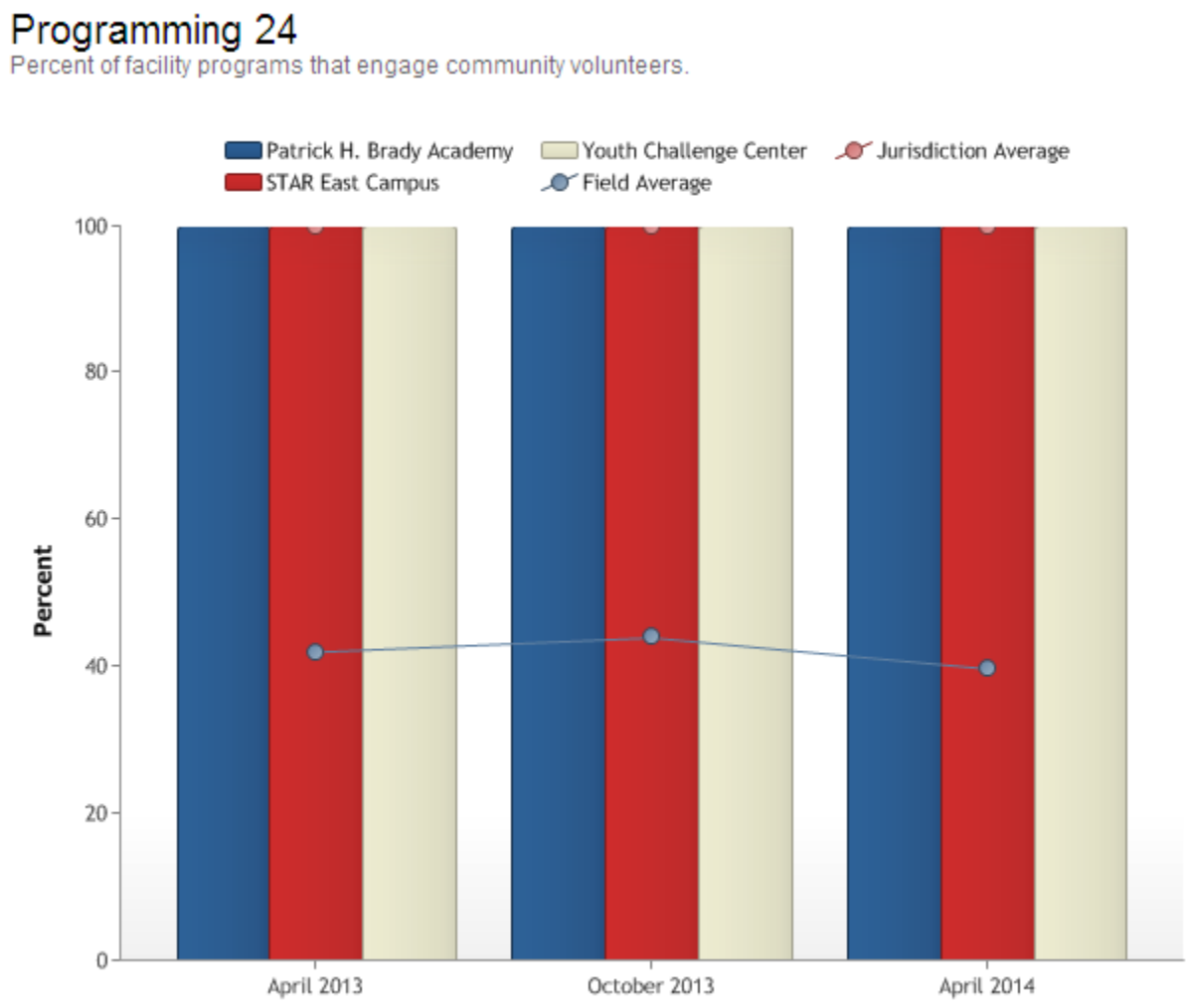
STAR East Camp

Percent of facility programs that engage community volunteers was 100 percent in October and in April.

Youth Challenge Center

Percent of facility programs that engage community volunteers was 100 percent in October and 100 percent in April.

STAR PROGRAMS



Programming 25 Higher Level at Release

Percent of youth who achieve a higher level by the time of release.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100%.

Brady Academy

Percent of youth who achieve a higher level by the time of their release is 100 percent for October and April.

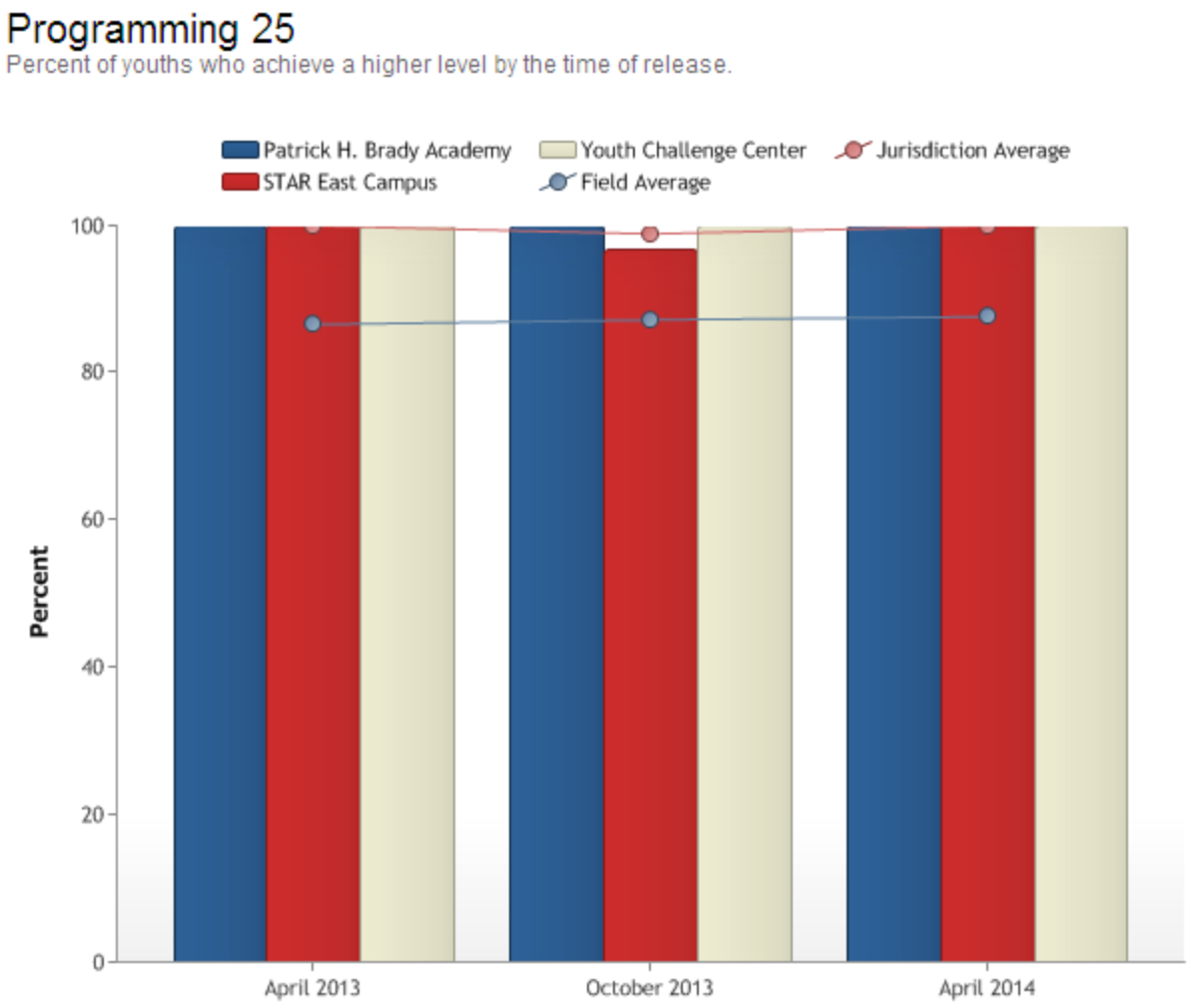
STAR East Camp

Percent of youth who achieve a higher level by the time of their release is 96.67 percent for October and 100 percent for April.

Youth Challenge Center

Percent of youth who achieve a higher level by the time of their release is 100 percent for October and 100 percent for April.

STAR PROGRAMS



Programming 26 Youth's Understanding of Facility Level System

Percent of youth who say they understand their facility's level system.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 96.10%, slightly higher than the national average.

STAR East Camp

An (FIP) was developed for the (OM) in October 2008. The (team has deemed it successful and it has been closed.

Brady Academy

In October, 100 percent of youth say they understand their facility's level system. In April, 90.32 percent of youth say they understand the facilities level system.

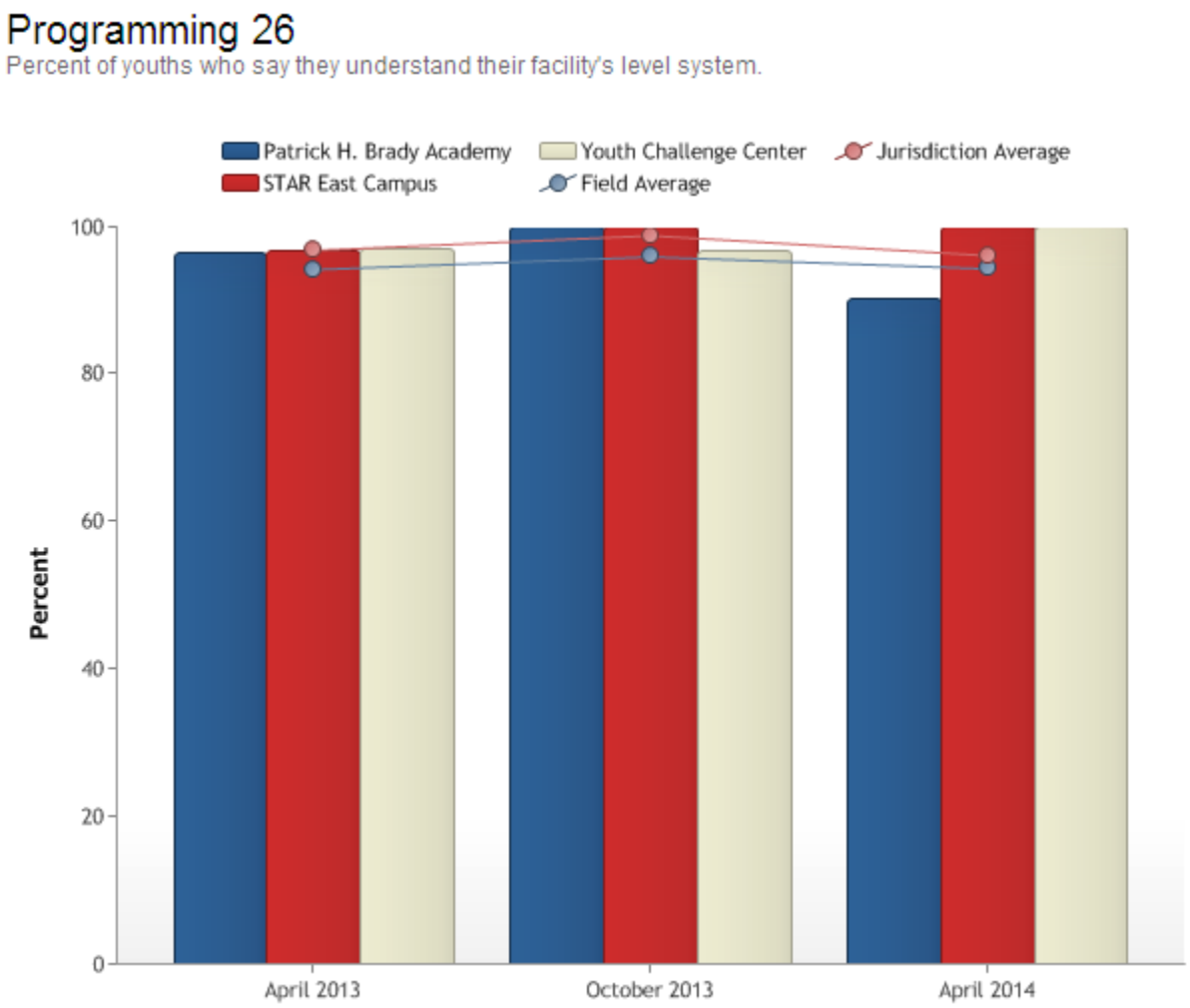
STAR East Camp

In October, 100 percent of youth say they understand their facility's level system. In April, 100 percent of youth say they understand the facilities level system.

Youth Challenge Center

In October, 96.67 percent of youth say they understand their facility's level system. In April, 100 percent of youth say they understand the facilities level system.

STAR PROGRAMS



Programming 27 Youth's Knowing Level

Percent of Youth who know what level they are on.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in May 2002 and has been deemed successful and formally closed.

Brady Academy

In October 100 percent of youth knew what level they were on and 100 percent of youth knew what level they were on in April.

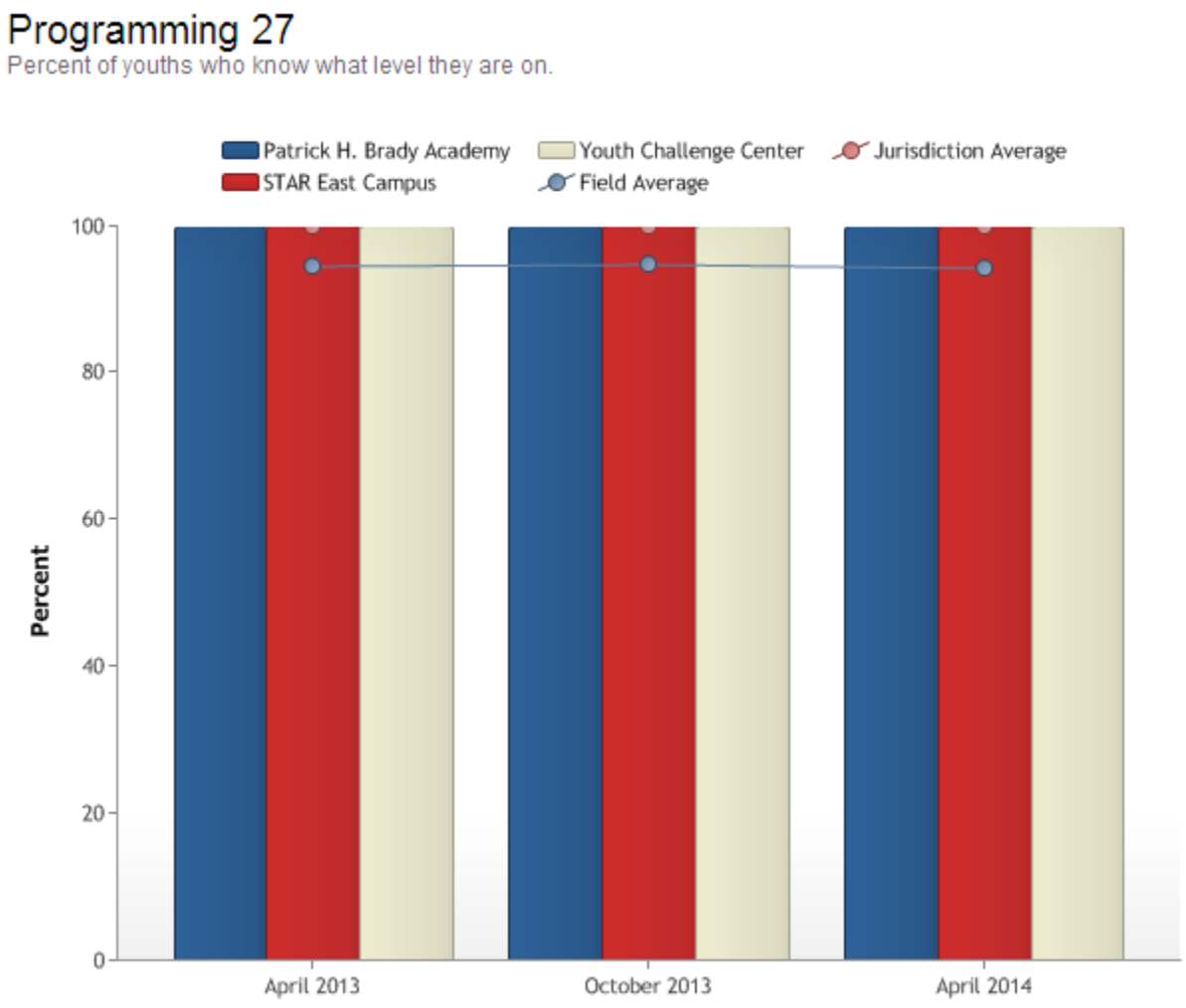
STAR East Camp

In October 100 percent of youth knew what level they were on and 100 percent of youth knew what level they were on in April.

Youth Challenge Center

In October 100 percent of youth knew what level they were on and 100 percent of youth knew what level they were on in April.

STAR PROGRAMS



Health

Health

This includes intake, ITP implementation and juvenile awareness of services.

Health 1 Intake Screening: Complete

Percent of youth presented for admission who had a complete intake screening by trained or qualified staff.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October and April 100 percent of youth had complete intake screenings completed.

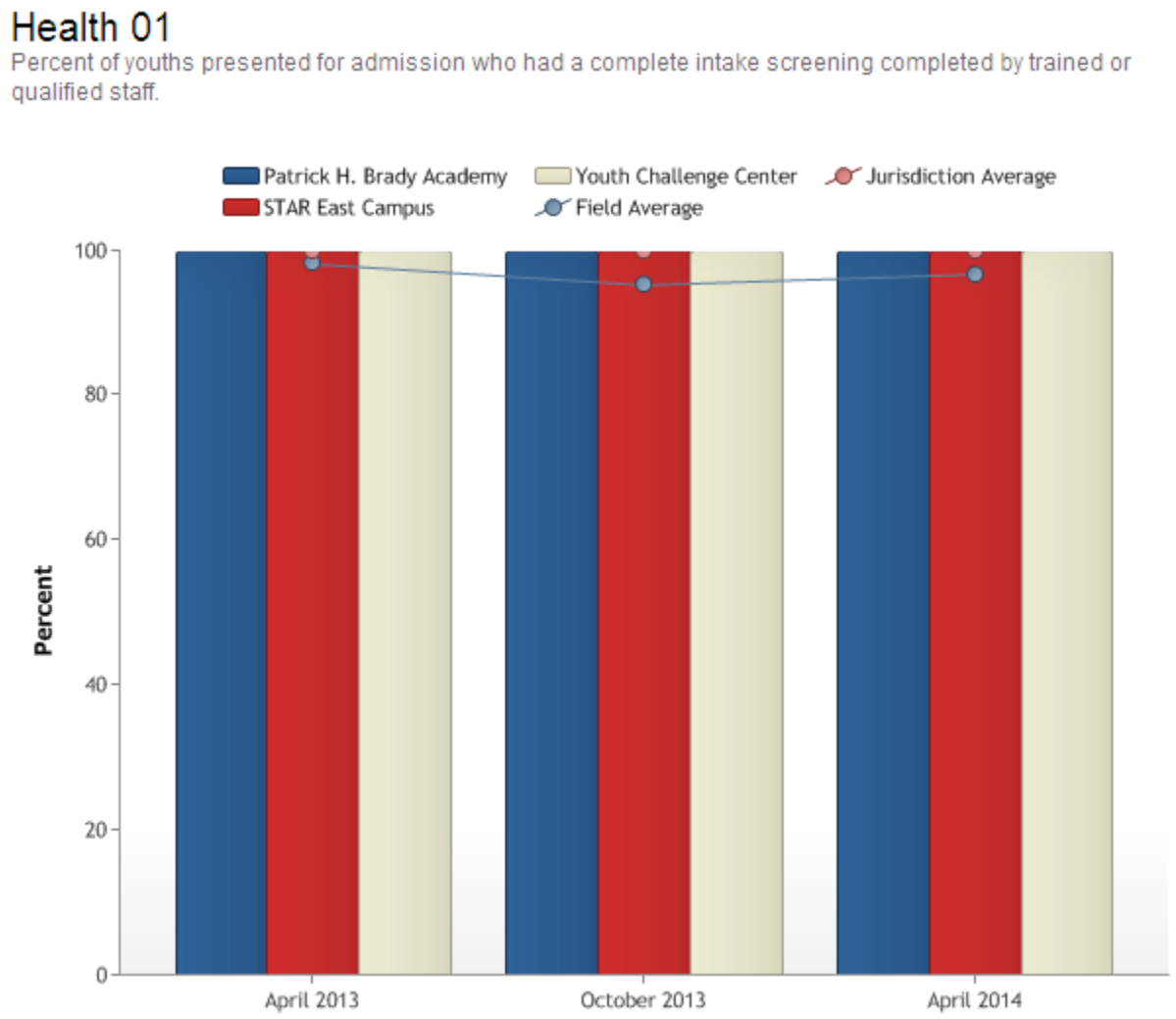
STAR East Camp

In October and April 100 percent of youth had complete intake screenings completed.

Youth Challenge Center

In October and April 100 percent of youth had complete intake screenings completed.

STAR PROGRAMS



Health 2 Intake Screening: Health

Percent of youth presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October and April 100 percent of youth health screenings were recorded in an hour or less.

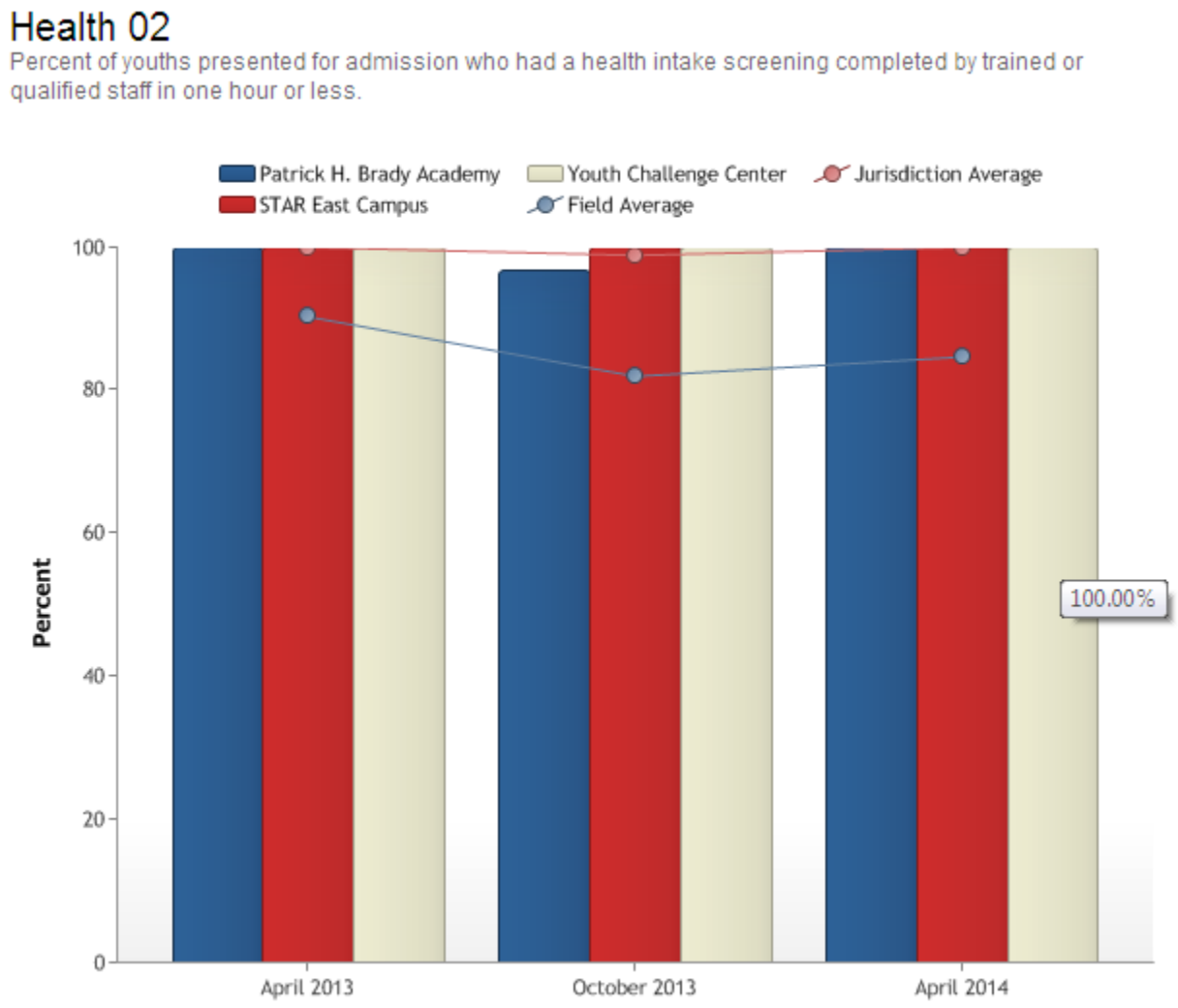
STAR East Camp

In October and April 100 percent of youth health screenings were recorded in an hour or less.

Youth Challenge Center

In October and April 100 percent of youth health screenings were recorded in an hour or less.

STAR PROGRAMS



Health 3 Intake Screening: Mental Health

Percent of youth presented for admission that had a mental health intake screening completed by trained or qualified staff in one hour or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October 100 percent of youth had MH screenings completed in this program. In April 100 percent of youth MH screenings were recorded.

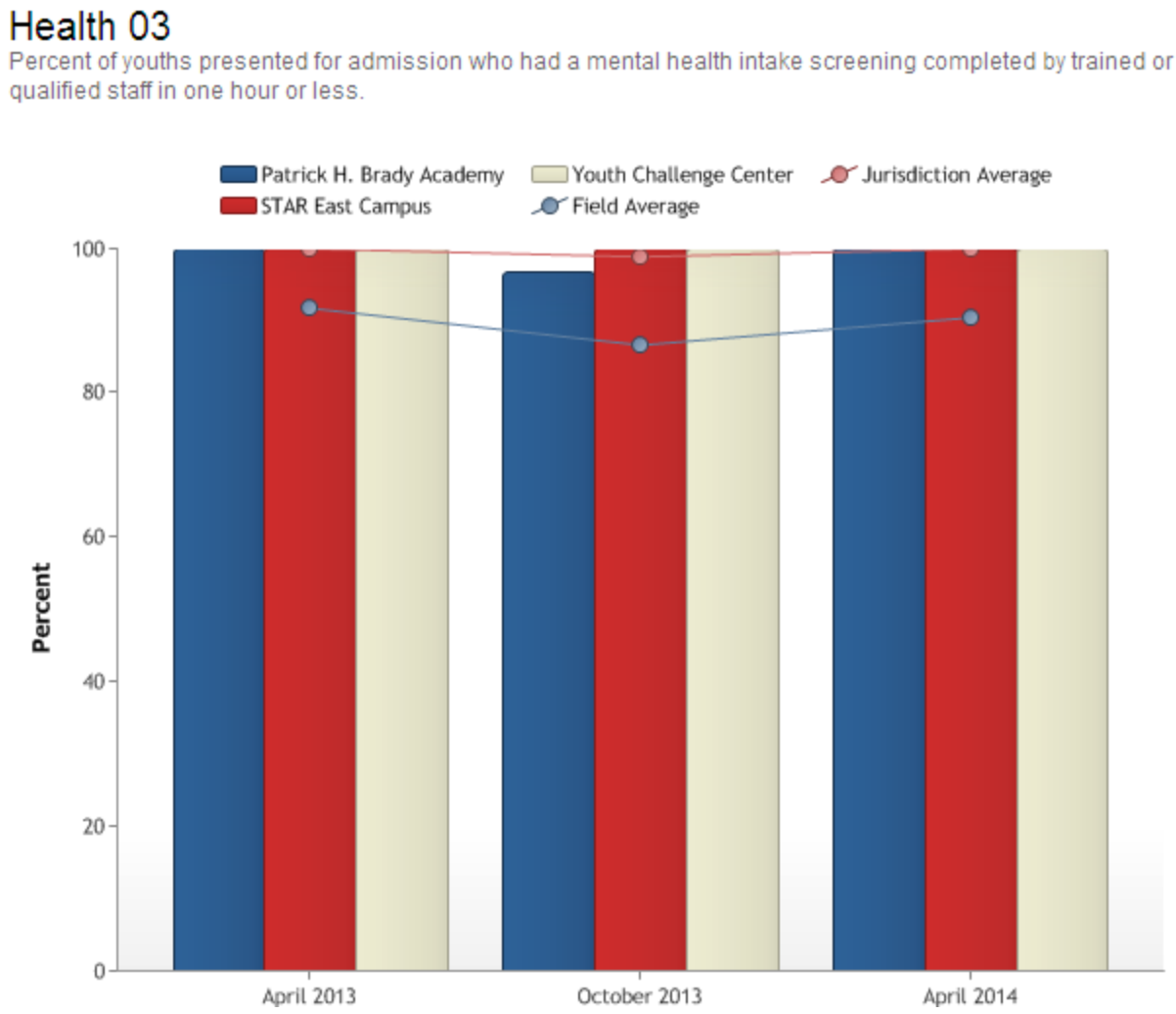
STAR East Camp

In October 100 percent of youth had MH screenings completed in this program. In April 100 percent of youth MH screenings were recorded.

Youth Challenge Center

In October 100 percent of youth had MH screenings completed in this program. In April 100 percent of youth MH screenings were recorded.

STAR PROGRAMS



Health 4 Intake Screening: Suicide Prevention

Percent of youth presented for admission that had a suicide prevention screening completed by trained or qualified staff in one hour or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October and in April, 100 percent of youth had suicide screenings completed in this program.

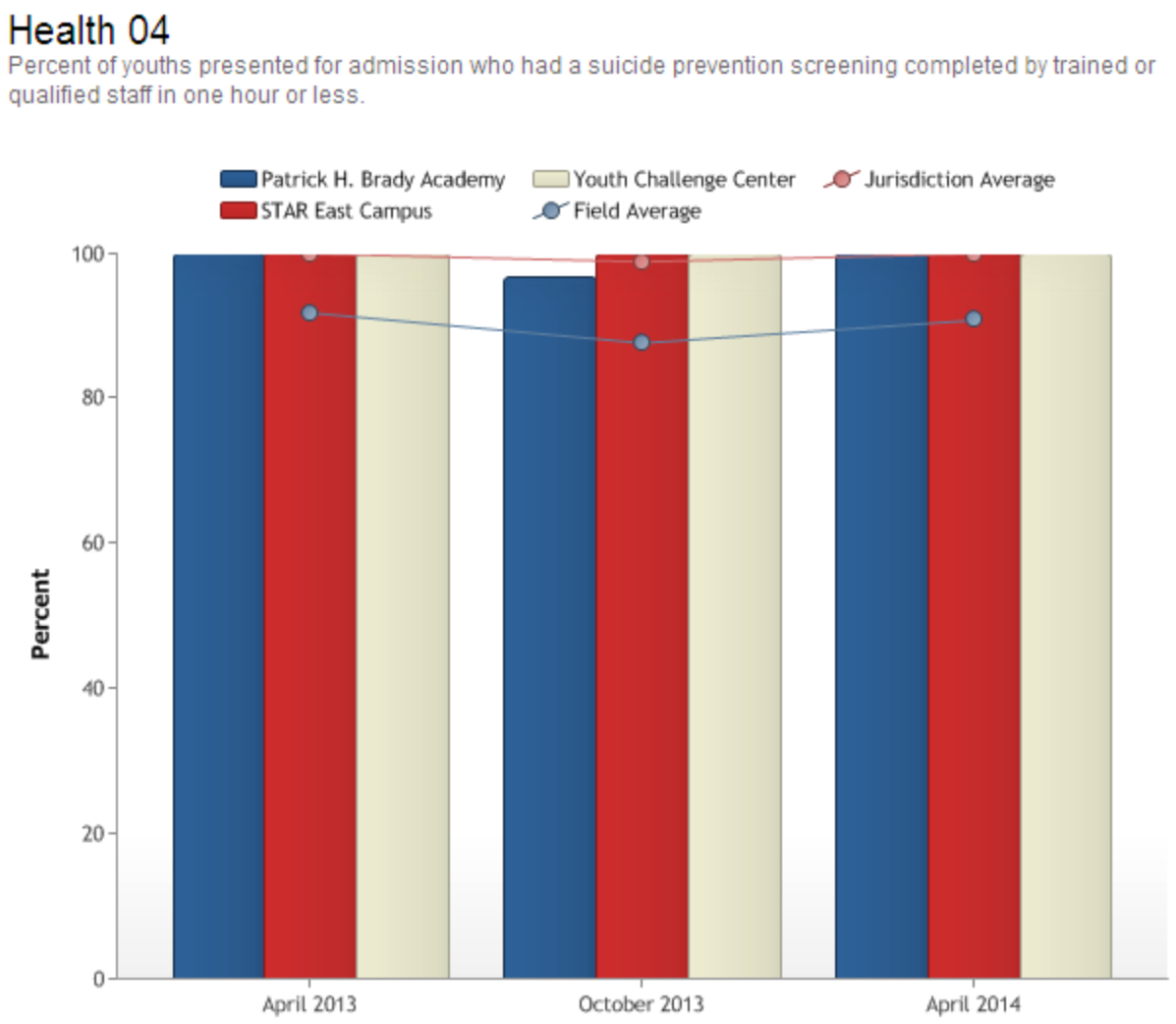
STAR East Camp

In October and in April, 100 percent of youth had suicide screenings completed in this program.

Youth Challenge Center

In October and in April, 100 percent of youth had suicide screenings completed in this program.

STAR PROGRAMS



Health 5 Intake Screening: Completed in less than 1 hour

Percent of youth presented for admission that had an intake screening completed by trained or qualified staff in one hour or less.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October and in April, 100 percent of youth had intake screenings completed in one hour or less from the time of admissions.

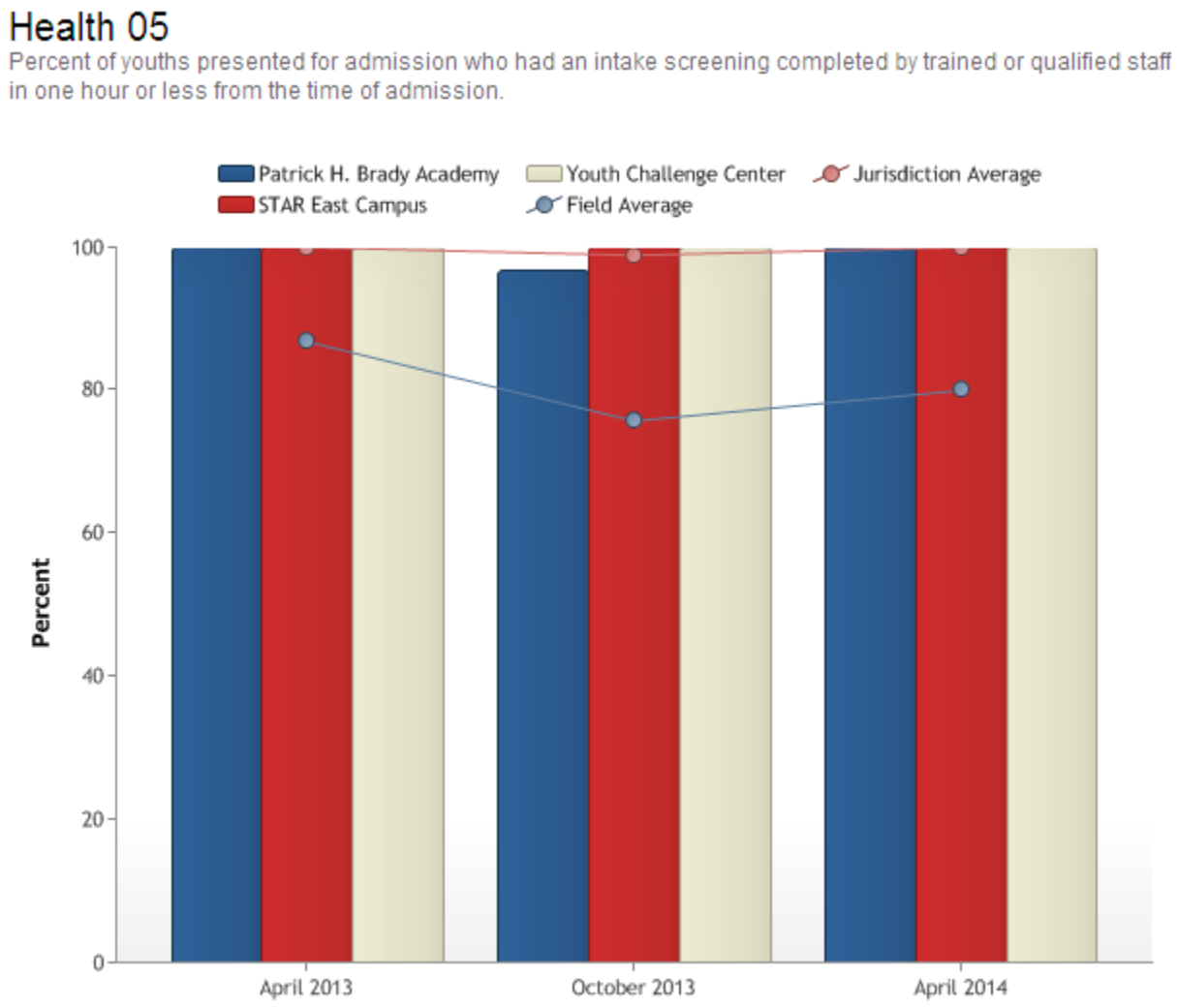
STAR East Camp

In October and in April, 100 percent of youth had intake screenings completed in one hour or less from the time of admissions.

Youth Challenge Center

In October and in April, 100 percent of youth had intake screenings completed in one hour or less from the time of admissions.

STAR PROGRAMS



Health 6 Intake Screening: Completed before assigned to housing unit

Percent of youth presented for admission whose intake screenings were completed by trained or qualified staff, before they were assigned to housing units.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

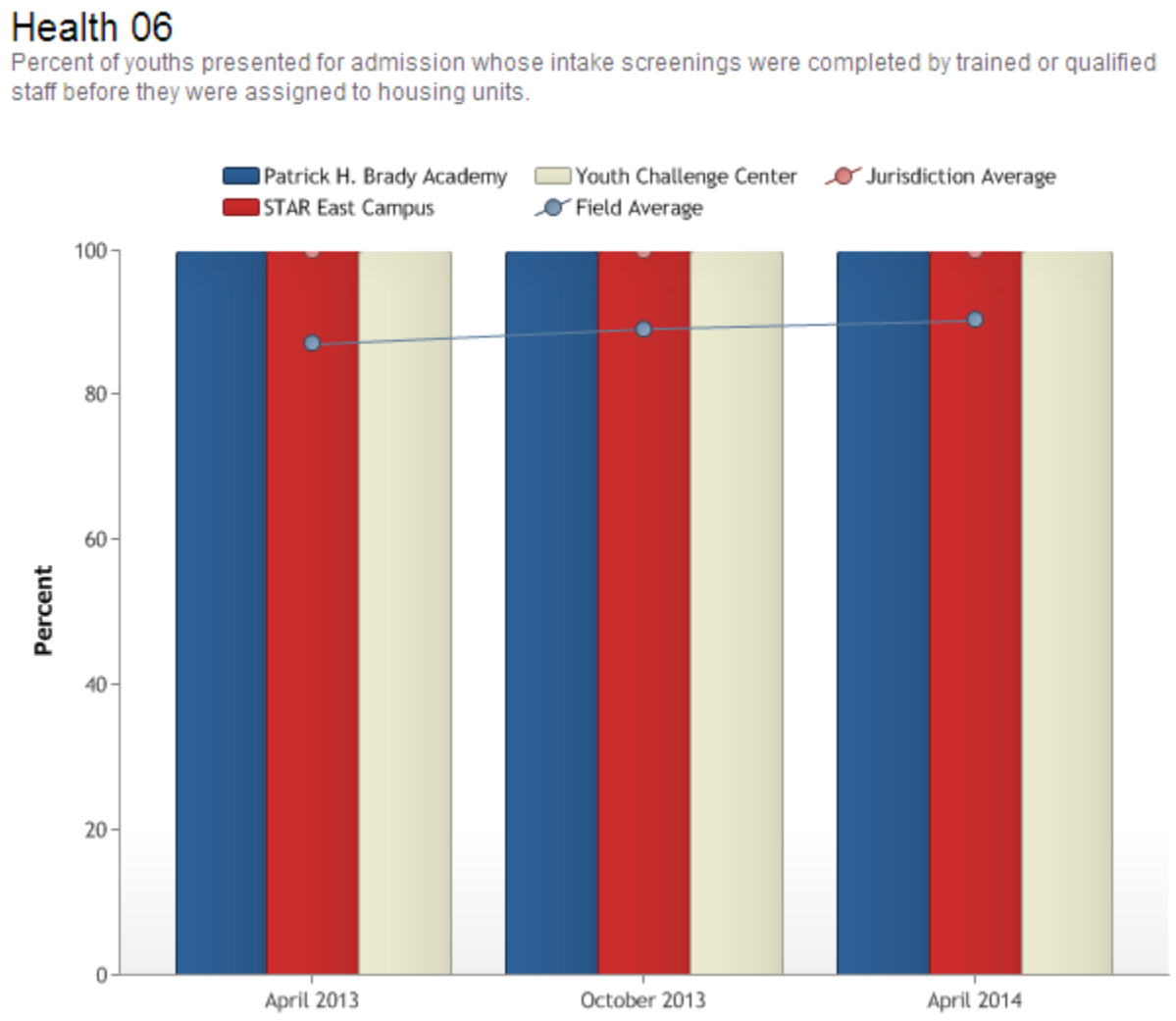
STAR East Camp

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

STAR PROGRAMS



Health 7 Completed: Health Assessment

Percent of youth presented for admission whose health assessments were completed by trained or qualified staff within seven days.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Youth Challenge Center

A FIP was developed for this OM in October 2001 and has been deemed successful and closed.

Brady Academy

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and April.

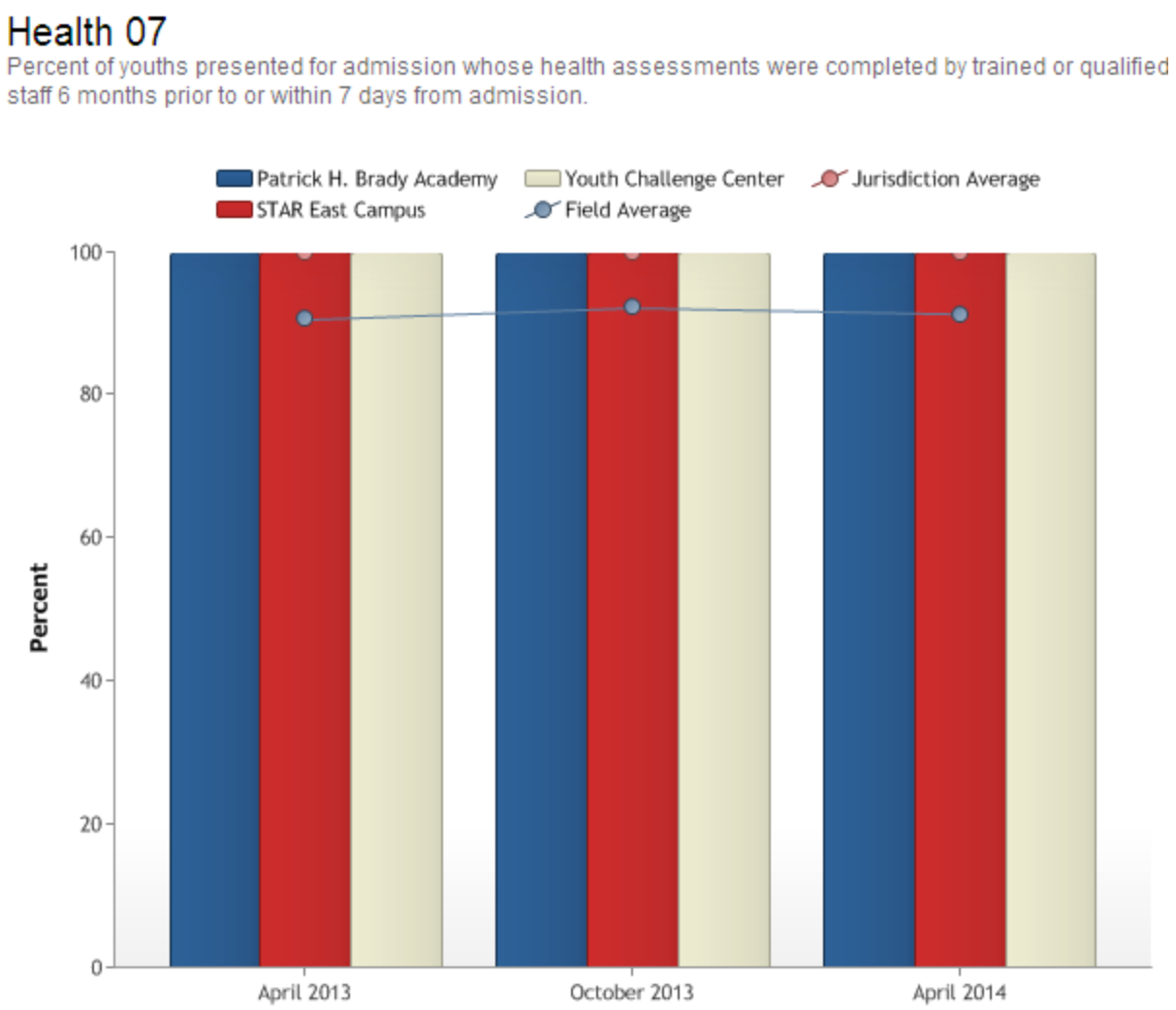
STAR East Camp

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and April.

Youth Challenge Center

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and April.

STAR PROGRAMS



Health 8 Completed: Mental Health Assessment

Percent of youth presented for admission whose mental health assessments were completed by trained or qualified staff within seven days.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 96.20%, higher than the national average.

STAR East Camp

A FIP was developed for this OM in October 2012 and is currently in progress as a jurisdiction improvement plan.H-8 was deemed successful and formally closed April 2013.

Brady Academy

The youth who had mental health assessments completed within 7 days of admissions was 93.33 percent in October and 93.33 percent in April.

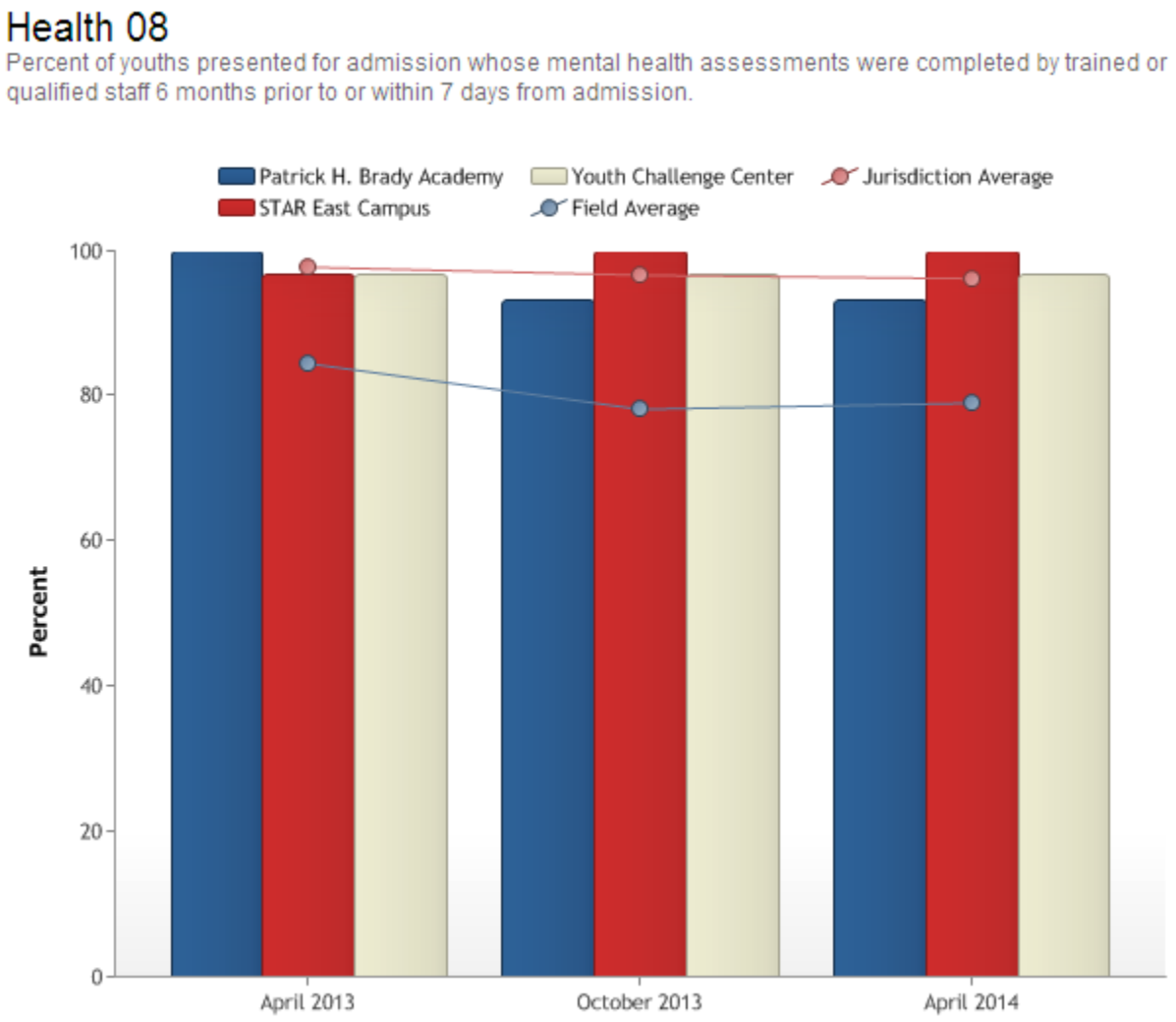
STAR East Camp

The youth who had mental health assessments completed within 7 days of admissions was 100 percent in October and 100 percent in April.

Youth Challenge Center

The youth who had mental health assessments completed within 7 days of admissions was 96.67 percent in October and 96.67 percent in April.

STAR PROGRAMS



Health 11 Health Care Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the health treatment prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and for April.

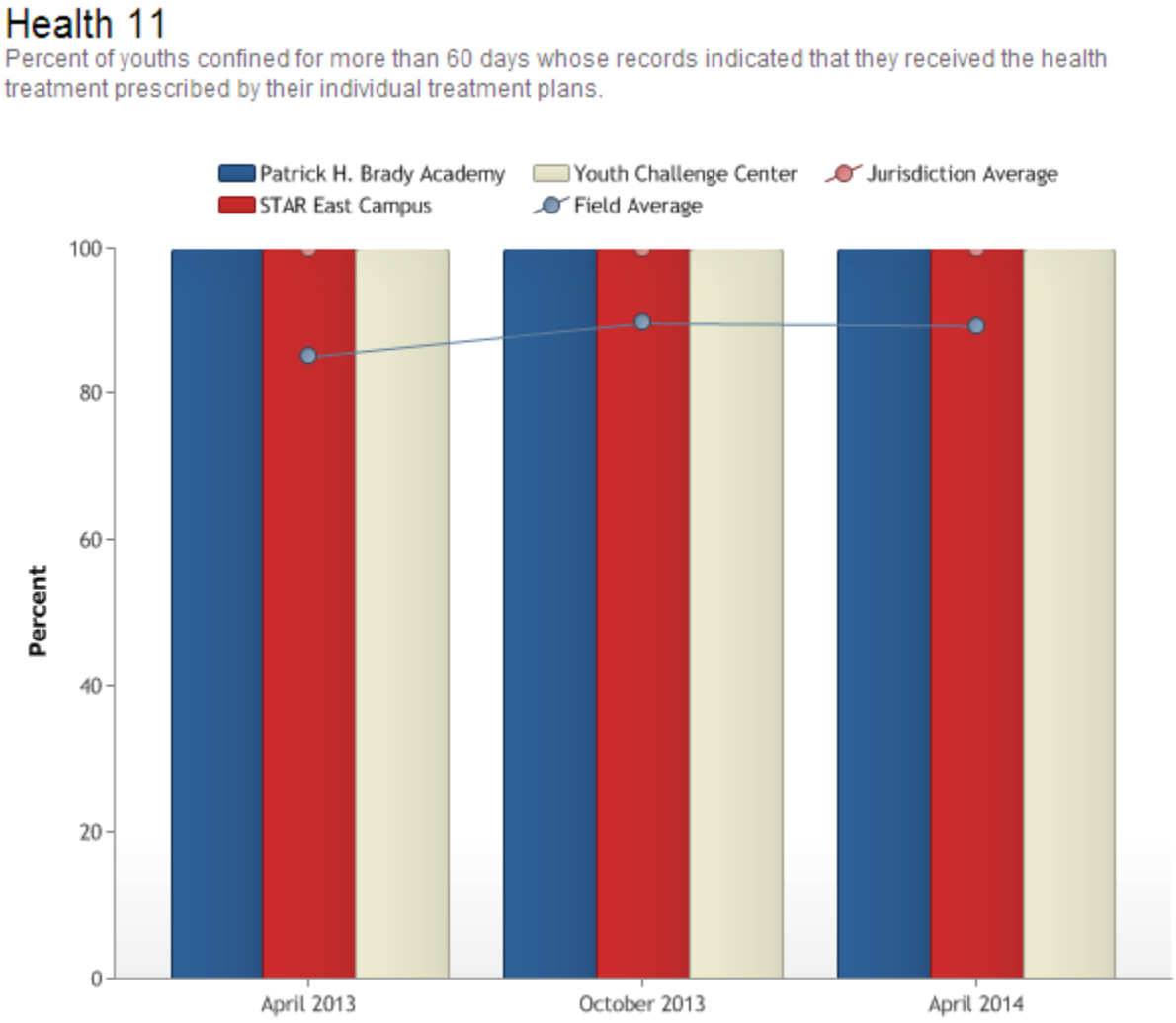
STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and for April.

Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and for April.

STAR PROGRAMS



Health 12 Mental Health Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the mental health treatment prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

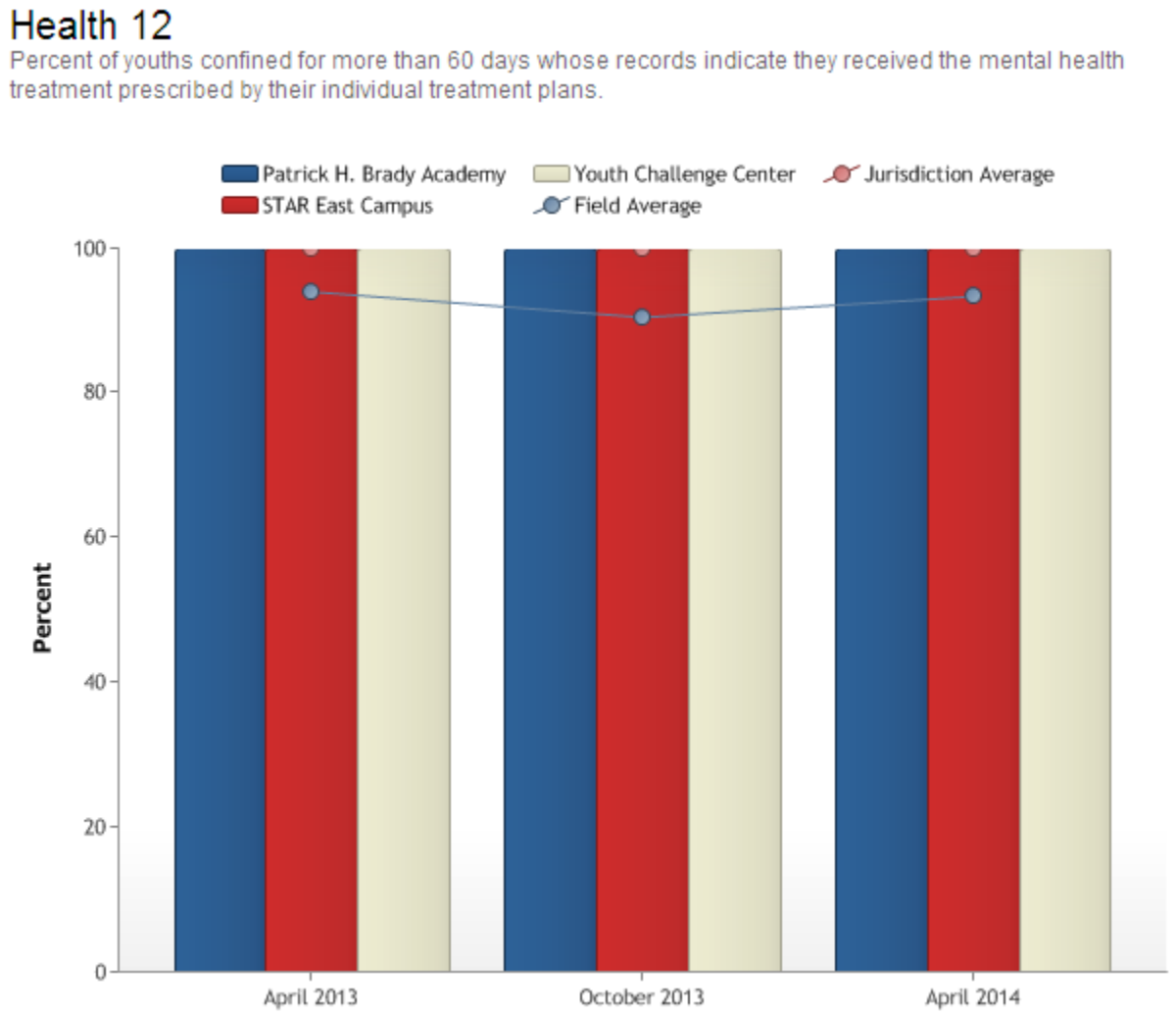
STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 100 percent for April.

Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

STAR PROGRAMS



Health 13 Substance Abuse Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the substance abuse treatment prescribed by their individual treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

A FIP was developed for this OM in October 2001 and has been deemed successful and closed.

Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and for April.

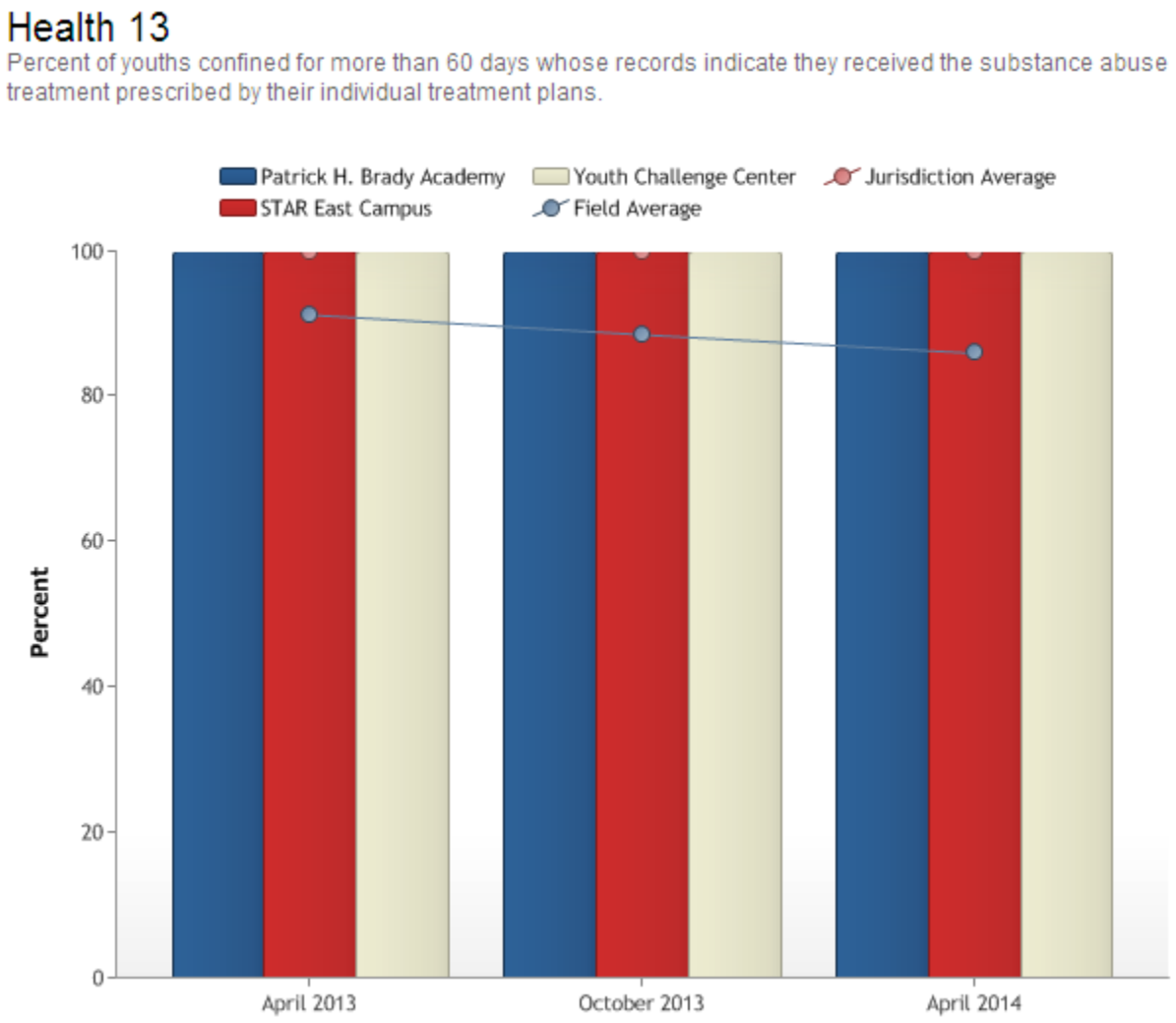
STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

STAR PROGRAMS



Health 14 Physical Fitness Assessment

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 82.19%, well above the national average.

Brady Academy

A FIP was developed for this OM in April 2003, April 2005, October 2008, and October 2009 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

Brady Academy

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 86.67 percent in October and 73.33 percent in April.

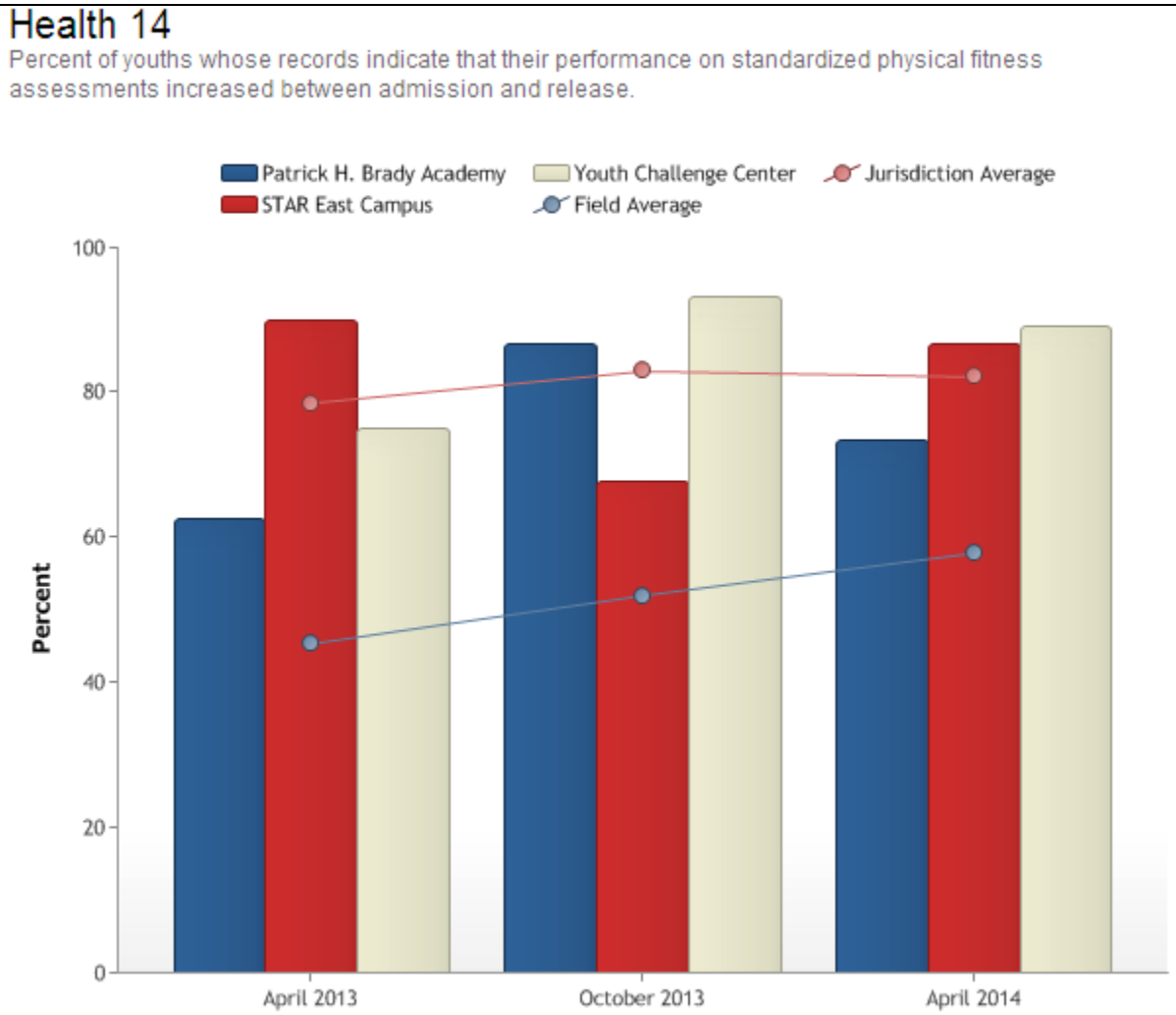
STAR East Camp

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 67.86 percent in October and 86.67 percent in April.

Youth Challenge Center

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 93.33 percent in October and 89.29 percent in April.

STAR PROGRAMS



Health 15 Large Muscle Exercise

Percent of interviewed youth who report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 72.15%, well above the national average.

Brady Academy

A (FIP) was developed for this (OM) in October 2001 and April 2009 and has been deemed successful and closed.

ExCel

A (FIP) was developed for this OM in April '03, October'04 and has been deemed successful and formally closed.

Youth Challenge Center

Note: YCC Improvement Team has looked at this (OM) and has determined that programming and visitations occur during recreation time.

Brady Academy

In October, 68.97 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends. This increased to 71.88 percent in April.

STAR East Camp

In October and April, 100 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends.

Youth Challenge Center

In October, 74.19 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends. This decreased to 40.91 percent in April.

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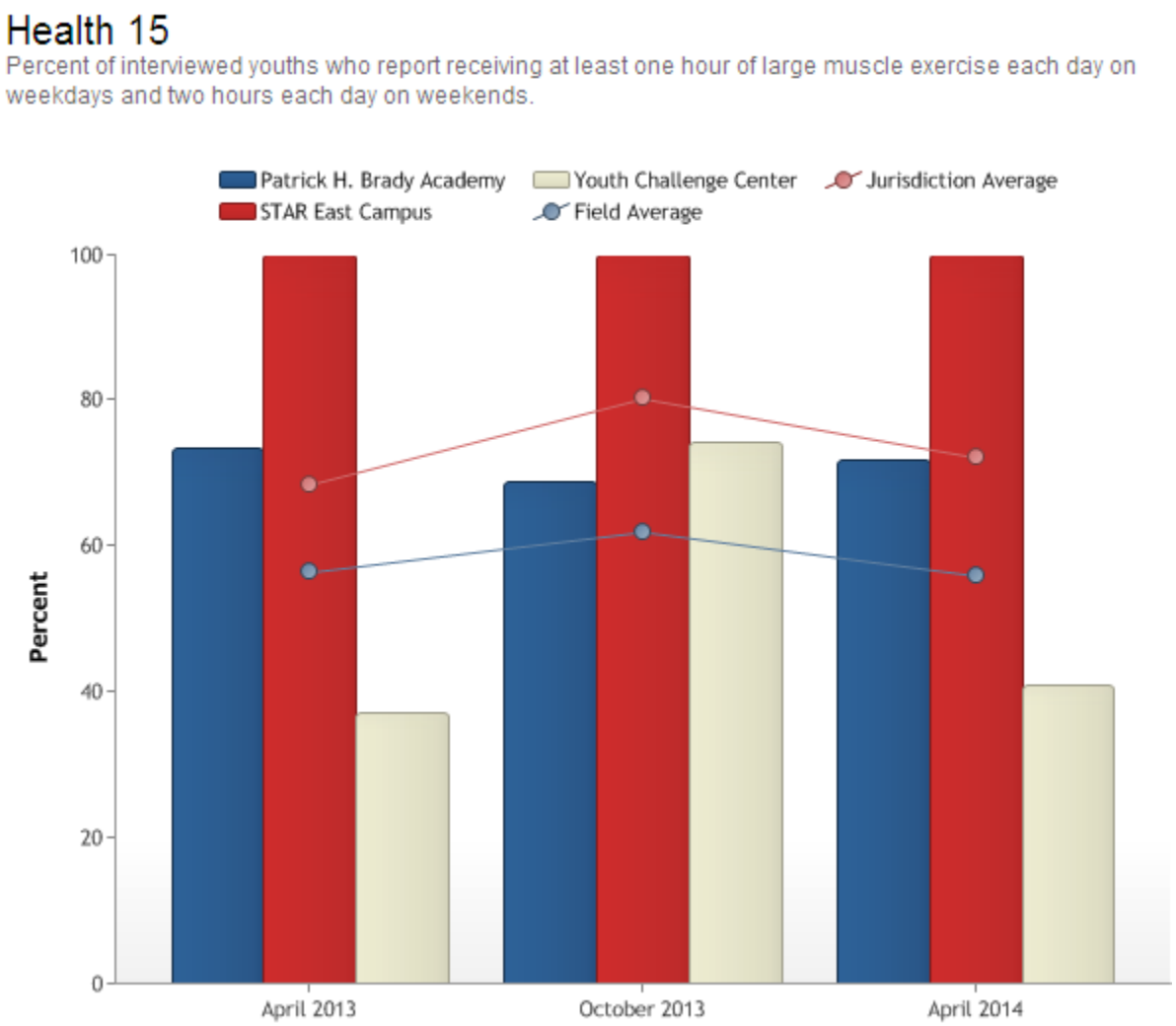


Health 16 Physical Fitness Assessment

Percent of youth whose records indicate they have received a physical fitness assessment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 93.67%.

Brady Academy

A FIP was developed for this OM in October 2008 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

Brady Academy

Percent of youth whose records indicate they have received a physical fitness assessment was 100 percent in October and 100 percent in April.

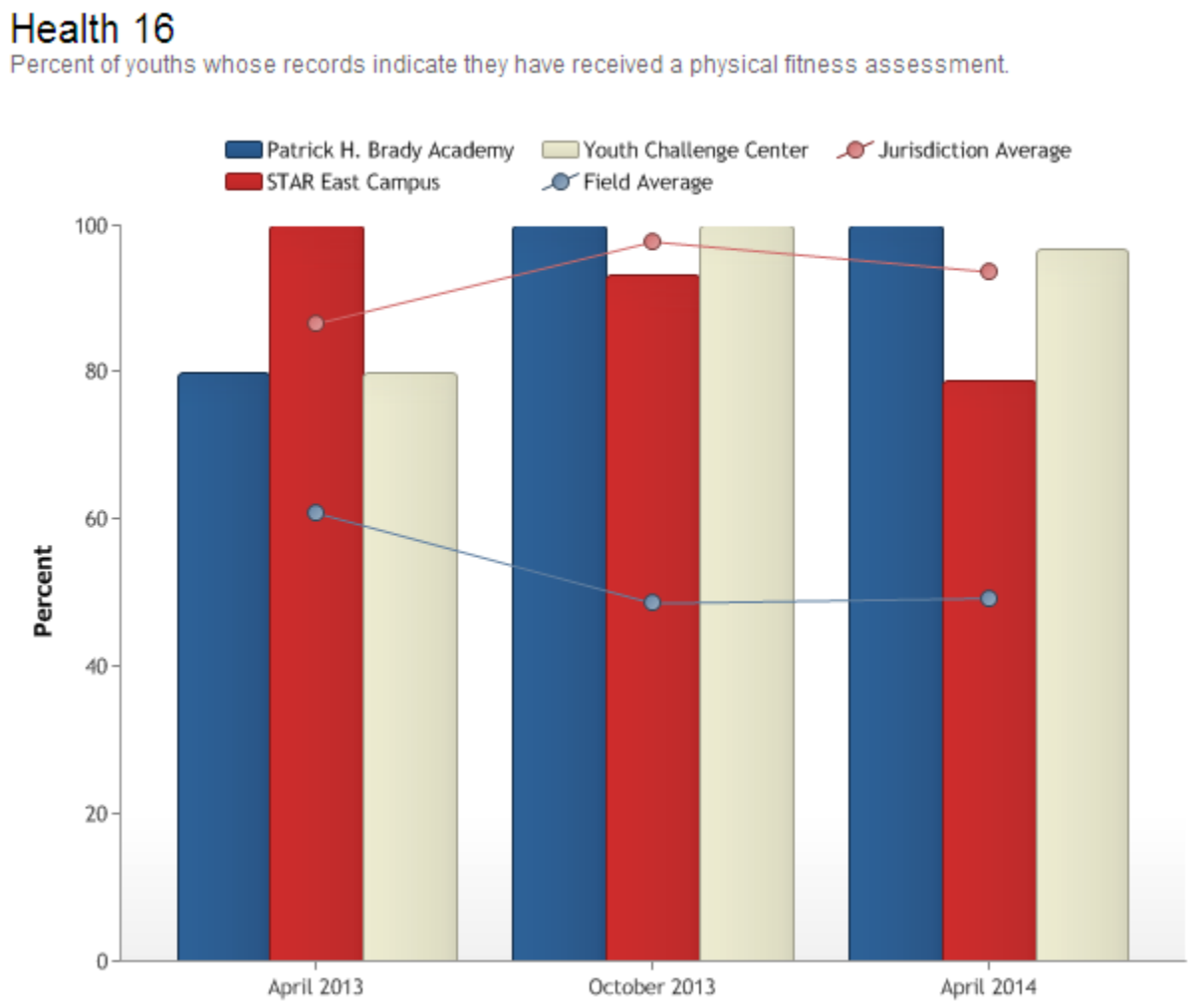
STAR East Camp

Percent of youth whose records indicate they have received a physical fitness assessment was 93.33 percent in October and 78.95 percent in April.

Youth Challenge Center

Percent of youth whose records indicate they have received a physical fitness assessment was 100 percent in October and 96.67 percent in April.

STAR PROGRAMS



Justice

Justice
This includes grievances and legal rights

Justice 1 Facility Rules and Legal Rights

Percent of interviewed youth who report understanding the facility rules and their legal rights.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 89.47%, slightly higher than the national average.

Brady Academy

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

Youth Challenge Center

A FIP was developed for this OM in May 2002, along with OM's Justice 6, Programming 20 and 21 and has been deemed successful and closed.

Brady Academy

Percent of interviewed youth who report they understand facility rules and legal rights were 93.33 percent in October and 86.67 percent in April.

STAR East Camp

Percent of interviewed youth who report they understand facility rules and legal rights were 96.15 percent in October and 100 percent in April.

Youth Challenge Center

Percent of interviewed youth who report they understand facility rules and legal rights were 93.33 percent in October and 80.95 percent in April.

STAR PROGRAMS

Justice 2 Grievances and Complaints: Filed by Youth

Grievances and complaints filed per youth per 100 youth days of confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.25%, lower than the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2006 and has been deemed successful and formally closed

Brady Academy

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for October and four in the April data collection.

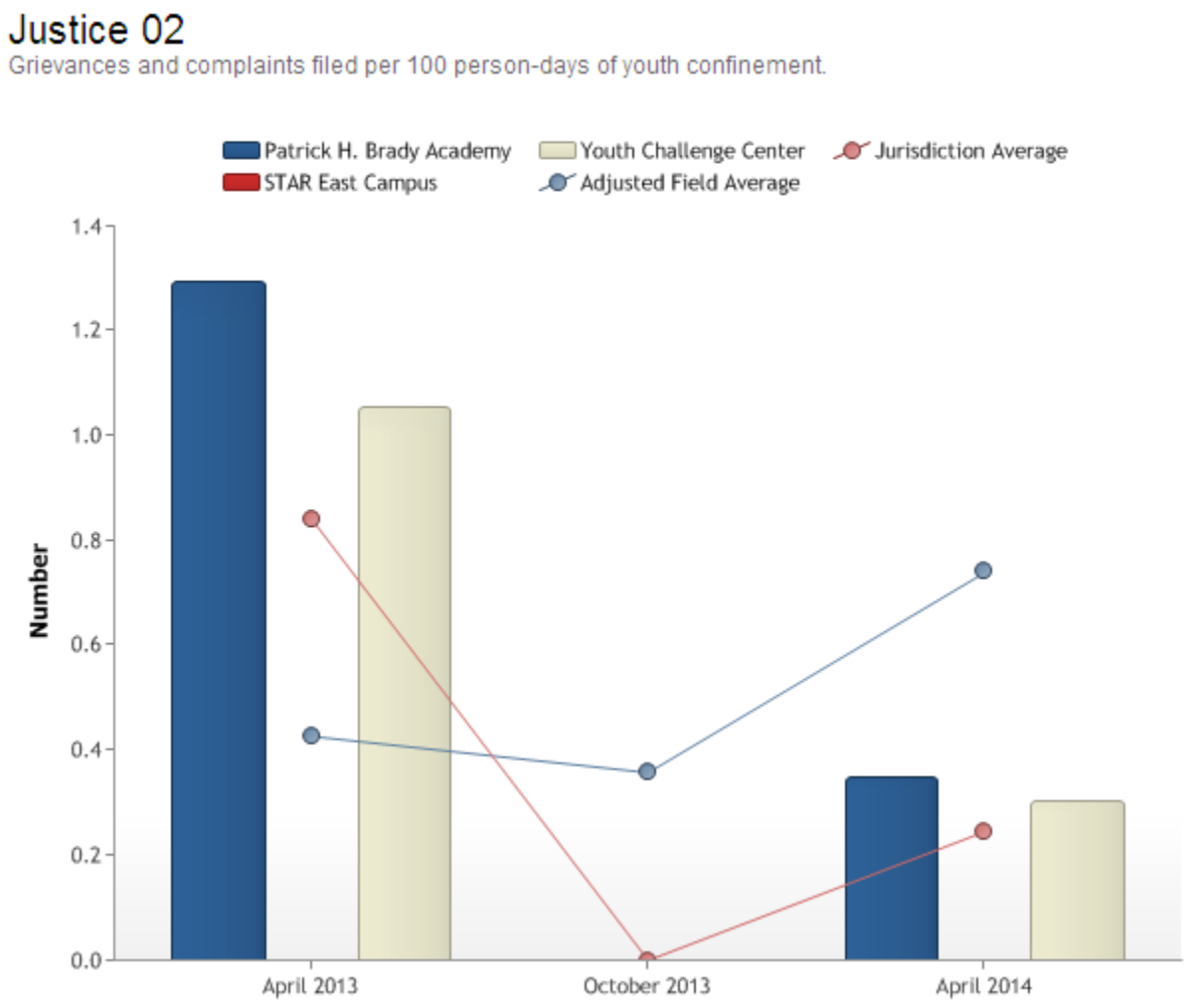
STAR East Camp

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for the October and April data collections.

Youth Challenge Center

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for October and three in the April data collection.

STAR PROGRAMS



Justice 3 Grievances and Complaints: Staff

Grievances and complaints filed per staff per 100 days of staff employment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Brady Academy

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

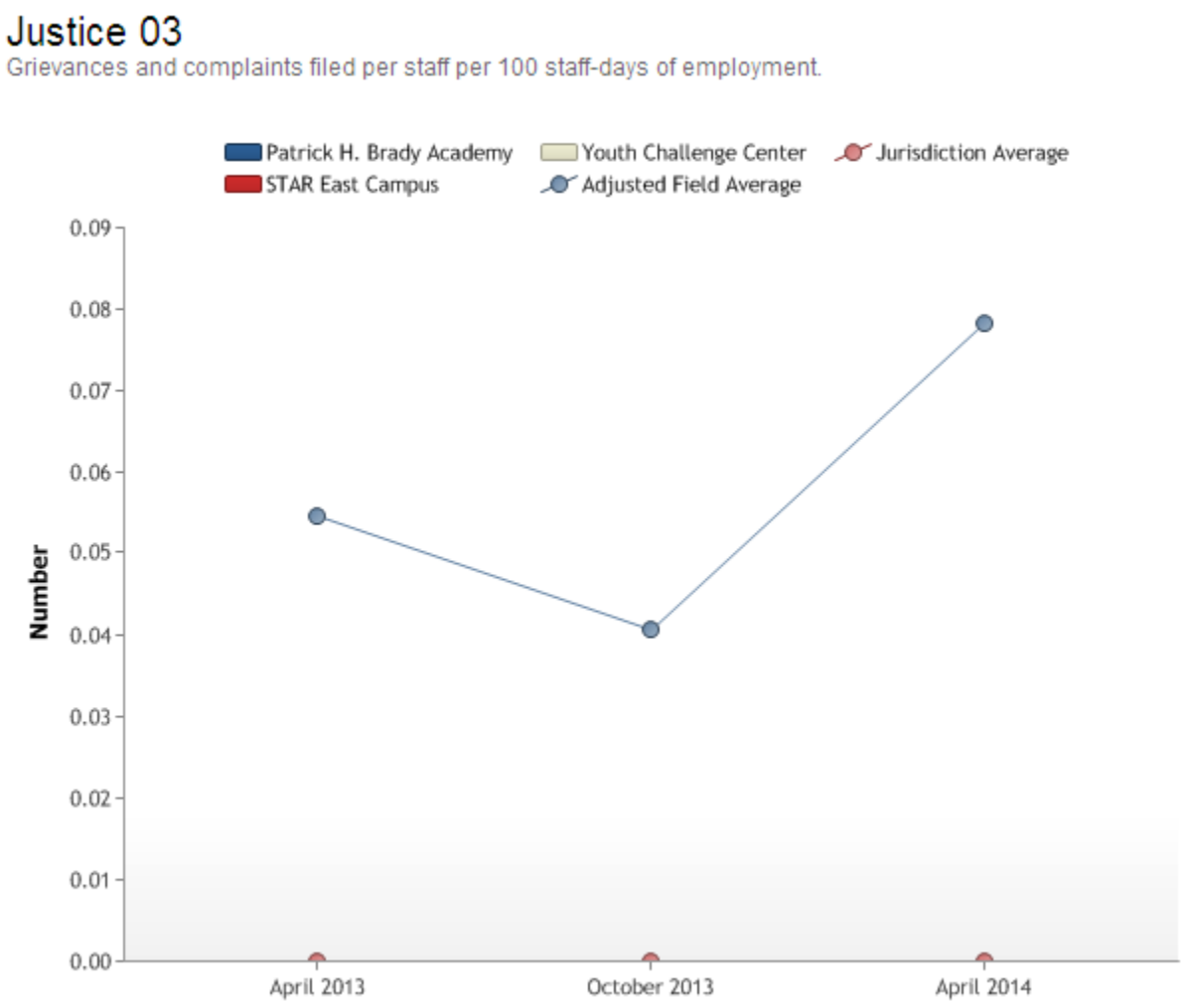
STAR East Camp

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

Youth Challenge Center

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

STAR PROGRAMS



Justice 4 Grievances Filed by Youth

Percent of interviewed youth who report filing a grievance and who said it was addressed.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 75.00%, slightly higher than the national average.

Youth Challenge Center

A FIP was developed for this OM in April 2003 and has been deemed successful and closed.

Brady Academy

The percent of interviewed youth who report filing a grievance and said it was addressed was 75.00 percent in October, and 70.59 percent in April.

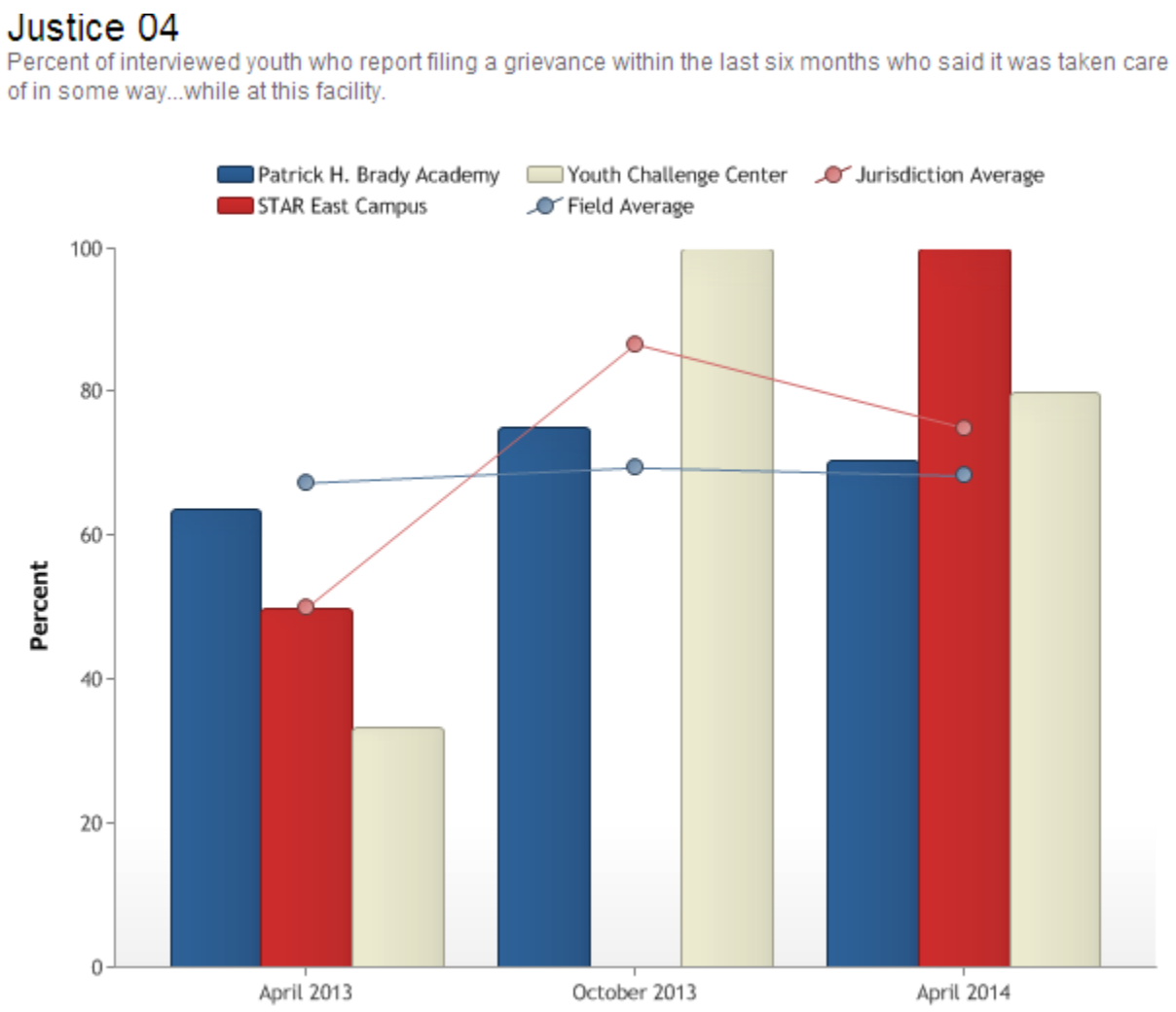
STAR East Camp

The percent of interviewed youth who report filing a grievance and said it was addressed was zero percent in October, and 100 percent in April.

Youth Challenge Center

The percent of interviewed youth who report filing a grievance and said it was addressed was 100 percent in October, and 80.00 percent in April.

STAR PROGRAMS



Justice 5 Grievances Filed by Staff

Percent of interviewed staff filing grievance who said it was addressed.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%. (No grievances reported this data collection)

Brady Academy

Staff filing a grievance and report that the grievance was addressed did not apply in October and in April.

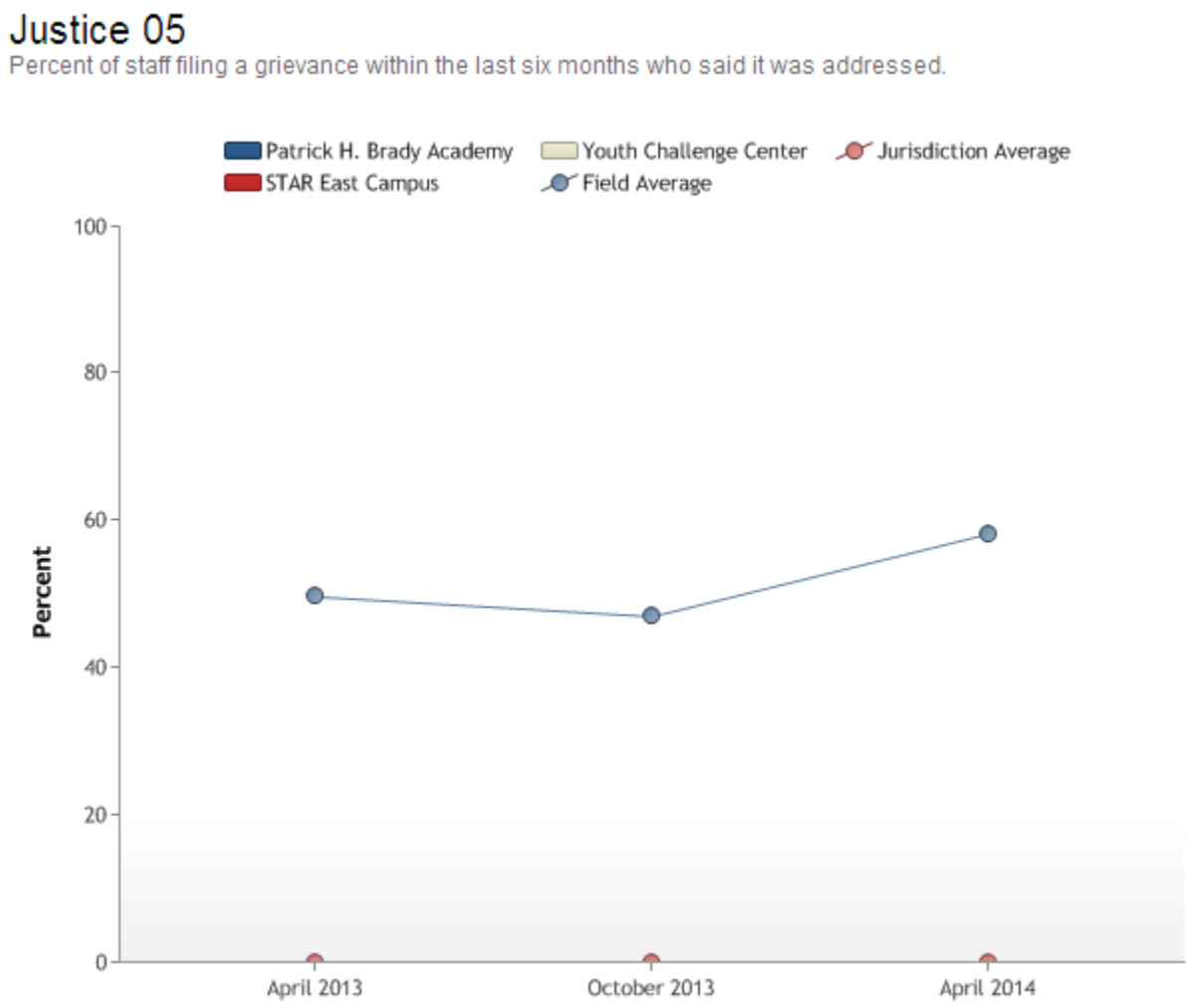
STAR East Camp

Staff filing a grievance and report that the grievance was addressed did not apply in October and in April.

Youth Challenge Center

Staff filing a grievance and report that the grievance was addressed did not apply in October and in April.

STAR PROGRAMS



Justice 6 Youth Requesting Attorney Contract

Percent of interviewed youth who report requesting to see, calls, or write their attorney and their request was granted.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Youth Challenge Center
A FIP was developed for this OM in May 2002, along with OM's Justice 1, Programming 20 and 21 and has been deemed successful and closed.

Brady Academy

Percent of youth, who requested to see, call or write their attorney and their request was granted was 66.67 percent in October and did not apply in April.

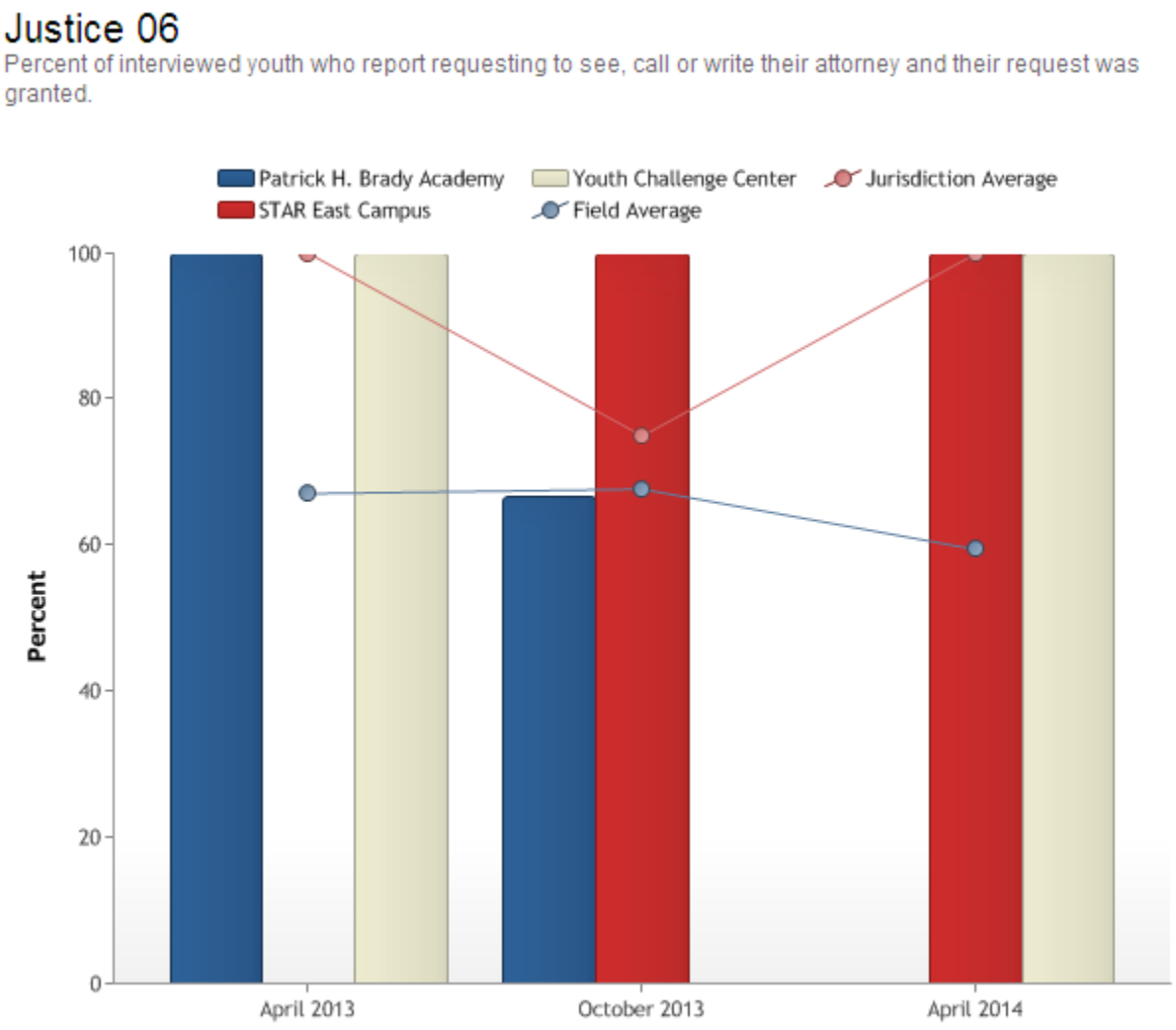
STAR East Camp

Percent of youth, who requested to see, call or write their attorney and their request was 100 percent in October and in April.

Youth Challenge Center

Percent of youth, who requested to see, call, or write their attorney and their request was granted did not apply in October and 100 percent in April.

STAR PROGRAMS



Justice 7 Attorney Visits

Attorney visits per 100 person days of youth confinement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

Brady Academy

There were zero attorney visits per 100 person days of youth confinement in both October and April.

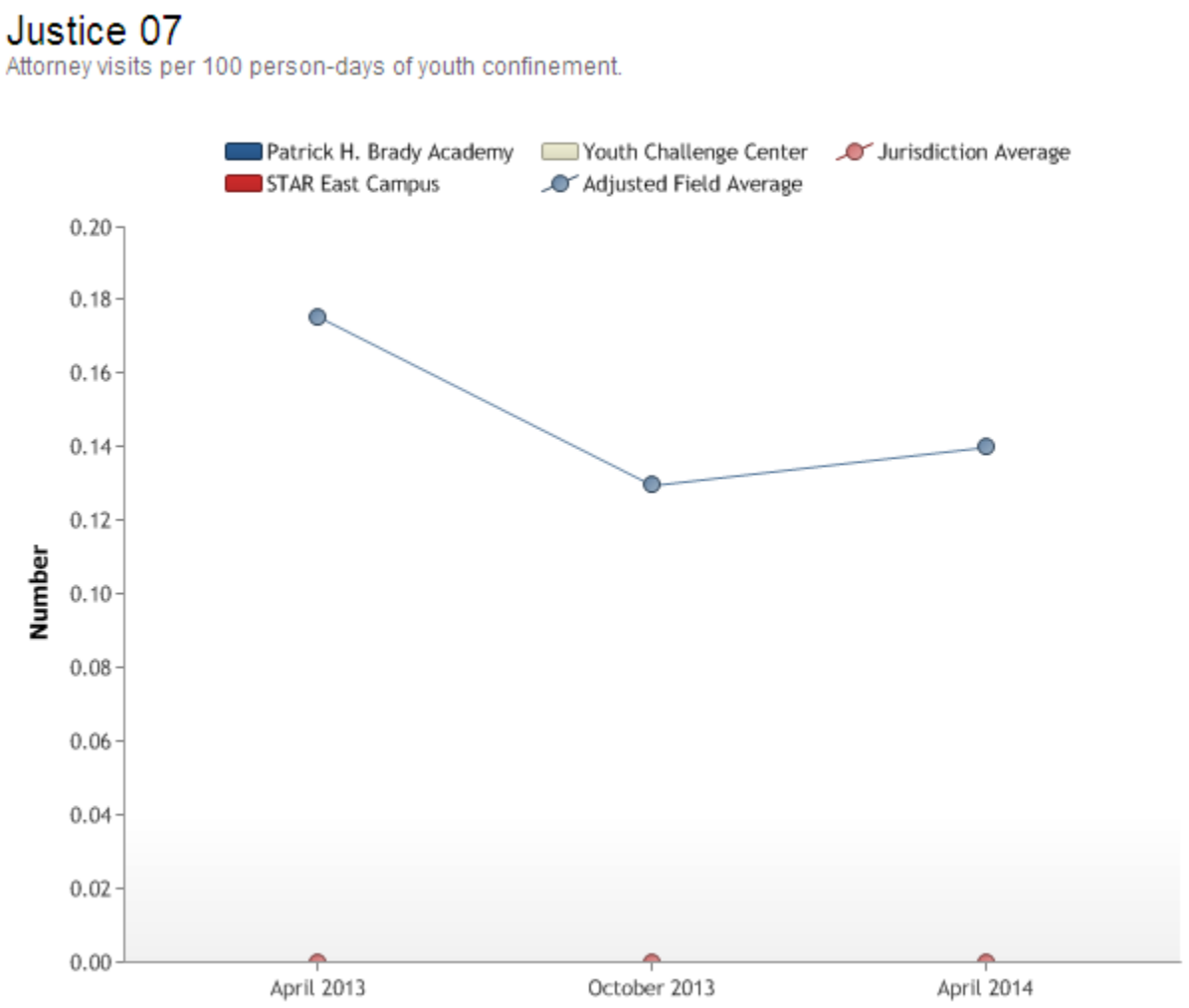
STAR East Camp

There were zero attorney visits per 100 person days of youth confinement in both October and April.

Youth Challenge Center

There were zero attorney visits per 100 person days of youth confinement in both October and April.

STAR PROGRAMS



Reintegration
BLACK HILLS
SHORT FILMS

Reintegration

This includes aftercare treatment plans, youth's correspondence, case manager, and community related referrals.

Reintegration 1 Aftercare Treatment Plans

Percent of youth confined for more than 60 days who have signed aftercare treatment plans.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 94.44%, slightly higher than the national average.

Brady Academy

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 100 percent in October and in April.

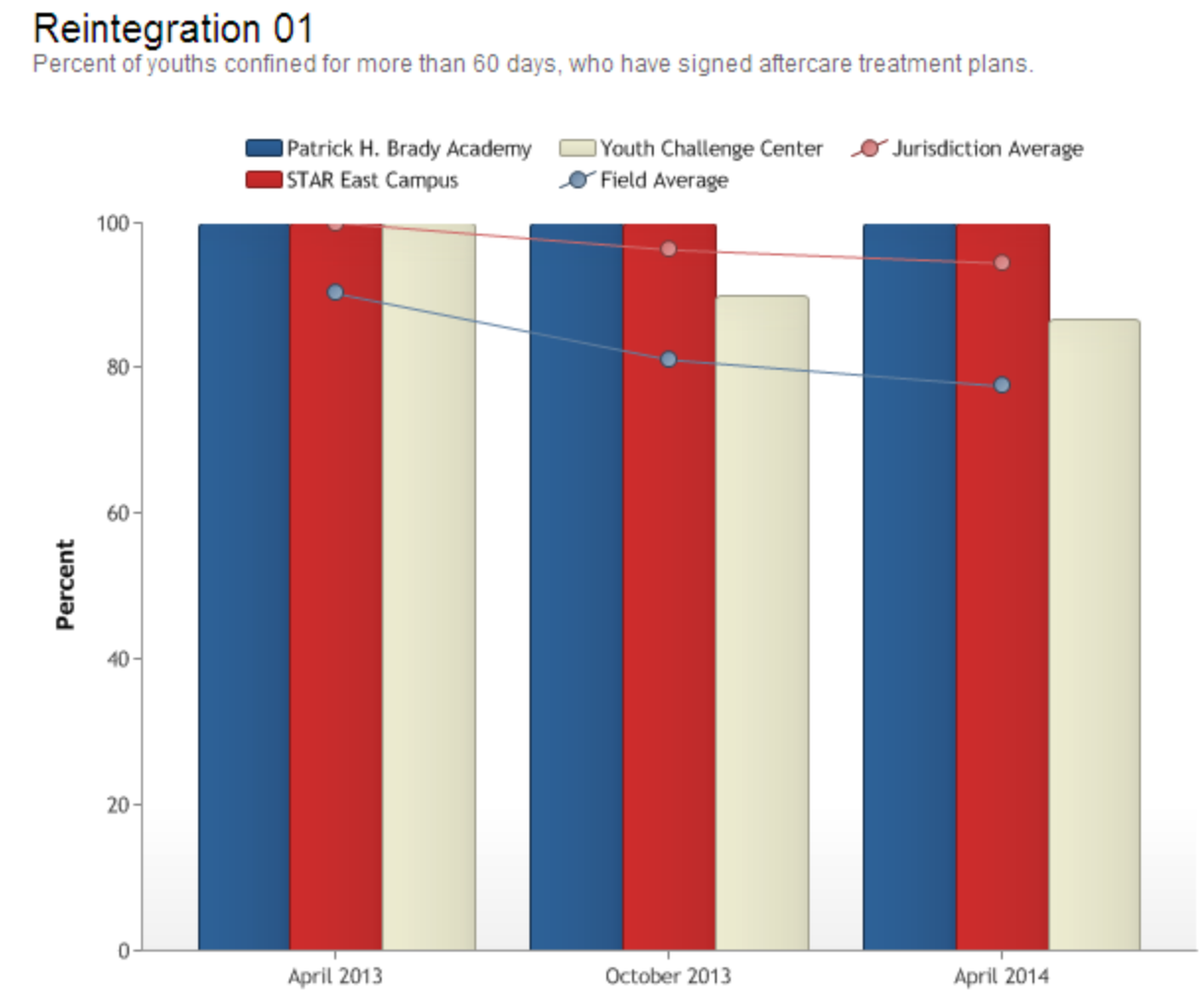
STAR East Camp

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 100 percent in October and in April.

Youth Challenge Center

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 90 percent in October and 86.67 percent in April.

STAR PROGRAMS



Reintegration 2 Aftercare Treatment Plans Finalized

Percent of youth confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 94.44%, well above than the national average.

Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2004 and has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for the OM in Oct '04, April '05 and has been deemed successful and formally closed.

Youth Challenge Center

A FIP was developed for this OM in April 2004 and has been deemed successful and closed.

Brady Academy

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 93.33 percent in October and 90 percent in April.

STAR East Camp

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 95.24 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 96.67 percent in October and 96.67 percent in April.

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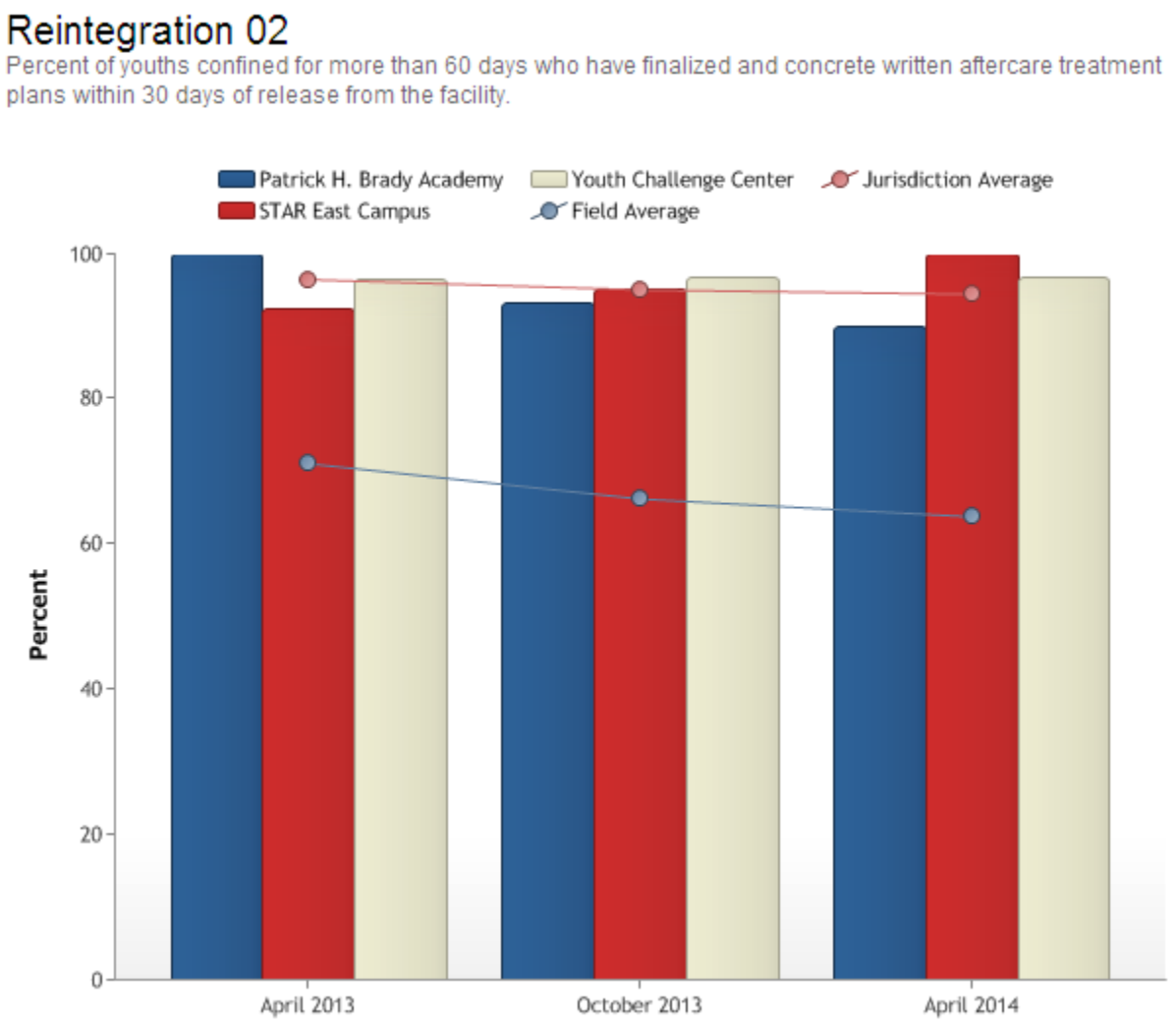


Reintegration 3 Youth Undergoing Treatment: Chronic or Acute Illness, Injury or Medical Condition.

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addresses the need for continued (or new) medical treatment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

A FIP was developed for this OM in April 2005 which has been deemed successful and formally closed.

STAR East Camp

A FIP was developed for this OM in Oct '04, and April '05 and has been deemed successful and formally closed.

Youth Challenge Center

A FIP was developed for this OM in April 2005 and has been deemed successful and formally closed.

Brady Academy

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 100 percent for October and 100 percent in April.

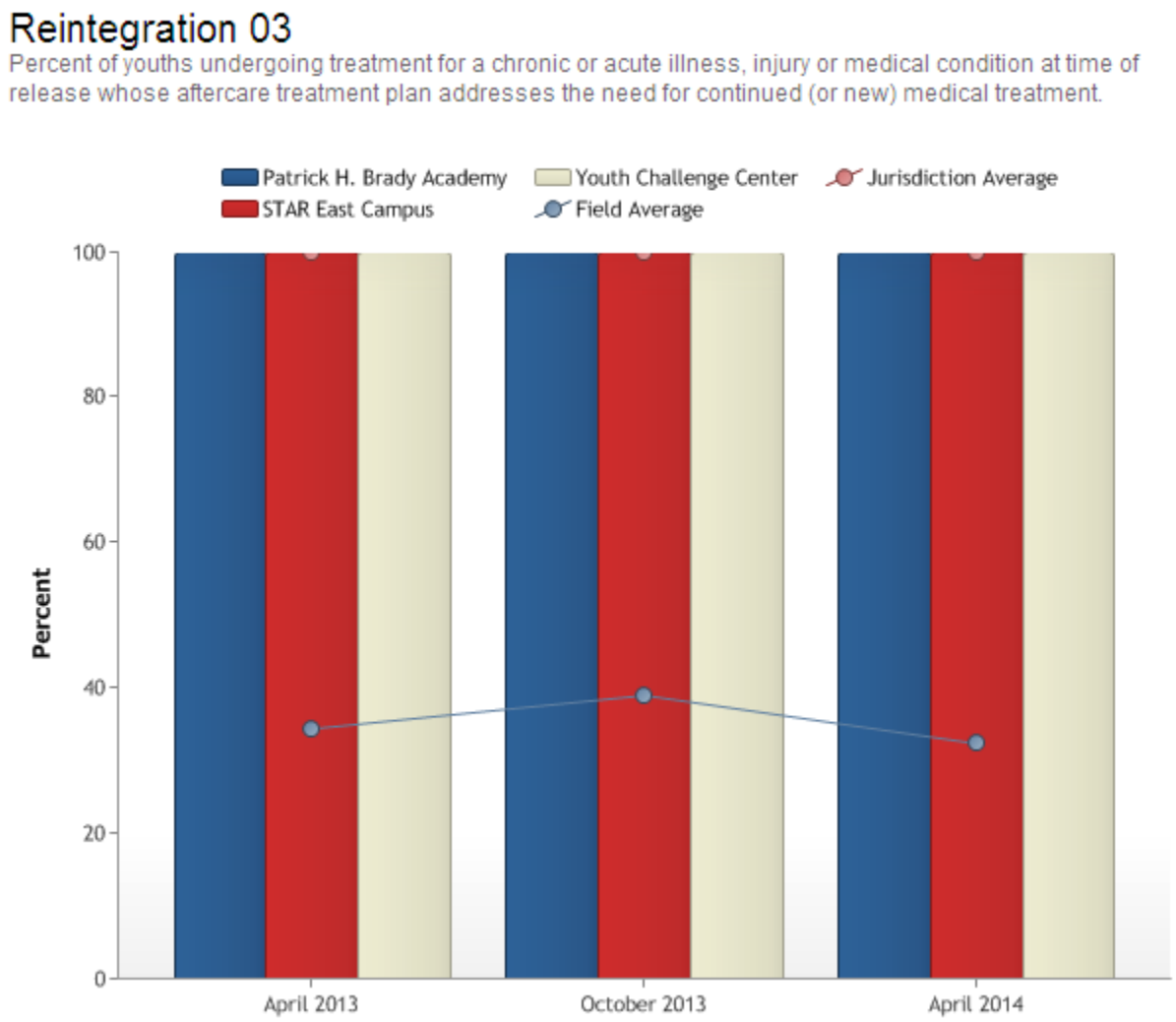
STAR East Camp

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 100 percent for October and 100 percent in April.

Youth Challenge Center

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 100 percent for October and 100 percent in April.

STAR PROGRAMS



Reintegration 4 Youth Undergoing Treatment: Mental Health Problem

Percent of youth undergoing treatment for a mental health problem at the time of their release whose aftercare treatment plan addresses the need for continued (or new) mental health treatment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 100 percent in October and 100 percent in April.

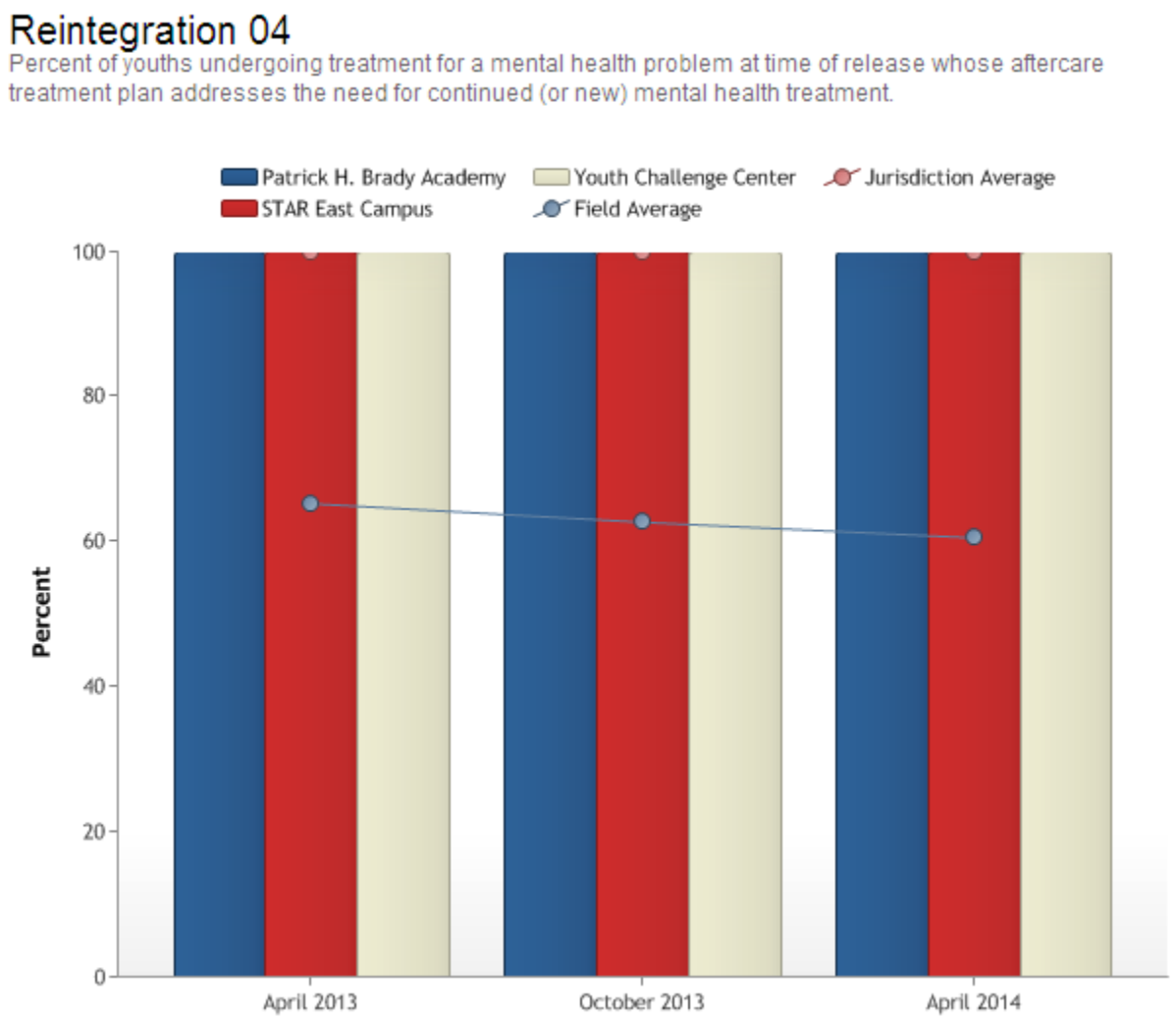
STAR East Camp

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 100 percent in October and 100 percent in April.

STAR PROGRAMS



Reintegration 5 Youth Undergoing Treatment: Substance Abuse

Percent of youth undergoing treatment for a substance abuse problem at the time of their release whose aftercare treatment plan addresses the need for continued (or new) substance abuse treatment.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 100 percent in October and 100 percent in April.

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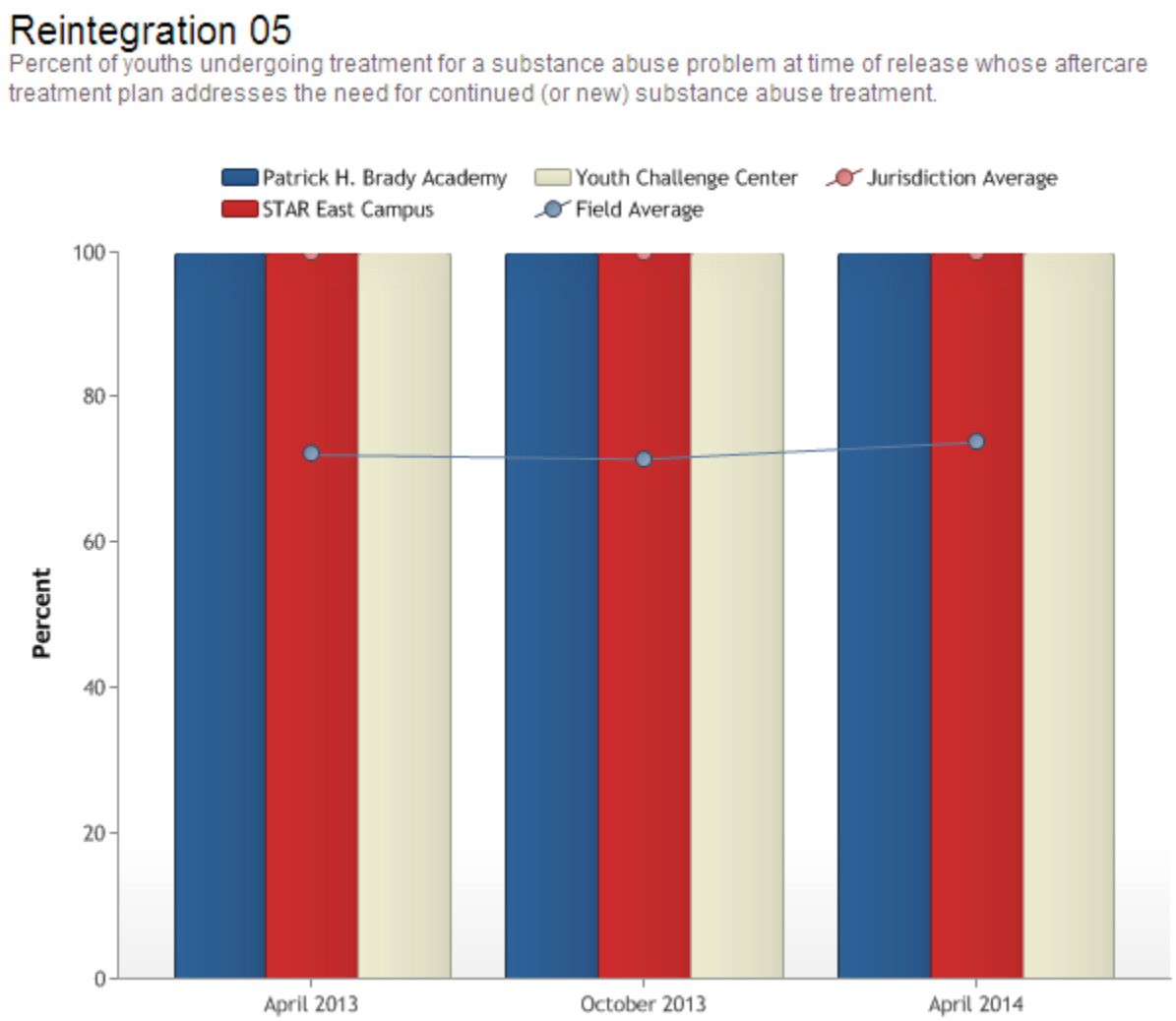

Reintegration 6 Aftercare Case Manager Assignment

Percent of youth who have an assigned aftercare case manager within 15 days of entry into the facility.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 100 percent in October and 100.00 percent in April.

STAR East Camp

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 95.558 percent in October and 100.00 percent in April.

Youth Challenge Center

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 100 percent in October and in April.

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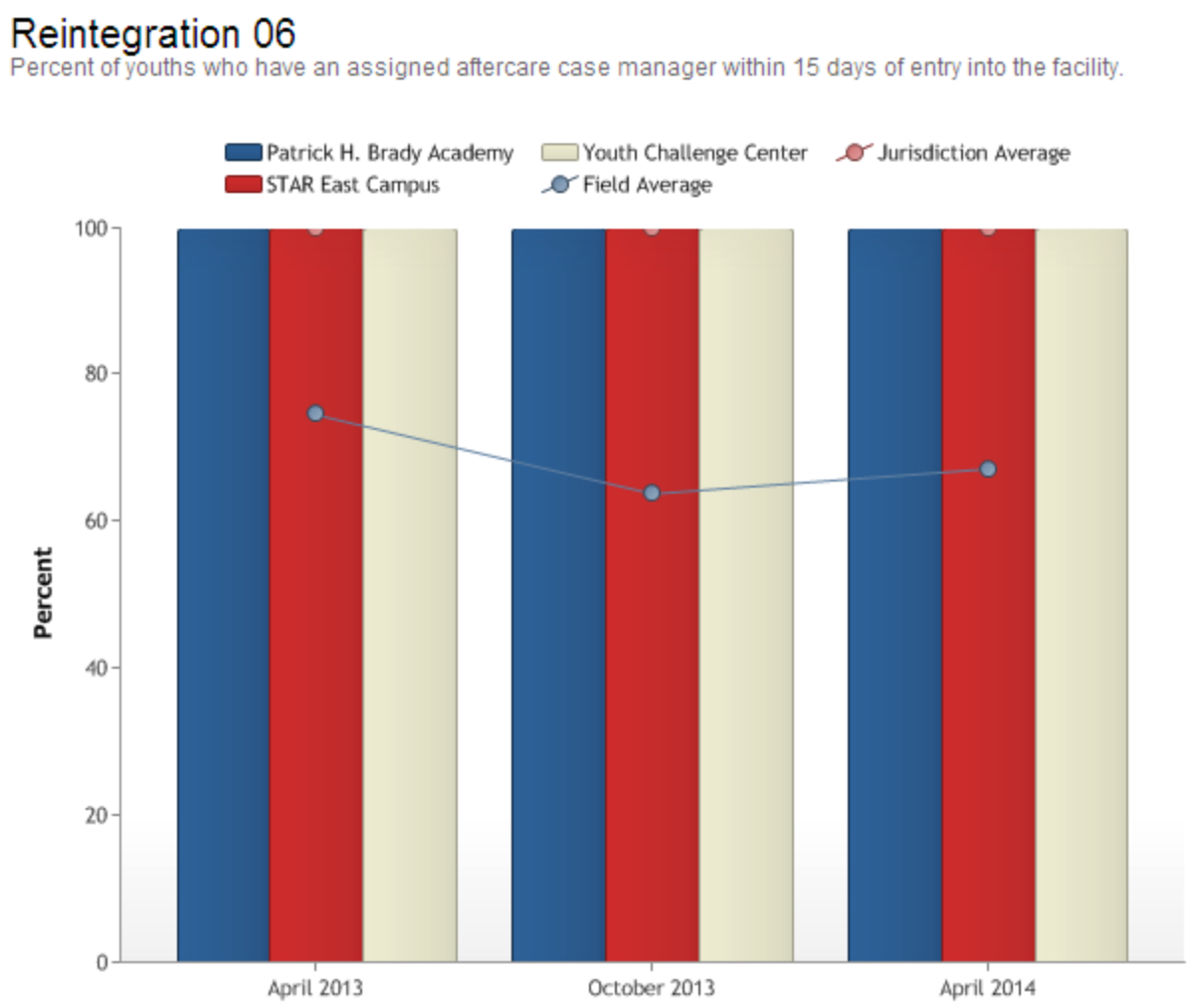


Reintegration 7 Aftercare Case Manager Prior to Admission

Average time until aftercare case manager is verified. (Negative result = assigned prior to admission).

Jurisdiction Average

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

Brady Academy

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

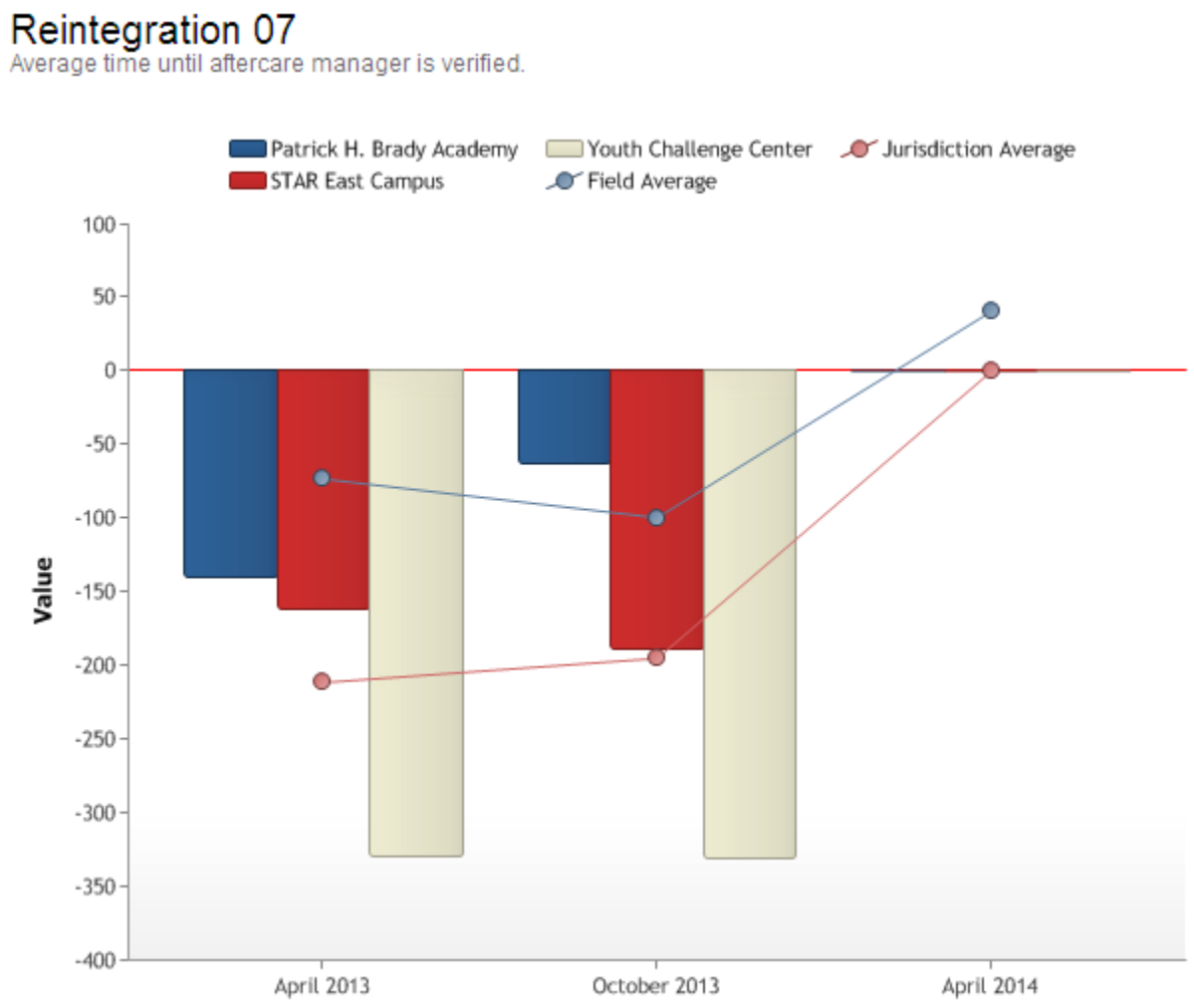
STAR East Camp

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

Youth Challenge Center

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

STAR PROGRAMS



Reintegration 8 Aftercare Case Manager Contact

Percent of youth who have had in-person contact with aftercare case manager.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

In October, 100 percent of youth had in-person contact with their aftercare case manager and 100.00 percent had contact in April.

STAR East Camp

In October, 100 percent of youth had in-person contact with their aftercare case manager and 100.00 percent had contact in April.

Youth Challenge Center

In October, 100 percent of youth had in-person contact with their aftercare case manager and 100.00 percent had contact in April.

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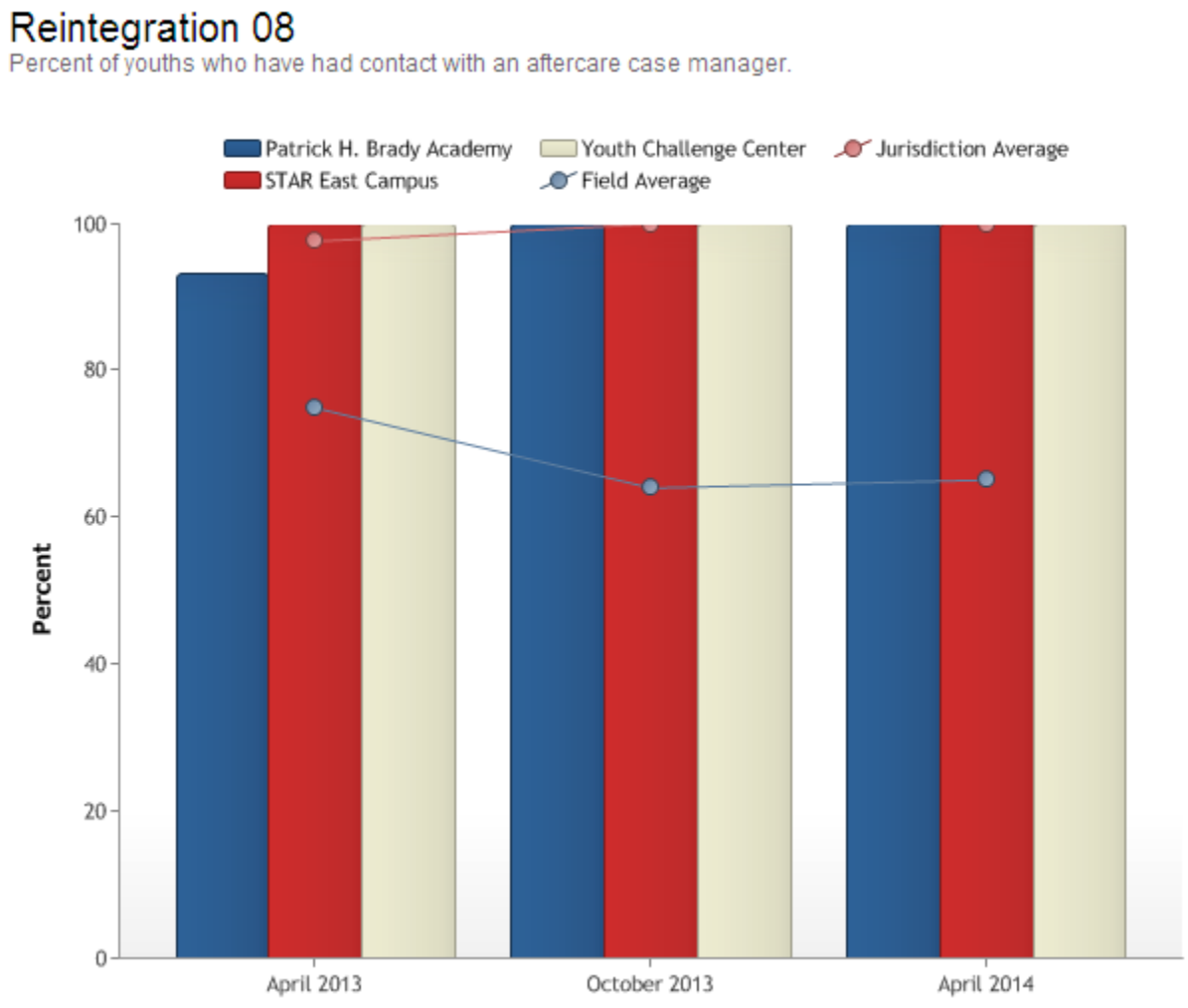

Reintegration 9 Aftercare Case Manager in Person Contacts

Average rate of in-person contacts with aftercare case manager.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently a rate of .05, slightly below the national average.

Youth Challenge Center

A FIP was developed for this OM in April 2011 and formally closed April 2012.

STAR East Camp

A FIP was developed for this OM in April 2004 and has been deemed successful and formally closed.

Brady Academy

The average rate of in-person contacts with aftercare case manager was a rate of .04 for October and a rate of .03 for April.

STAR East Camp

The average rate of in-person contacts with aftercare case manager was a rate of .07 for October and a rate of .14 for April.

Youth Challenge Center

The average rate of in-person contacts with aftercare case manager was a rate of .04 for October and a rate of .04 for April.

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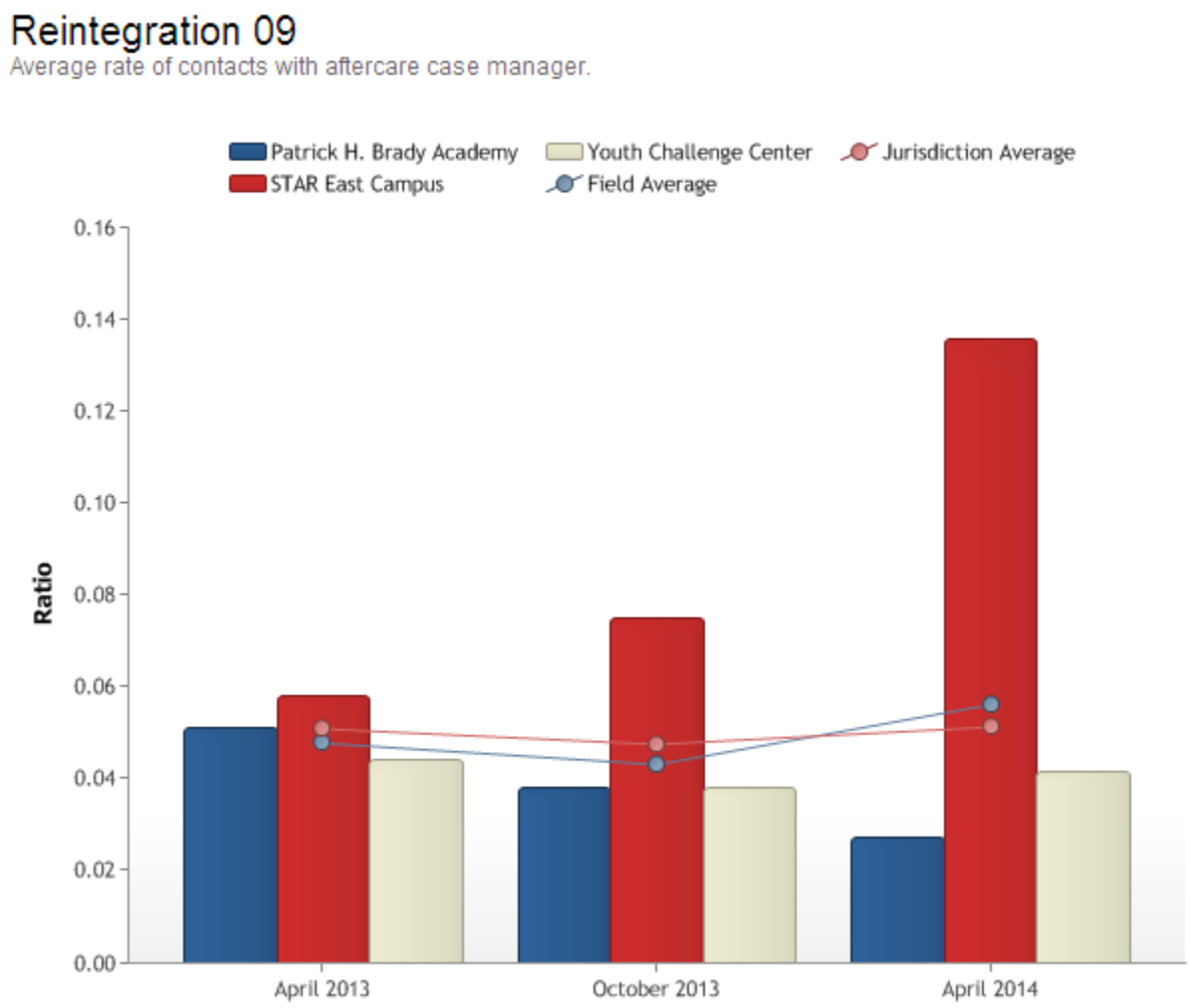


Reintegration 10 Treatment Meeting Frequency

Average frequency of treatment meetings.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 5.51%, well above the national average.

STAR East Camp

A FIP was developed for this OM in April 2004 and has been deemed successful and formally closed.

Brady Academy

The average frequency of treatment meetings is 3.84 per month for October and 3.62 for April.

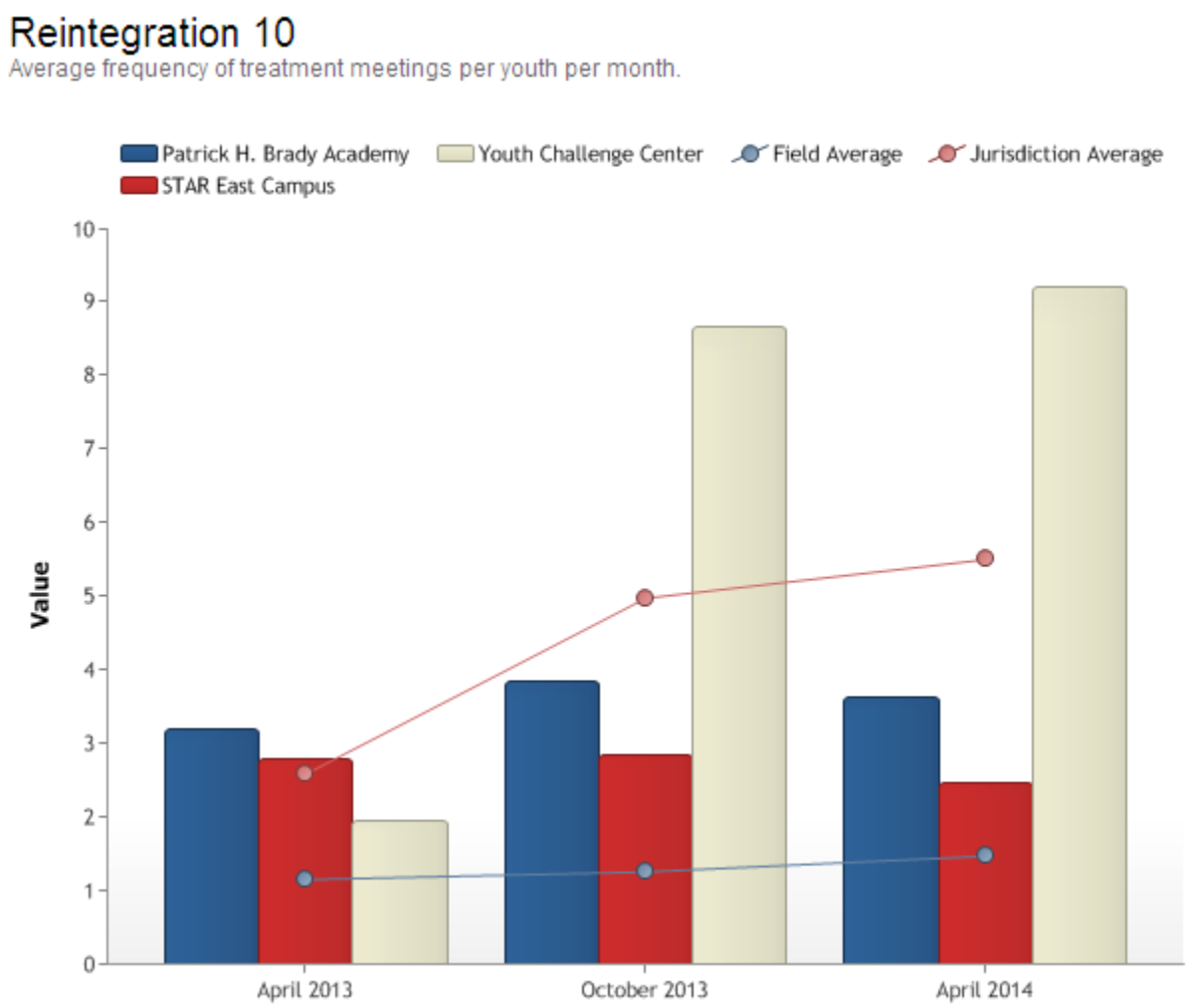
STAR East Camp

The average frequency of treatment meetings is 2.85 per month for October and 2.47 for April.

Youth Challenge Center

The average frequency of treatment meetings is 8.67 per month for October and 9.21 for April.

STAR PROGRAMS



Reintegration 12 Aftercare Case Manager

Percent of youth who know the name of their aftercare case manager and how to contact him/her.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 100 percent in October and 100.00 percent in April.

STAR East Camp

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 92.86 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 94.59 percent in October and 100 percent in April.

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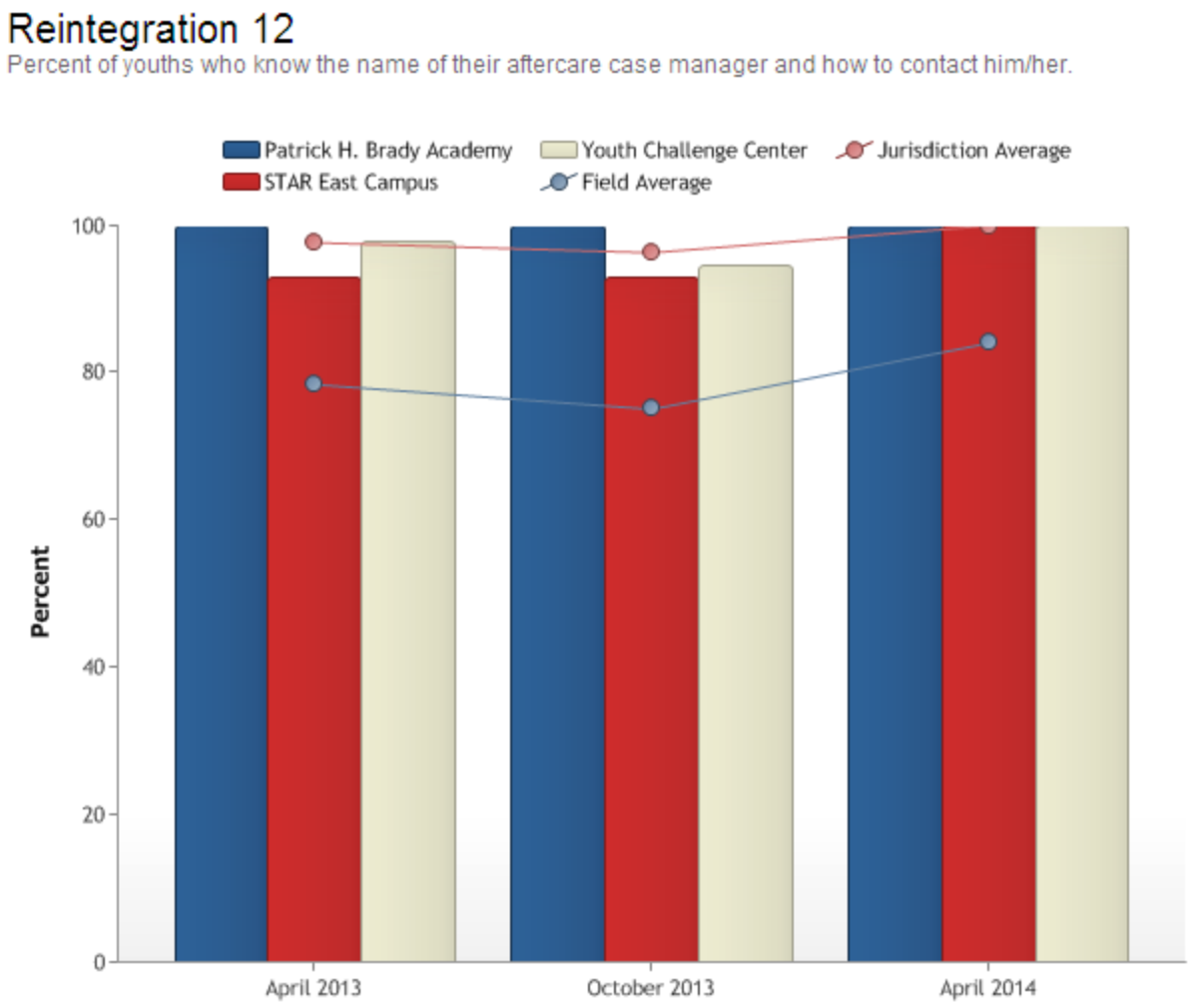


Reintegration 13 Home Assessment

Percent of youth whose home has been assessed to determine its suitability for future placement.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of the youth homes that have been assessed to determine its suitability for future placement was 100 percent in October and 100 percent in April.

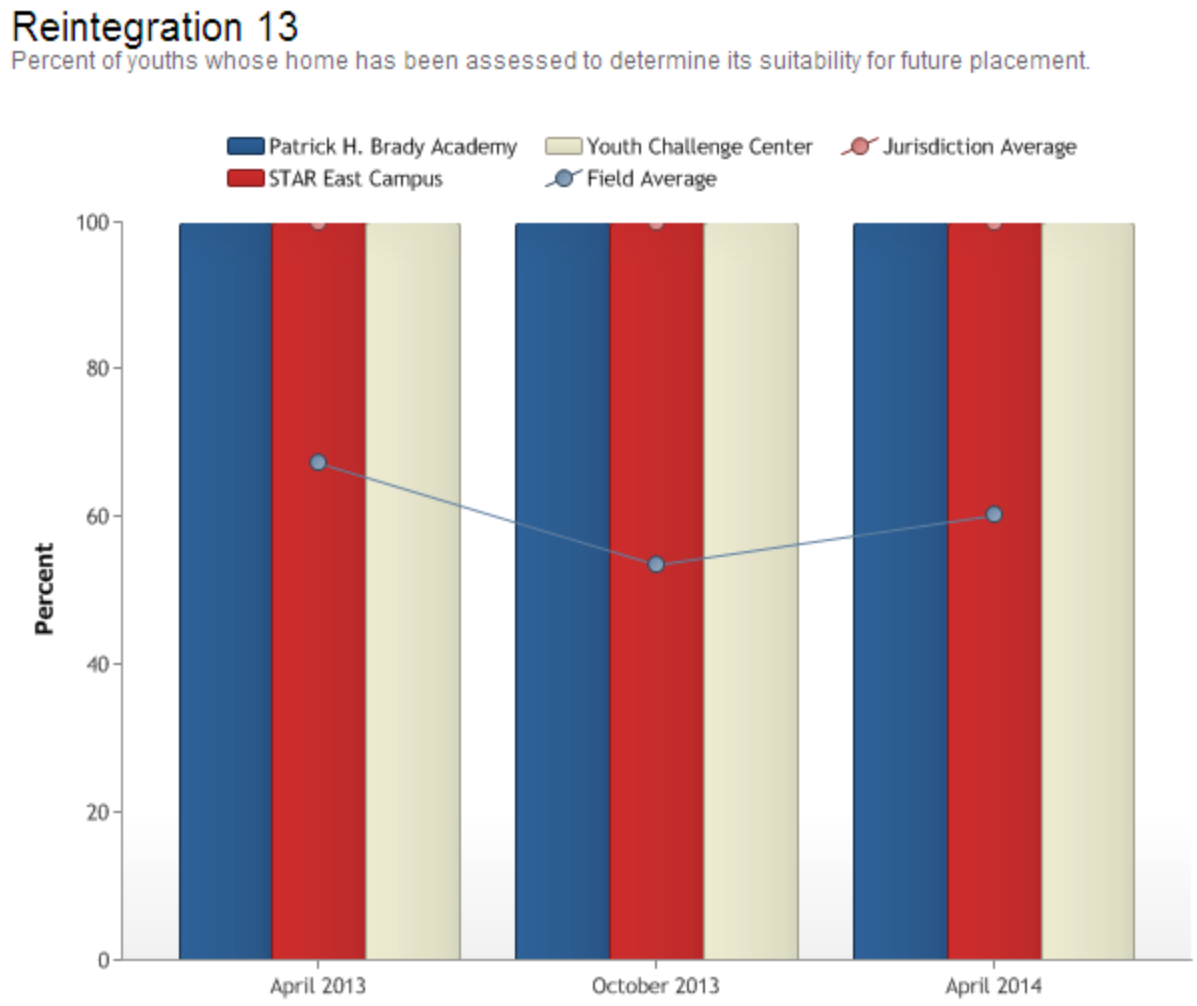
STAR East Camp

Percent of the youth homes that have been assessed to determine its suitability for future placement was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of the youth homes that have been assessed to determine its suitability for future placement was 100 percent in October and 100 percent in April.

STAR PROGRAMS



Reintegration 14 Contact between Aftercare Case Manager and Parents/Guardians

Percent of youth with contacts between parents/guardians and aftercare case manager.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth with contacts between parents/guardians and aftercare case manager was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth with contacts between parents/guardians and aftercare case manager was 96.67 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth with contacts between parents/guardians and aftercare case manager was 100 percent in October and 100 percent in April.

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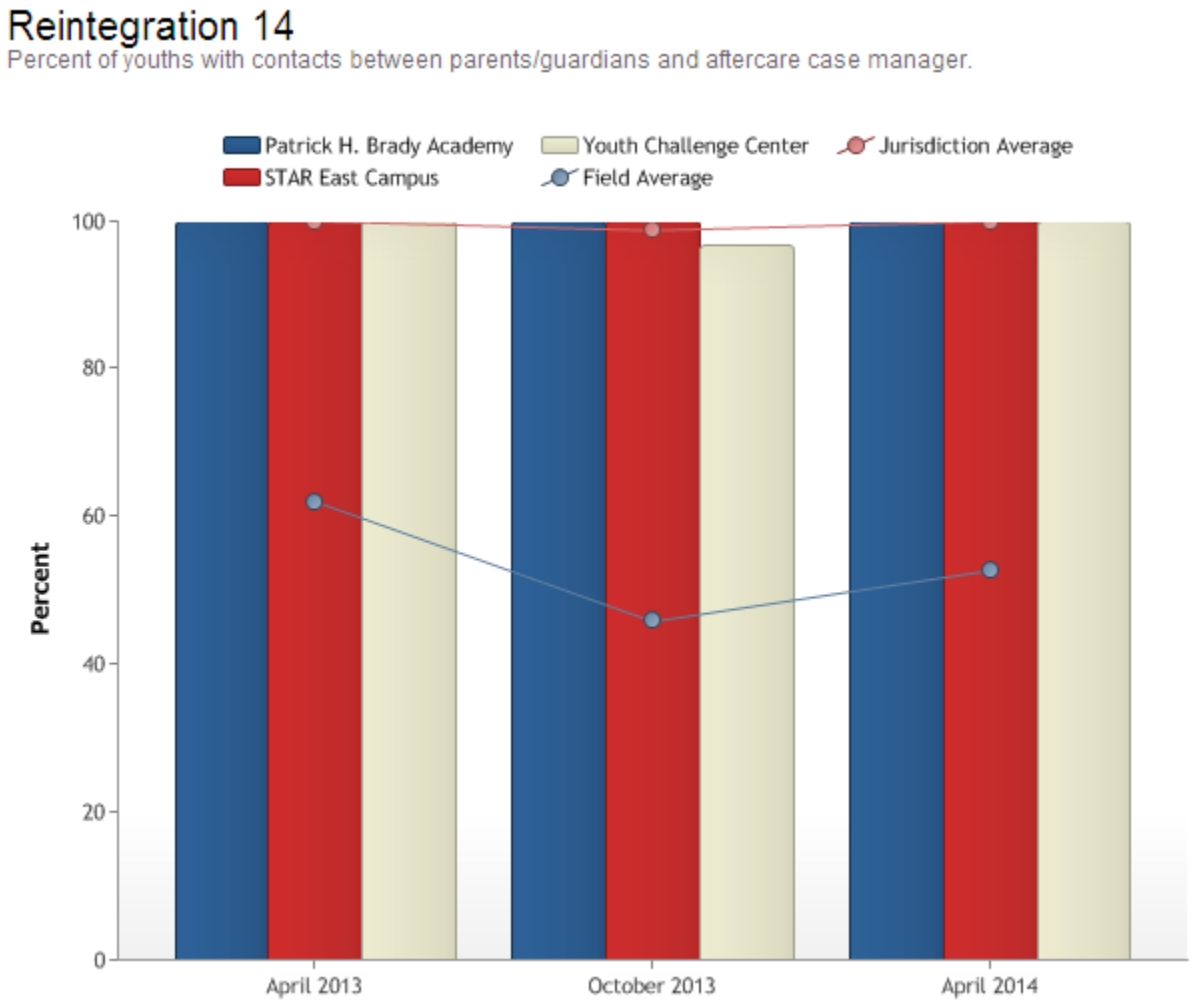

Reintegration 15 Aftercare Case Manager Visit to Home

Percent of youth whose aftercare case manager made a family visit to the youth's home.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 63.89%, slightly above the national average.

Brady Academy

Percent of the youth aftercare case managers that made a family visit to the youth's home was 56.67 percent in October and 40 percent in April.

STAR East Camp

Percent of the youth aftercare case managers that made a family visit to the youth's home was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of the youth aftercare case managers that made a family visit to the youth's home was 76.67 percent in October and 73.33 percent in April.

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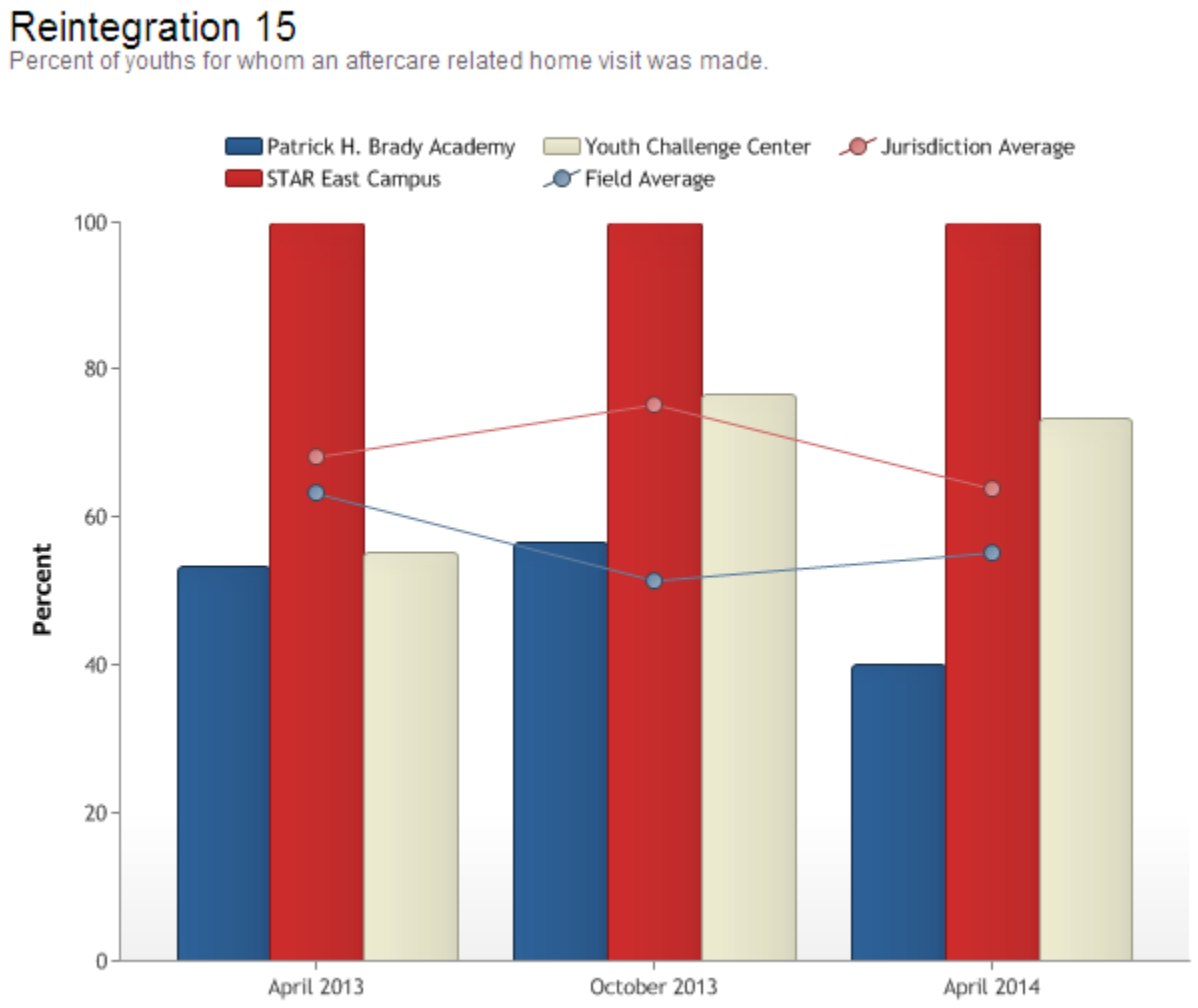

Reintegration 16 Referred Youth

Percent of youth who have been referred.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

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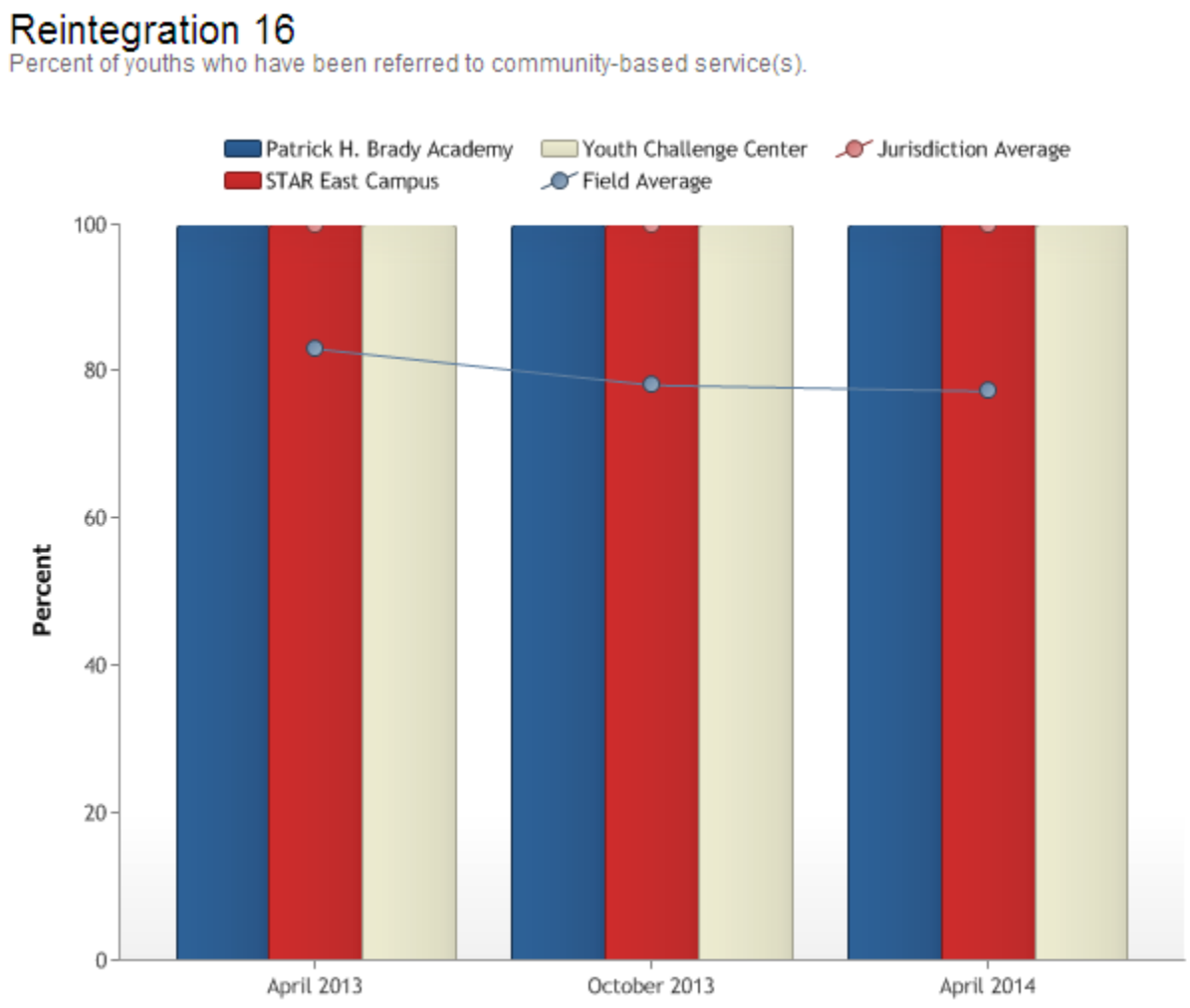

Reintegration 17 Aftercare Treatment Plan: Referral

Percent of youth who needed follow-up treatment and were referred to at least one community-based service outlined in their aftercare treatment plan.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 98.59%.

Brady Academy

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 96.67 percent in April.

STAR East Camp

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

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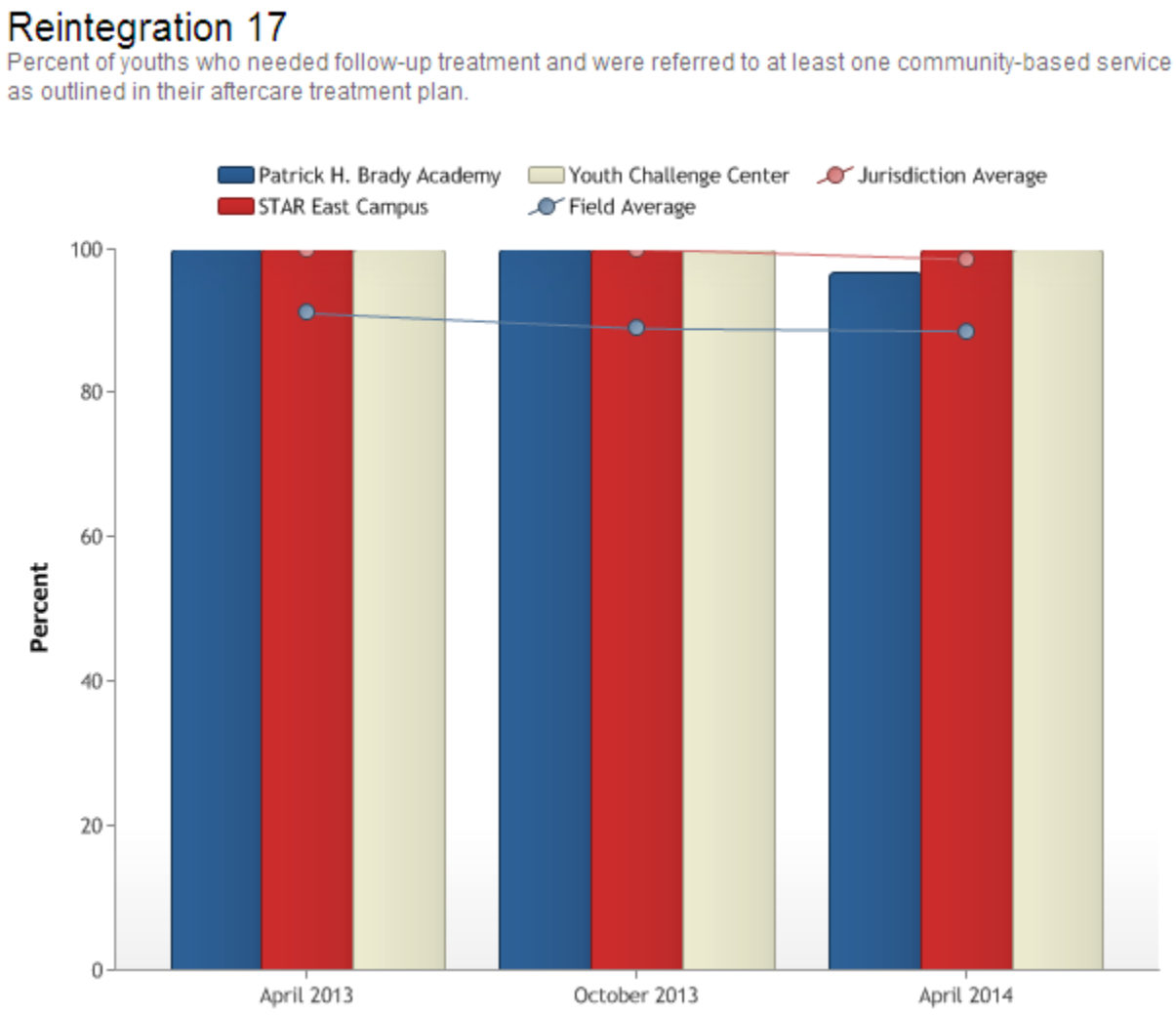

Reintegration 18 Aftercare Treatment Plan: Health Care

Percent of youth who needed follow-up health treatment and were referred for health care as outlined in their aftercare treatment plan.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 92.31 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

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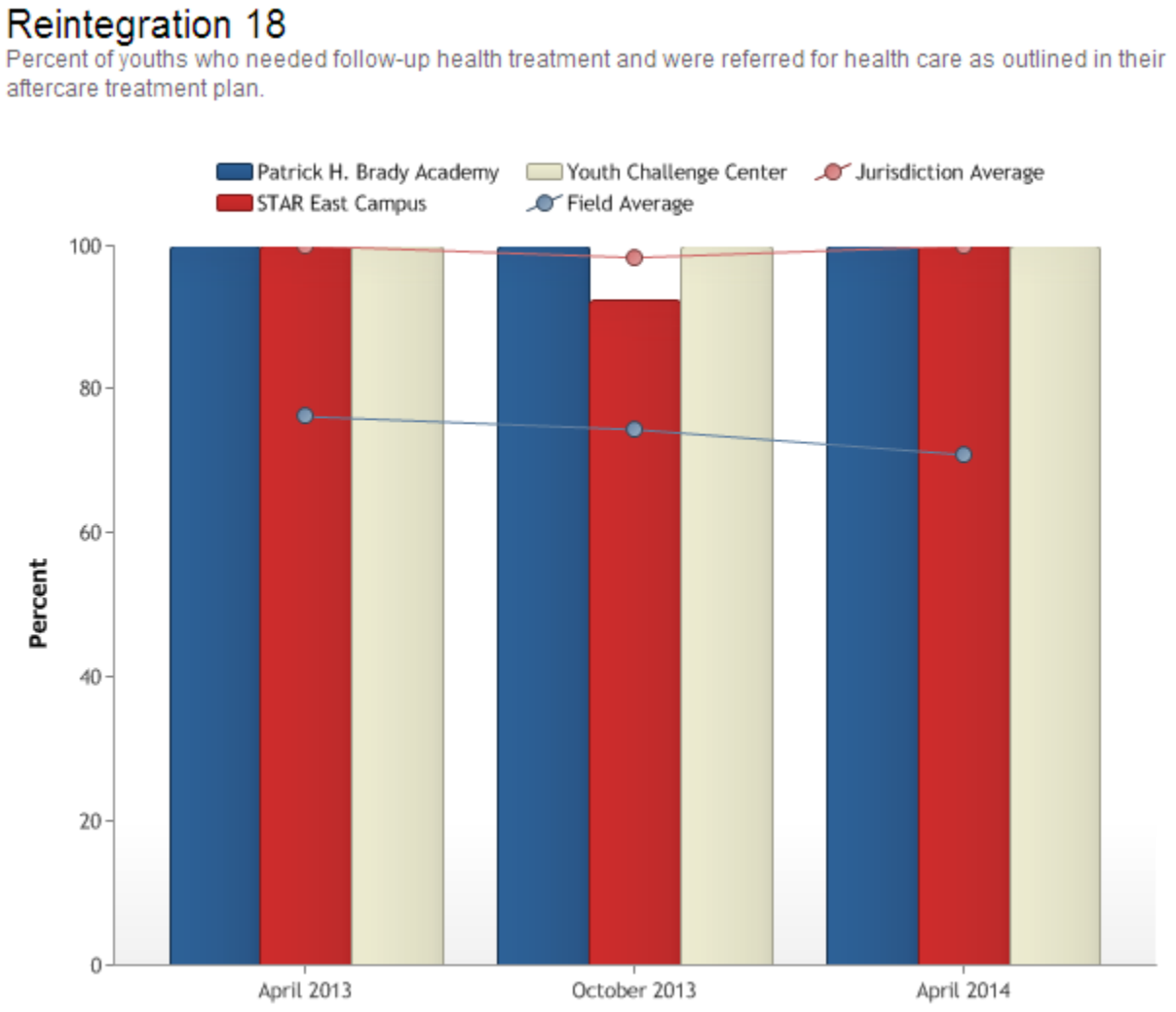

Reintegration 19 Aftercare Treatment Plan: Mental Health Care

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 100 percent in October and100 percent in April.

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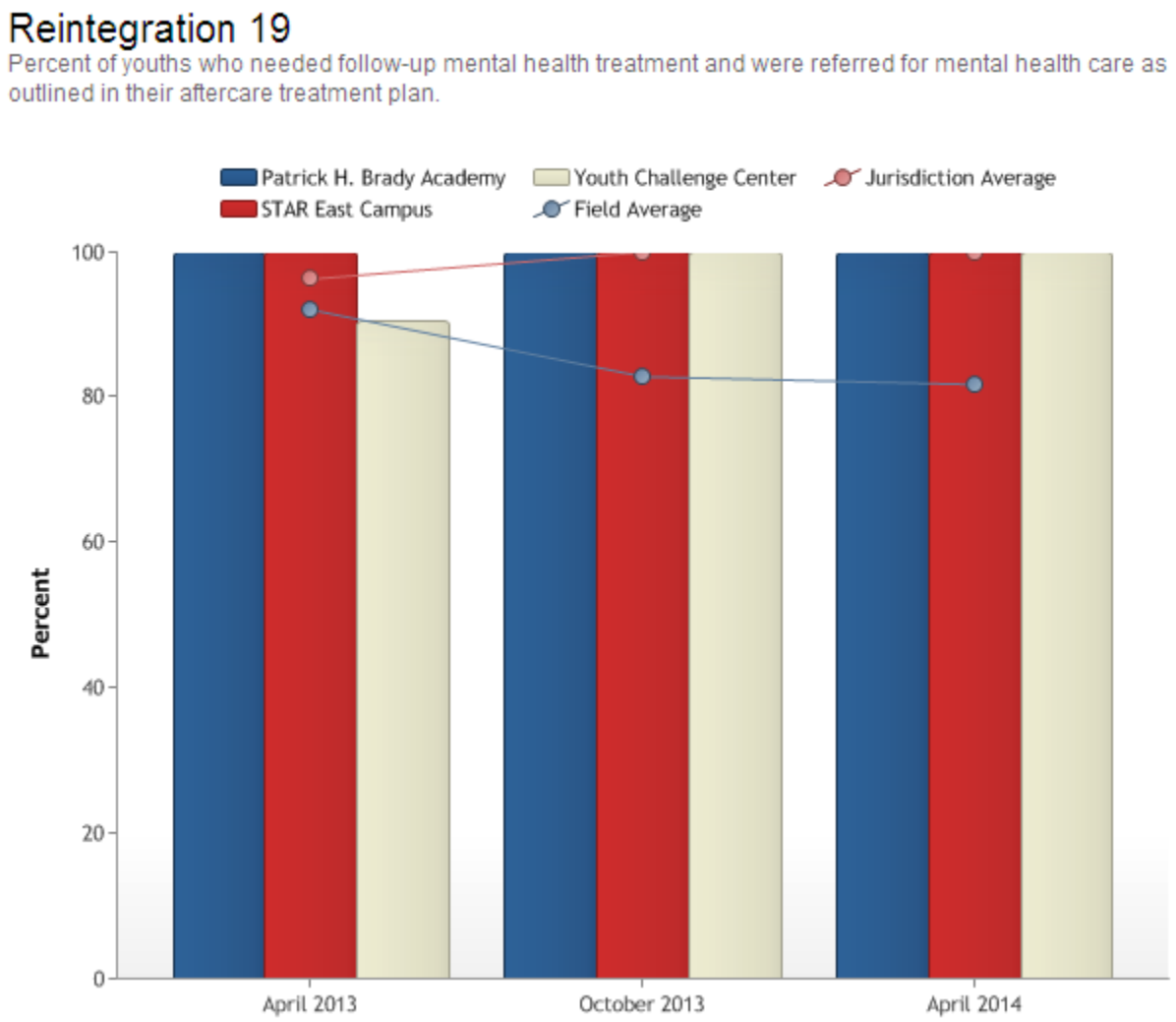

Reintegration 20 Aftercare Treatment Plan: Substance Abuse Care

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

Youth Challenge Center

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

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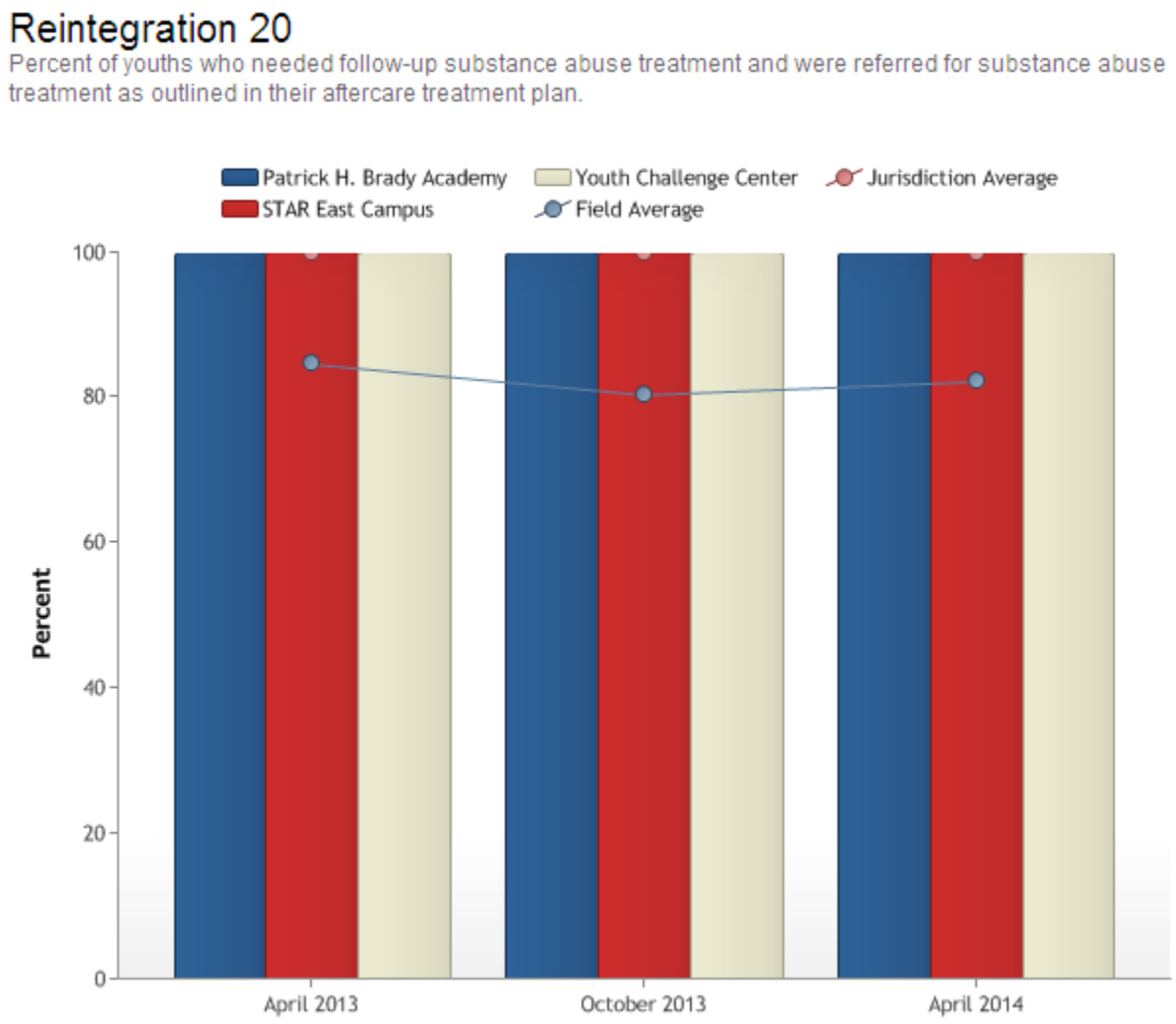

Reintegration 21 Community Service/Agency Program Acceptance

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%..

Brady Academy

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 100 percent in October and 100 percent in April.

STAR East Camp

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 100 percent in October and 100 percent in April .

Youth Challenge Center

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 100 percent in October and 100 percent in April.

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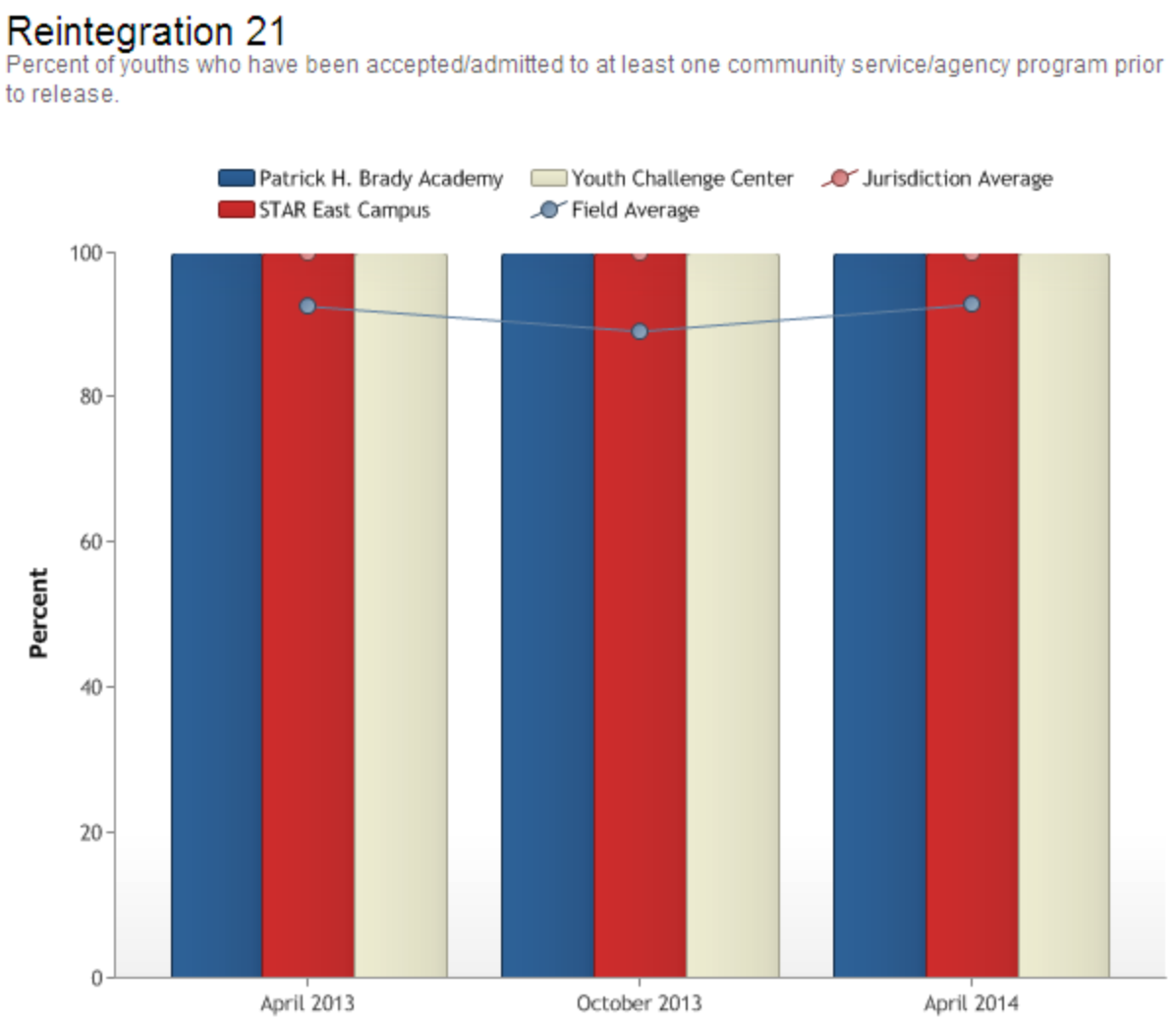


Reintegration 24 Community Service/Agency Program Knowledge

Percent of interviewed youth who know they are going to a community service/agency program upon release.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 90.67%, above the national average.

Brady Academy

In October, 84.62 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 86.84 percent in April.

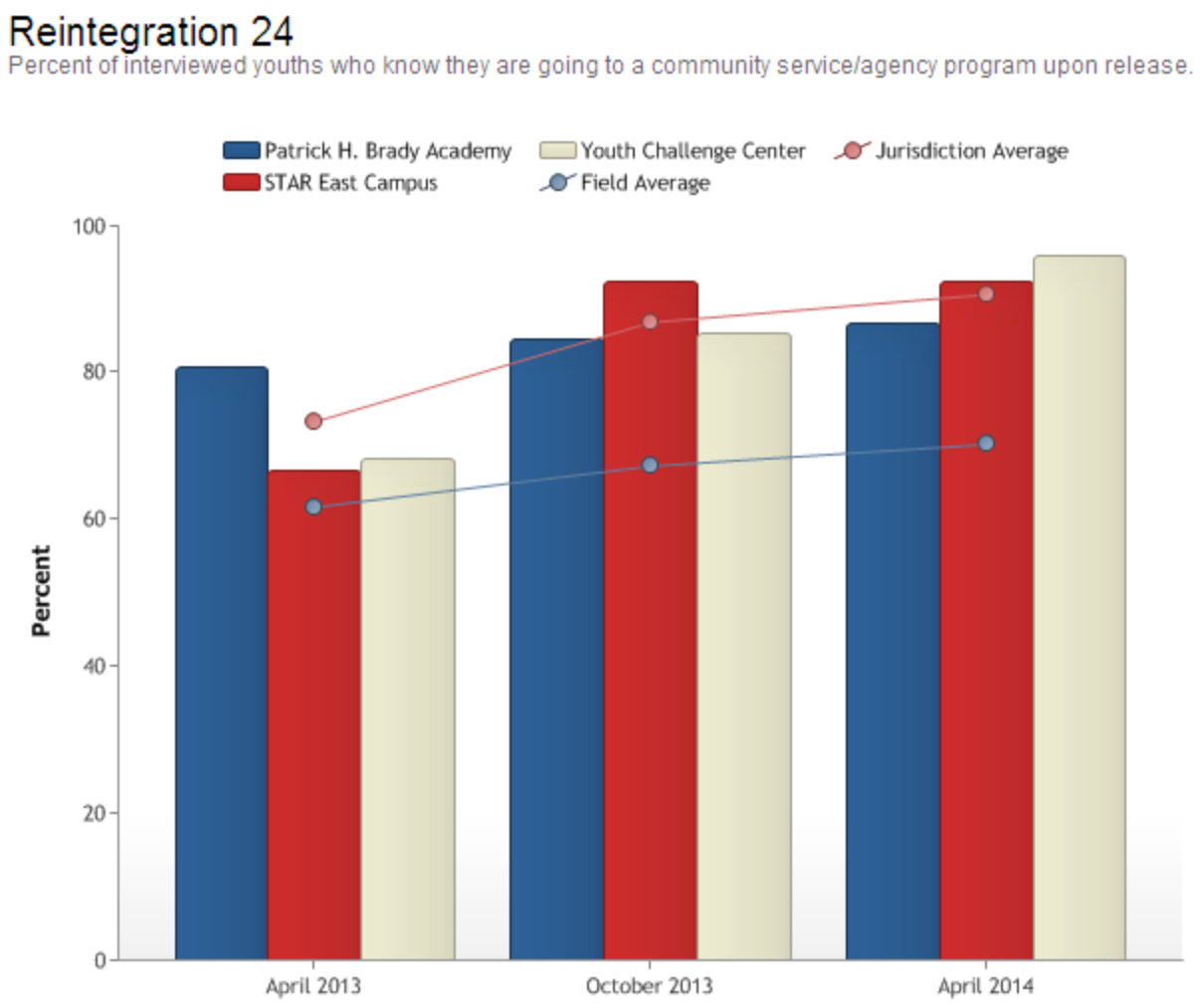
STAR East Camp

In October, 92.31 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 92.31 percent in April.

Youth Challenge Center

In October, 85.29 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 95.83 percent in April.

STAR PROGRAMS



Reintegration 25 Community Service/Agency Program Information

Of those who know they are going to a program, the percent of youth who know the name and have information about the community service/agency staff he/she has been linked with before release.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 66.18%, slightly higher than the national average.

Brady Academy

A (FIP) was developed for this (OM) in April 2008 and has deemed it successful.

STAR East Camp

A (FIP) was developed for this (OM) in April 2009 and has been deemed successful and formally closed. This FIP was re-opened April 2011 and formally closed in October 2011.

Youth Challenge Center

A (FIP) was developed for this (OM) in April 2009 and has been deemed successful and formally closed. This FIP was re-opened in April 2012. R-25 was deemed successful and formally closed April 2013.

Brady Academy

Of those who knew they were going to a program, 60.61 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 51.52 percent of youth had this information.

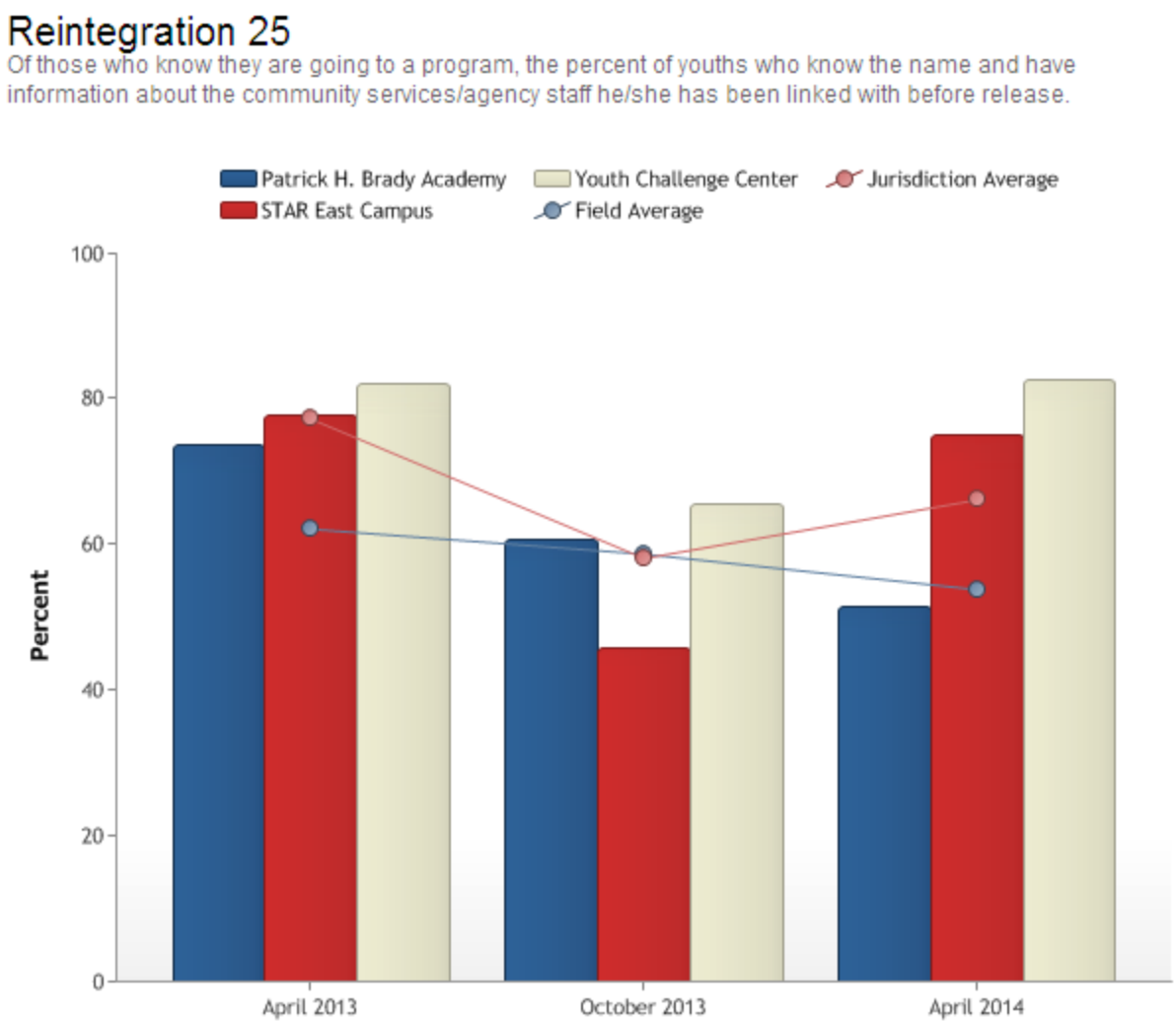
STAR East Camp

Of those who knew they were going to a program, 45.83 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 75 percent of youth had this information.

Youth Challenge Center

Of those who knew they were going to a program, 65.52 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 82.61 percent of youth had this information.

STAR PROGRAMS



Reintegration 29 Authorization of Leave/Passes/Furloughs

Percent of youth getting authorized leaves/passes/furlough from the facility.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 95.83%, well above the national average.

Brady Academy

Percentage of youth getting authorized leave/passes/furloughs from the facility was 90 percent in October and 100 percent in April.

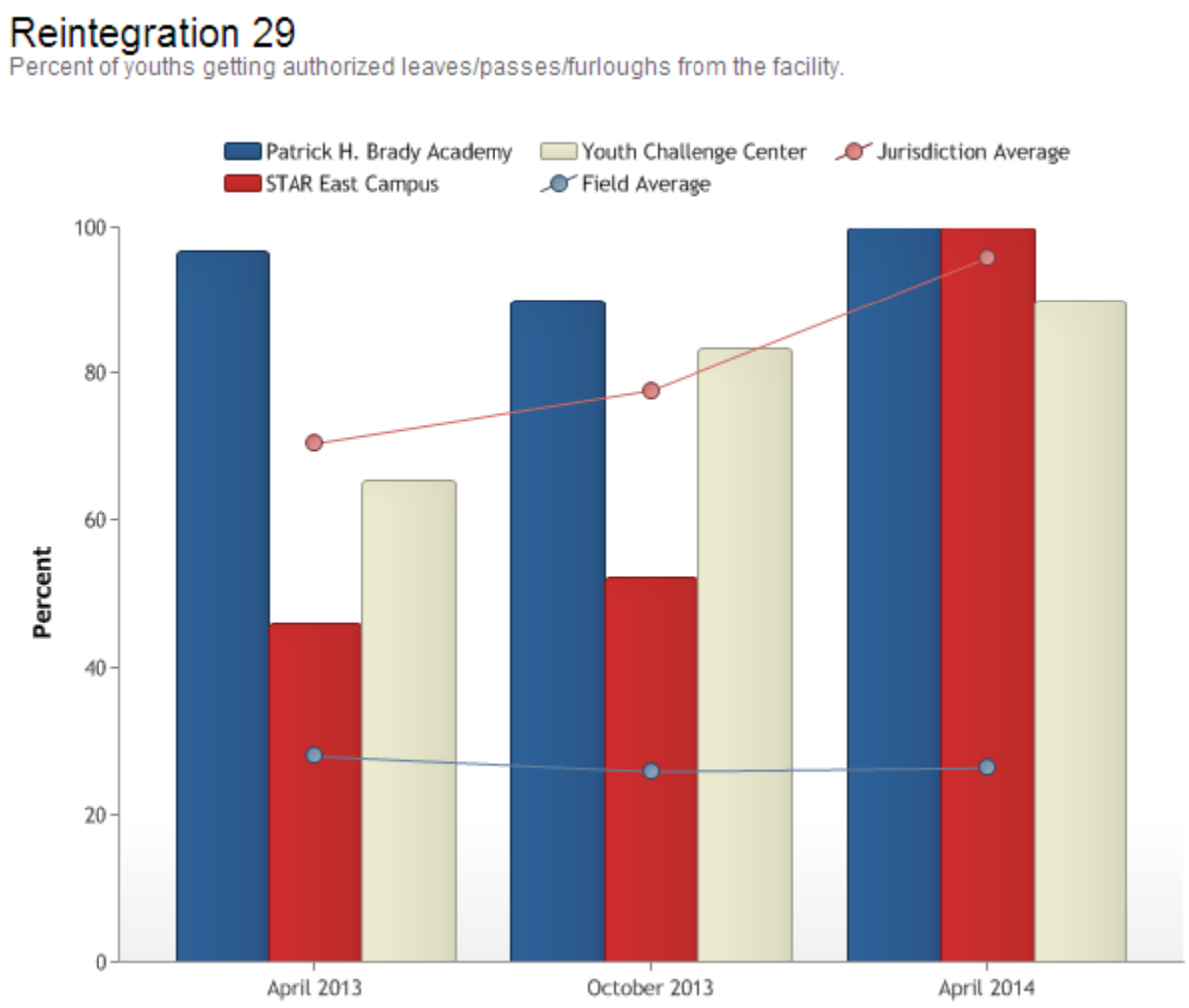
STAR East Camp

Percentage of youth getting authorized leave/passes/furloughs from the facility was 52.38 percent in October and 100 percent in April.

Youth Challenge Center

Percentage of youth getting authorized leave/passes/furloughs from the facility was 83.33 percent in October and 90 percent in April.

STAR PROGRAMS



Reintegration 30 Non-English Speaking Youth

Percent of non-English speaking youth who have reintegration plans written in an appropriate language.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in both data collections.

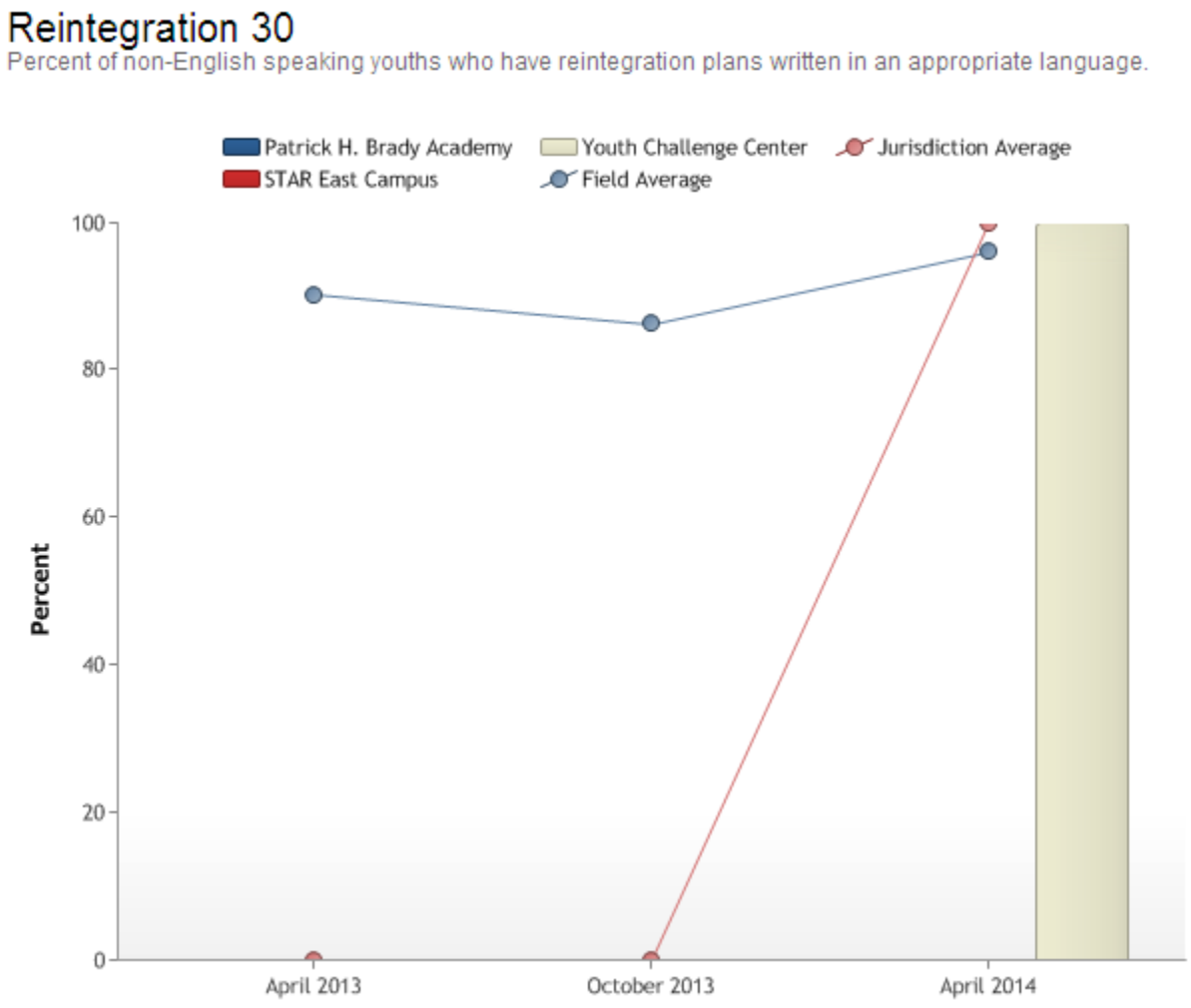
STAR East Camp

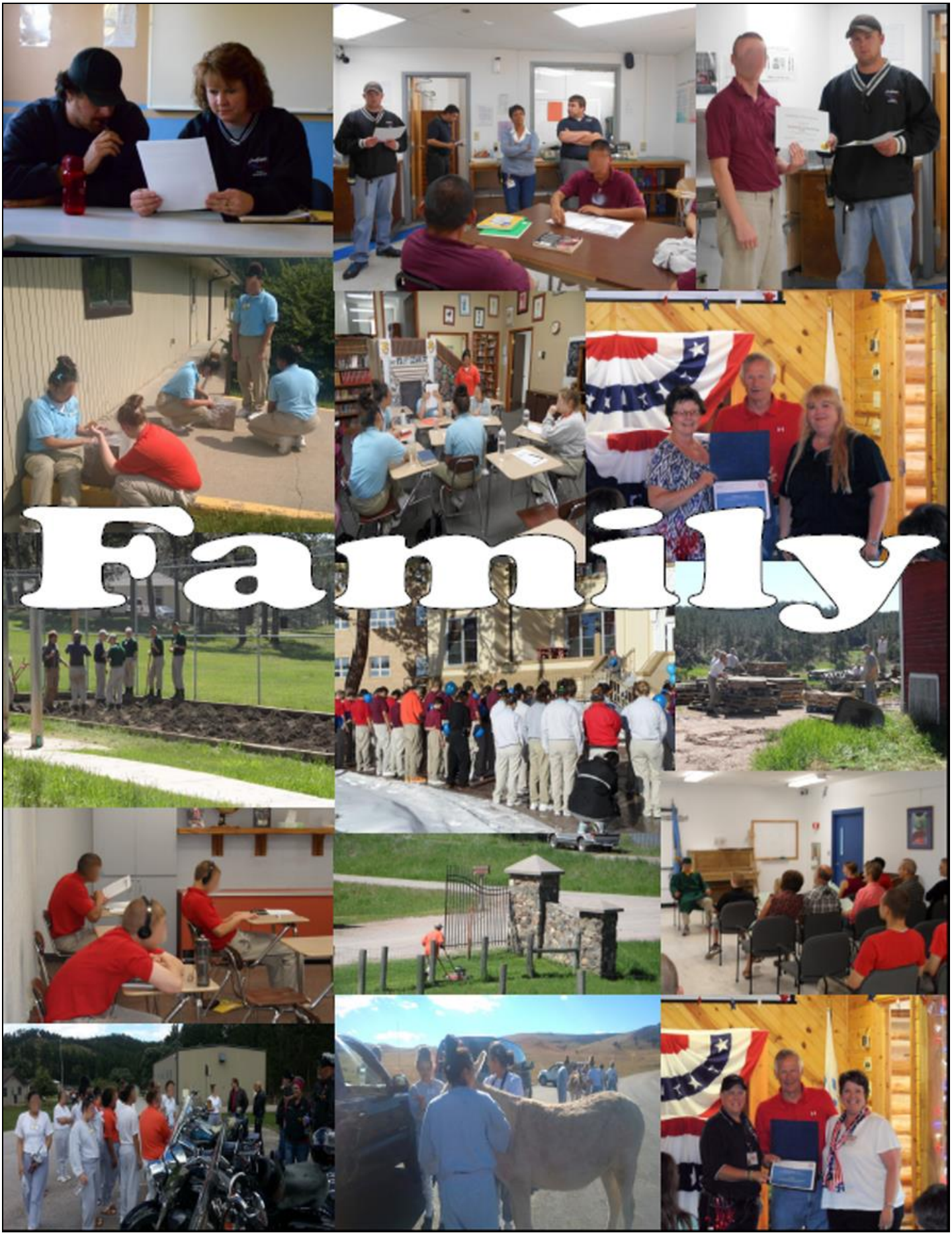
Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in both data collections.

Youth Challenge Center

Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in October and 100 percent (one youth) in April.

STAR PROGRAMS




Family

Family

To engage and collaborate with family and people who support youths while youths are in custody.

Family 1 Assessment of strengths and needs.

Percent of youths whose records indicate an assessment of the strengths and needs of their families and social supports was completed.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youths whose records indicate an assessment of the strengths and needs of their families and social supports was completed was not applicative in October and 100 percent in April.

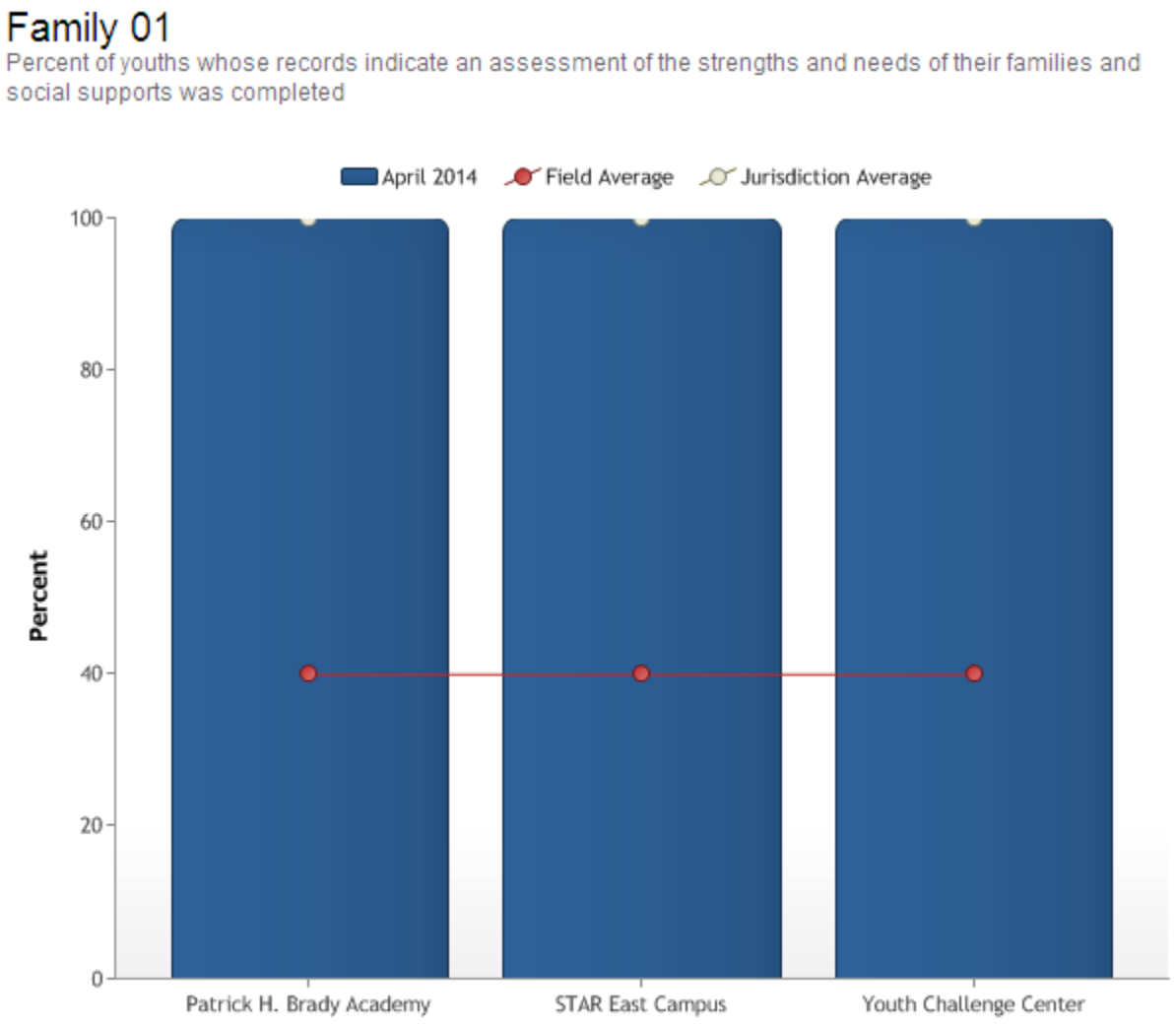
STAR East Camp

Percent of youths whose records indicate an assessment of the strengths and needs of their families and social supports was completed was not applicative in October and 100 percent in April.

Youth Challenge Center

Percent of youths whose records indicate an assessment of the strengths and needs of their families and social supports was completed was not applicative in October and 100 percent in April.

STAR PROGRAMS



Family 2 Invite to event at facility

Percent of families who report being invited to a program or event at the facility.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 61.11%, slightly below the national average.

Brady Academy

Percent of families who report being invited to a program or event at the facility was not applicative in October and 64.52 percent in April.

STAR East Camp

Percent of families who report being invited to a program or event at the facility was not applicative in October and 83.33 percent in April.

Youth Challenge Center

Percent of families who report being invited to a program or event at the facility was not applicative in October and 47.06 percent in April.

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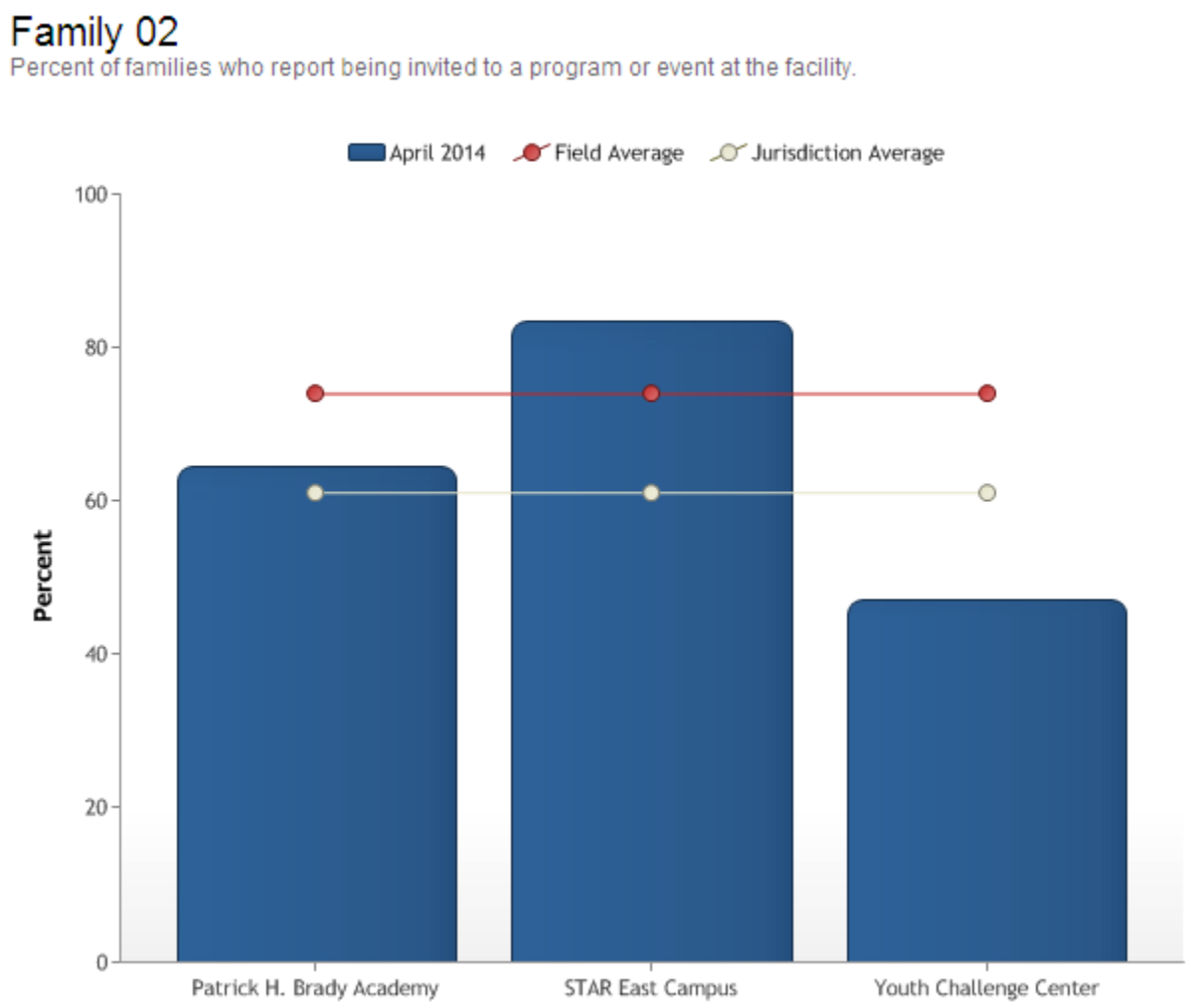

Family 3 Visits with parent or guardian (Formally Programming 19)

Percent of youths who have ever had visits with parents or guardians while in facility.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 64.56%, slightly below the national average.

Brady Academy

A FIP was developed for this OM in April 2011 and formally closed it April 2012. (When it was P-19) This FIP was re-opened in April 2014 along with Family 5.

Brady Academy

Percent of youths who have ever had visits with parents or a guardian while in the facility is 73.33 percent for the April data collection.

STAR East Camp

Percent of youths who have ever had visits with parents or a guardian while in the facility is 42.11 percent for the April data collection.

Youth Challenge Center

Percent of youths who have ever had visits with parents or a guardian while in the facility is 70 percent for the April data collection.

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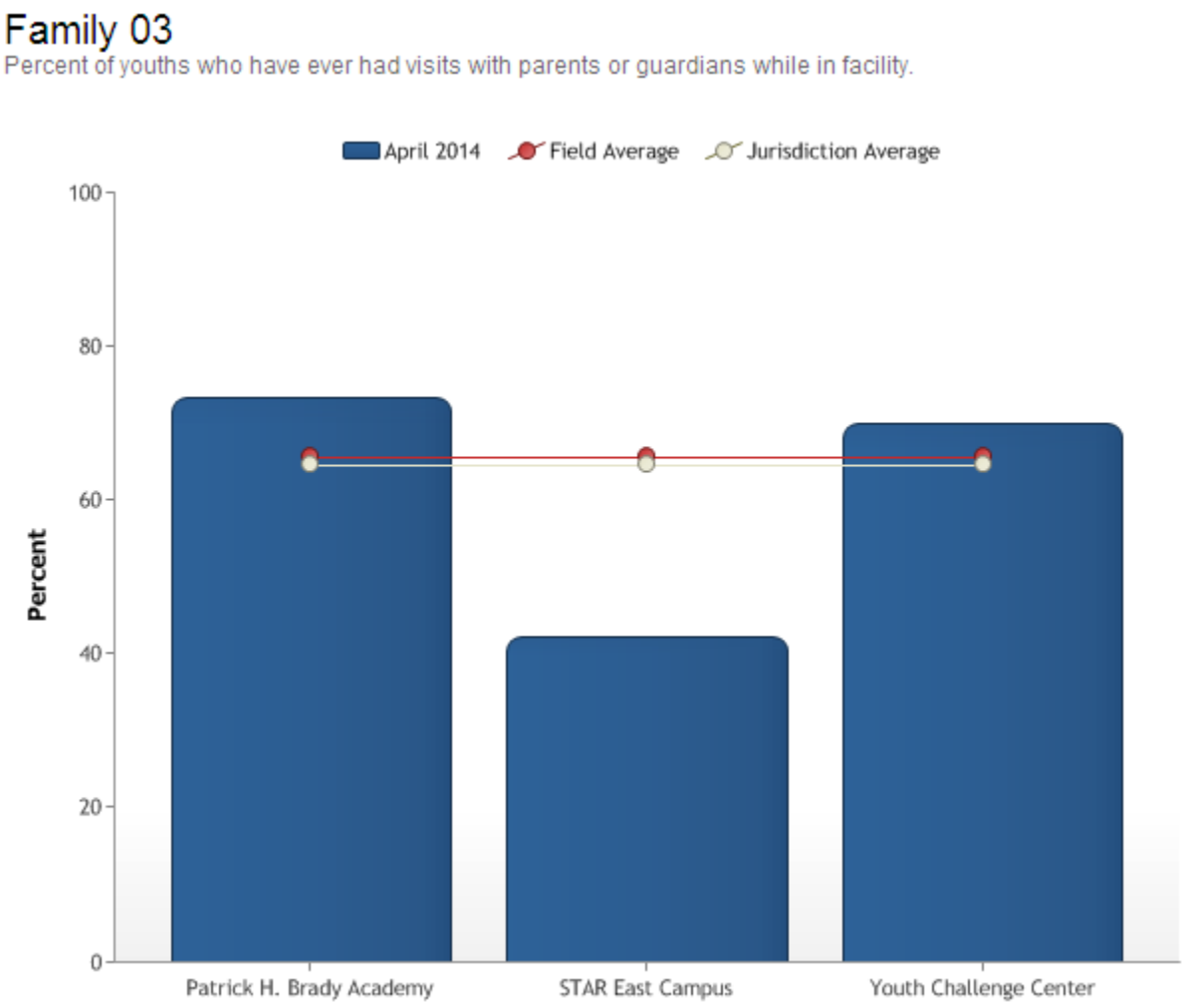


Outcome Measure	Program	Current Value	Average Value	Goal
Family 3 Percent of youths who have ever had visits with parents or guardians while in facility.	Brady Academy	**73%**	**67%**	**75%**
Family 5 Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit).		**10.47**	**4.26**	**15**

PbS Facility Improvement Plan: 7 Action Step Improvement Process

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

Action Step 1: Analysis of Performance: For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

Action Step 2: Creating Buy In: For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

Action Step 3: Setting Outcome Measure Goal: Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

Action Step 4: Improvement Process Action Steps: The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

Action Step 5: Interim Measures: The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

Action Step 6: Sustaining Performance: The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

Action Step 7: Performance Recognition: The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.'

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

Family 4 Phone contact with parent or guardian (Formally Programming 21)

Percent of youths who report that they have had phone contact with parent or guardian.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youths who report that they have had phone contact with parent or guardian while in the facility is 100 percent for the April data collection.

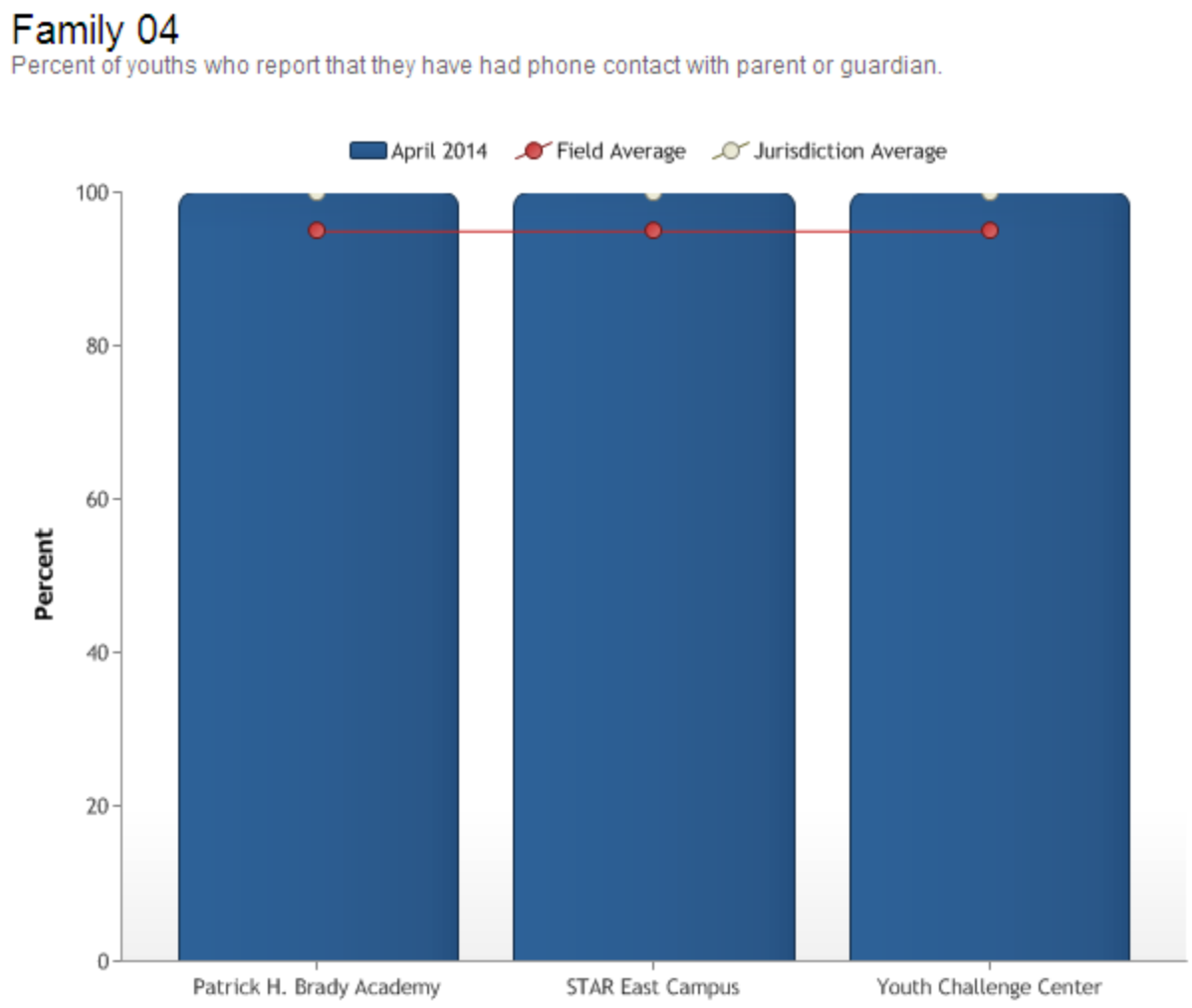
STAR East Camp

Percent of youths who report that they have had phone contact with parent or guardian while in the facility is 100 percent for the April data collection.

Youth Challenge Center

Percent of youths who report that they have had phone contact with parent or guardian while in the facility is 100 percent for the April data collection.

STAR PROGRAMS



Family 5 Rate of Contact with Family (Formally Programming 18)

Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit).

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 10.86%, above the national average.

Brady Academy- A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed. This was re-opened in April 2014 along with Family 3.

STAR East Camp- A FIP was developed for the OM in October "04 April '05 and has been deemed successful and formally closed.

Youth Challenge Center- A FIP was developed for this OM in May 2002, and Oct '09 and has been deemed successful and closed.

Brady Academy

Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit) was 11.40 for the April data collection.

STAR East Camp

Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit) was 11.11 for the April data collection.

Youth Challenge Center

Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit) was 10.17 for the April data collection.

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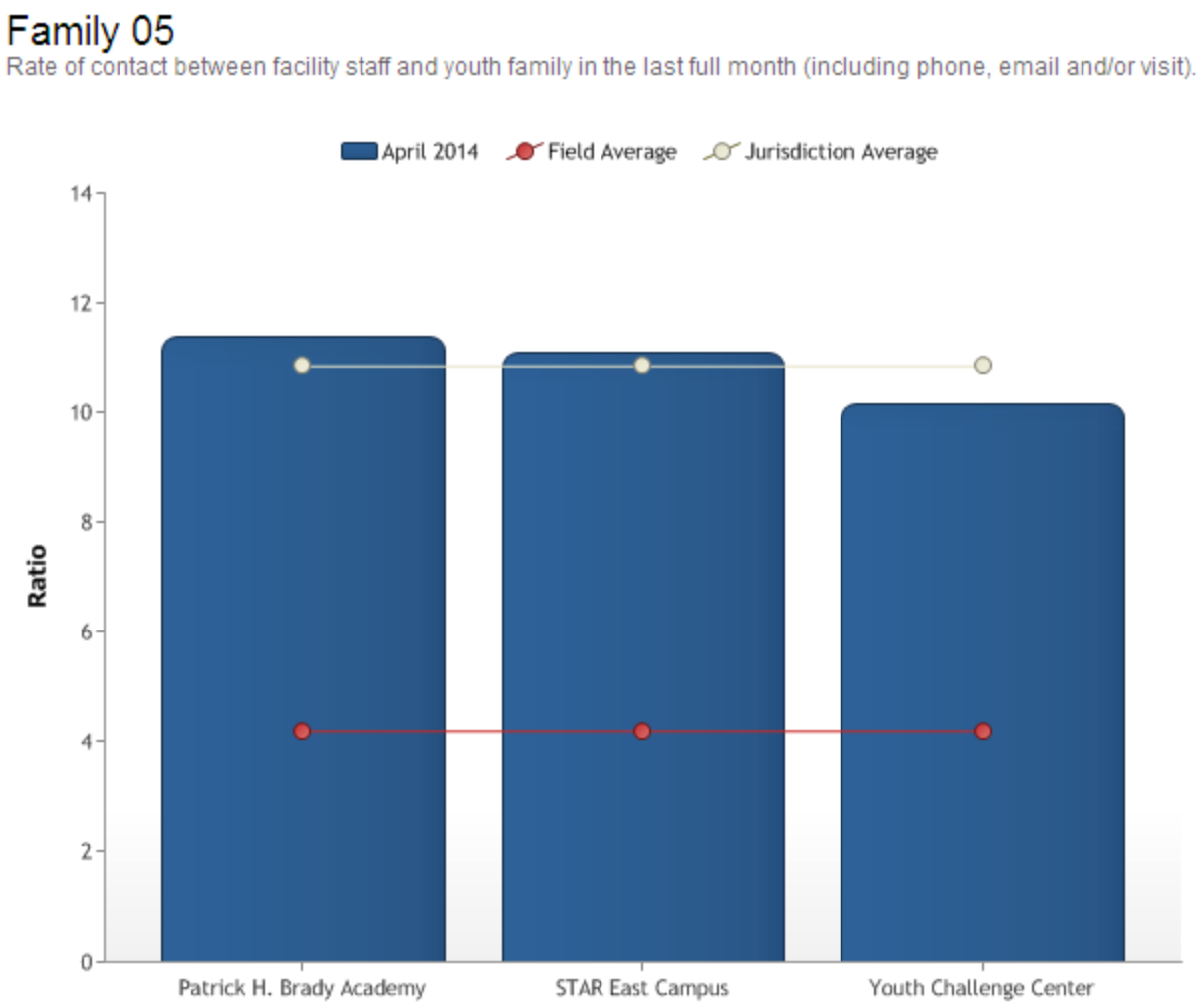


Family 6 Value family opinion

Percent of families who report staff value their opinion regarding their child's rehabilitation.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of families who report staff value their opinion regarding their child's rehabilitation was 100 percent for the April data collection.

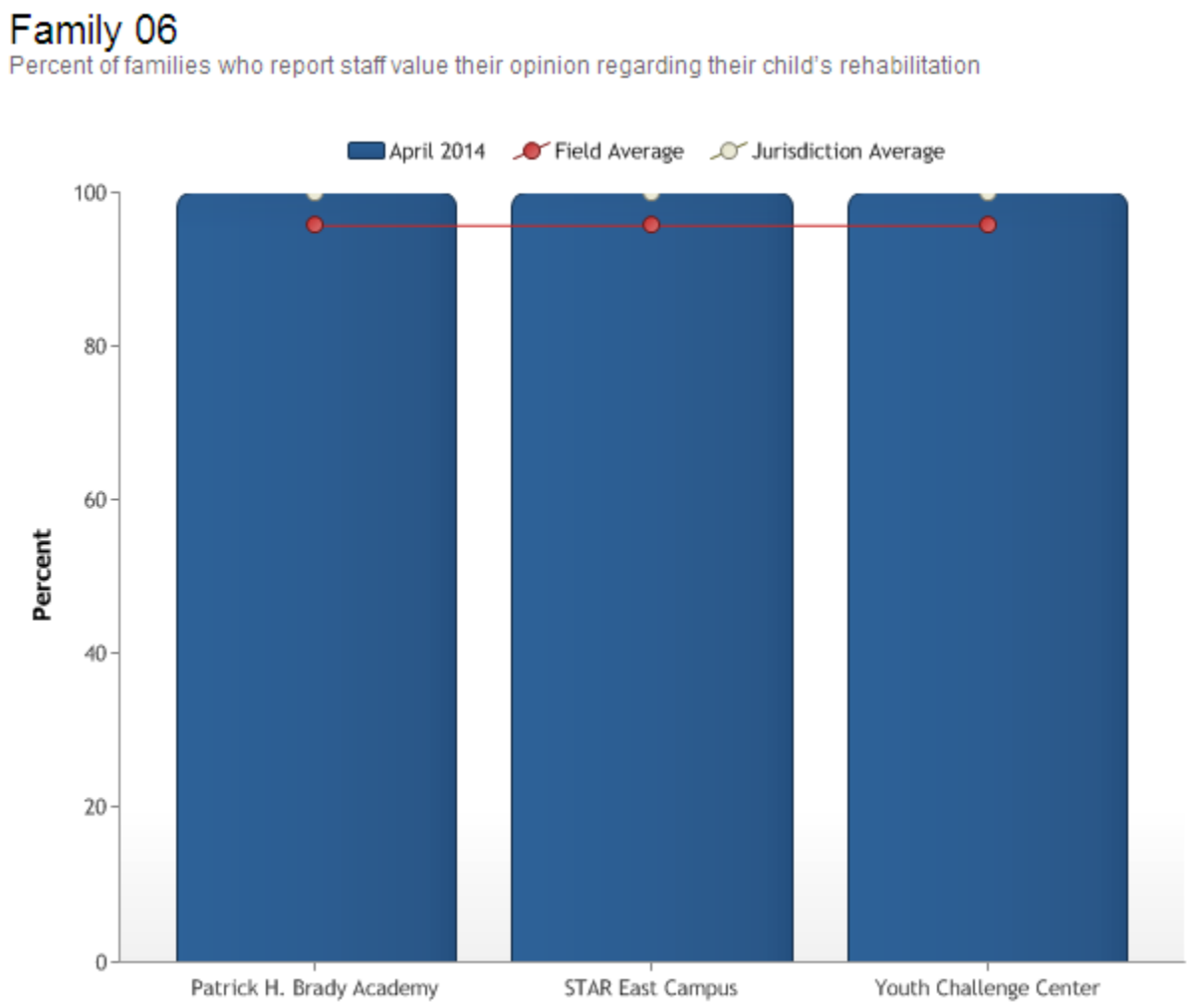
STAR East Camp

Percent of families who report staff value their opinion regarding their child's rehabilitation was 100 percent for the April data collection.

Youth Challenge Center

Percent of families who report staff value their opinion regarding their child's rehabilitation was 100 percent for the April data collection.

STAR PROGRAMS



Family 7 Family and staff get along

Percent of youths who report their family and staff generally get along with each other.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 87.72%, above the national average.

Brady Academy

Percent of youths who report their family and staff generally get along with each other was 95.24 percent for the April data collection.

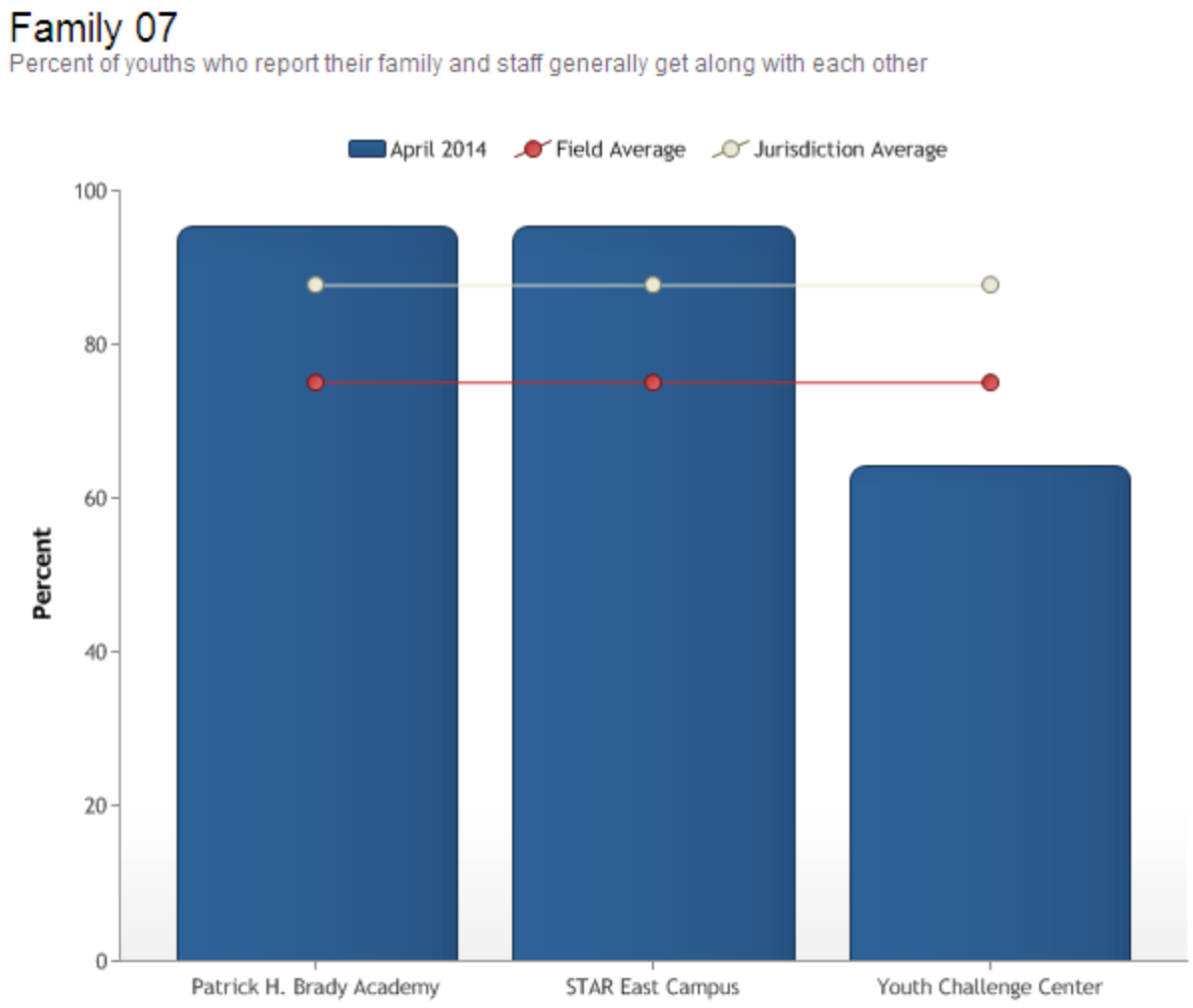
STAR East Camp

Percent of youths who report their family and staff generally get along with each other was 95.45 percent for the April data collection.

Youth Challenge Center

Percent of youths who report their family and staff generally get along with each other was 64.29 percent for the April data collection.

STAR PROGRAMS



Family 8 Staff value family members and social supports

Percent of staff who value family members and social supports as partners in their work with the youths.

The jurisdiction average for this outcome measure (OM) is currently 90.54%, above below the national average.

Brady Academy

Percent of staff who value family members and social supports as partners in their work with the youths was 83.33 percent for the April data collection.

STAR East Camp

Percent of staff who value family members and social supports as partners in their work with the youths were 100 percent for the April data collection.

Youth Challenge Center

Percent of staff who value family members and social supports as partners in their work with the youths was 88.46 percent for the April data collection.

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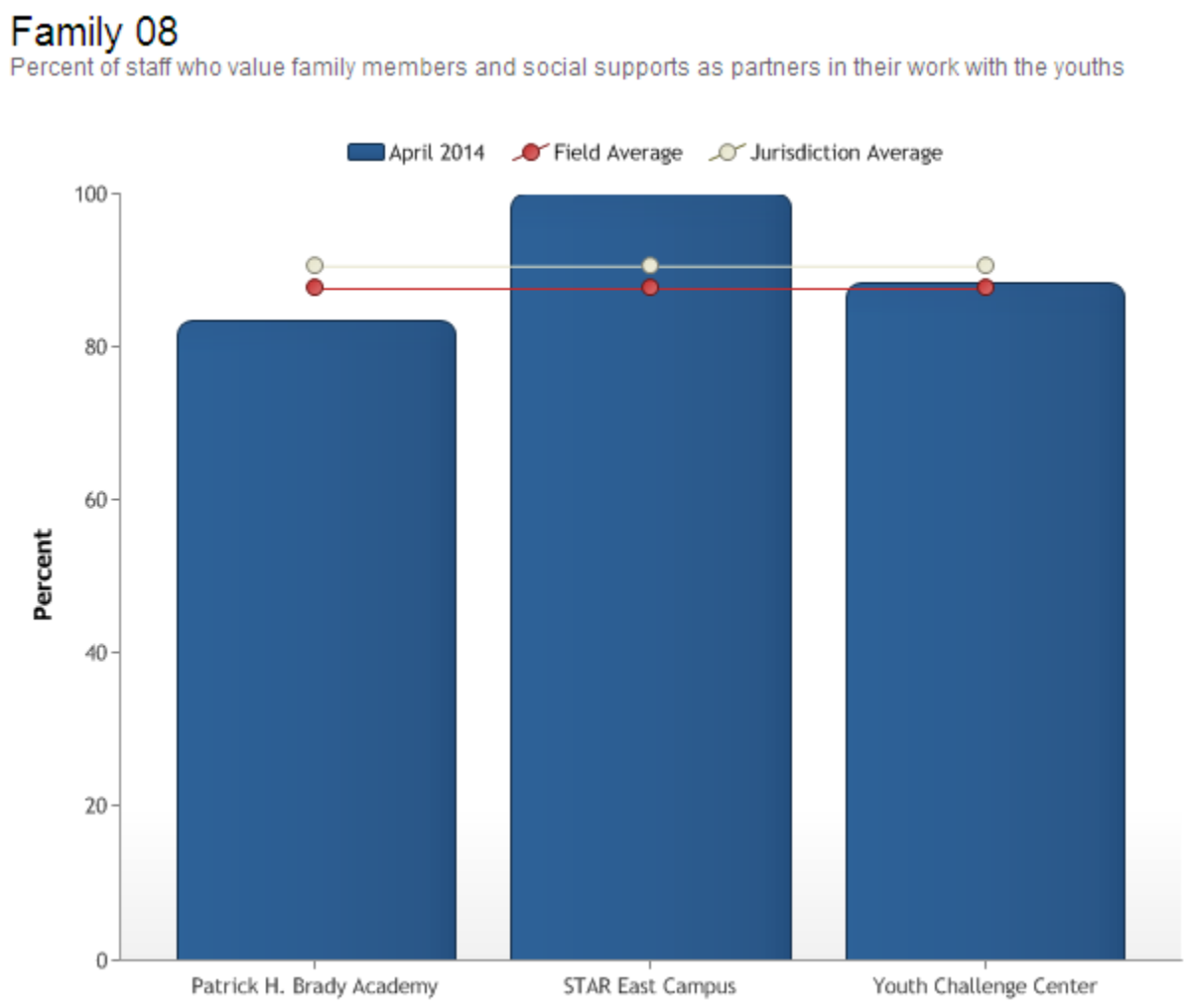


Family 9 TP includes family as a resource

Percent of youths whose treatment plans included family members as a resource to help meet their treatment plan goals.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

Brady Academy

Percent of youths whose treatment plans included family members as a resource to help meet their treatment plan goals was 100 percent for the April data collection.

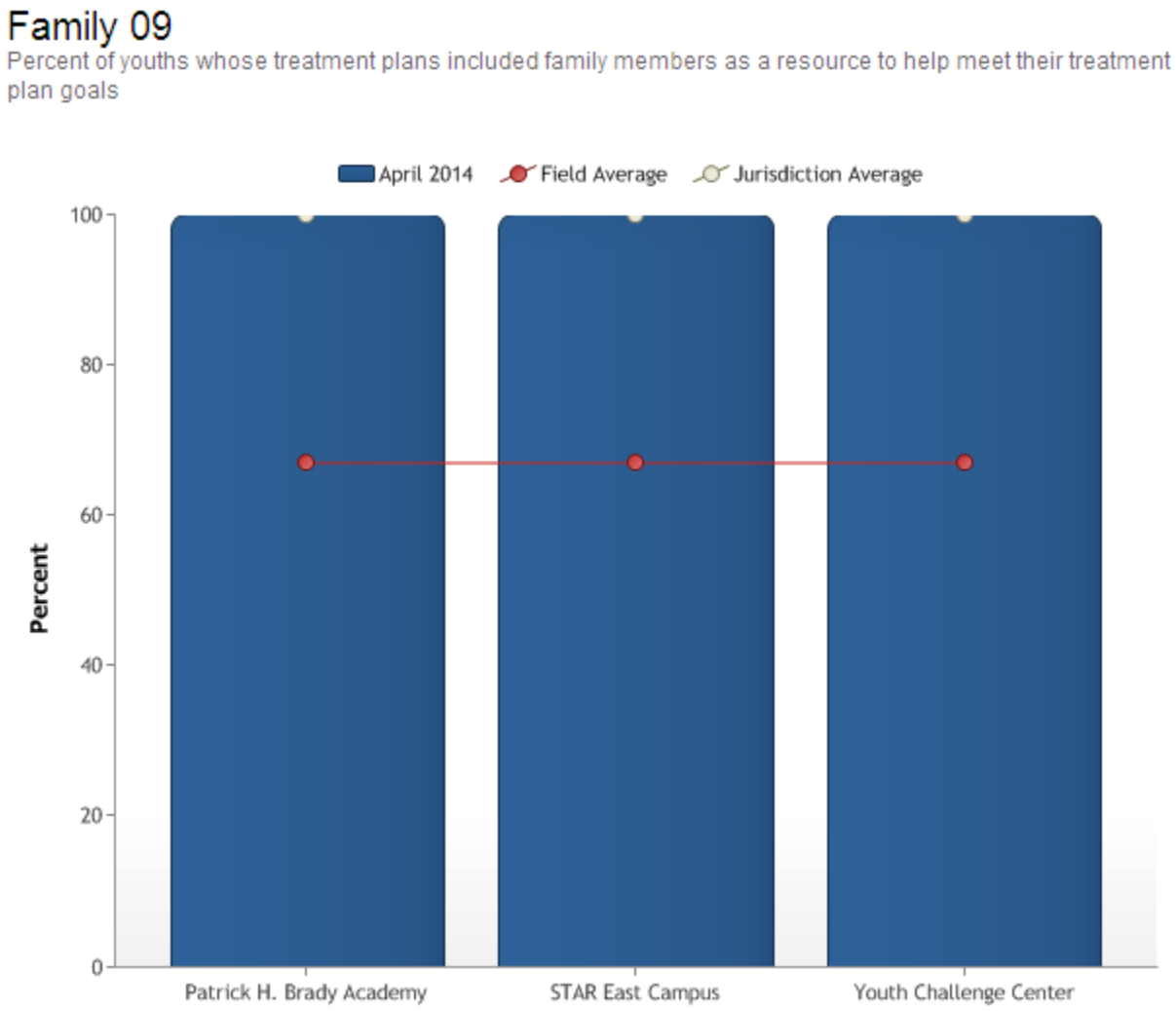
STAR East Camp

Percent of youths whose treatment plans included family members as a resource to help meet their treatment plan goals was 100 percent for the April data collection.

Youth Challenge Center

Percent of youths whose treatment plans included family members as a resource to help meet their treatment plan goals was 100 percent for the April data collection.

STAR PROGRAMS



Family 10 Person to talk to in the community

Percent of youths who report they have at least one person at home or in the community they will talk to when they need to talk or need help working out a problem.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 96.15%, slightly above the national average.

Brady Academy

Percent of youths who report they have at least one person at home or in the community they will talk to when they need to talk or need help working out a problem was 93.75 percent for the April data collection.

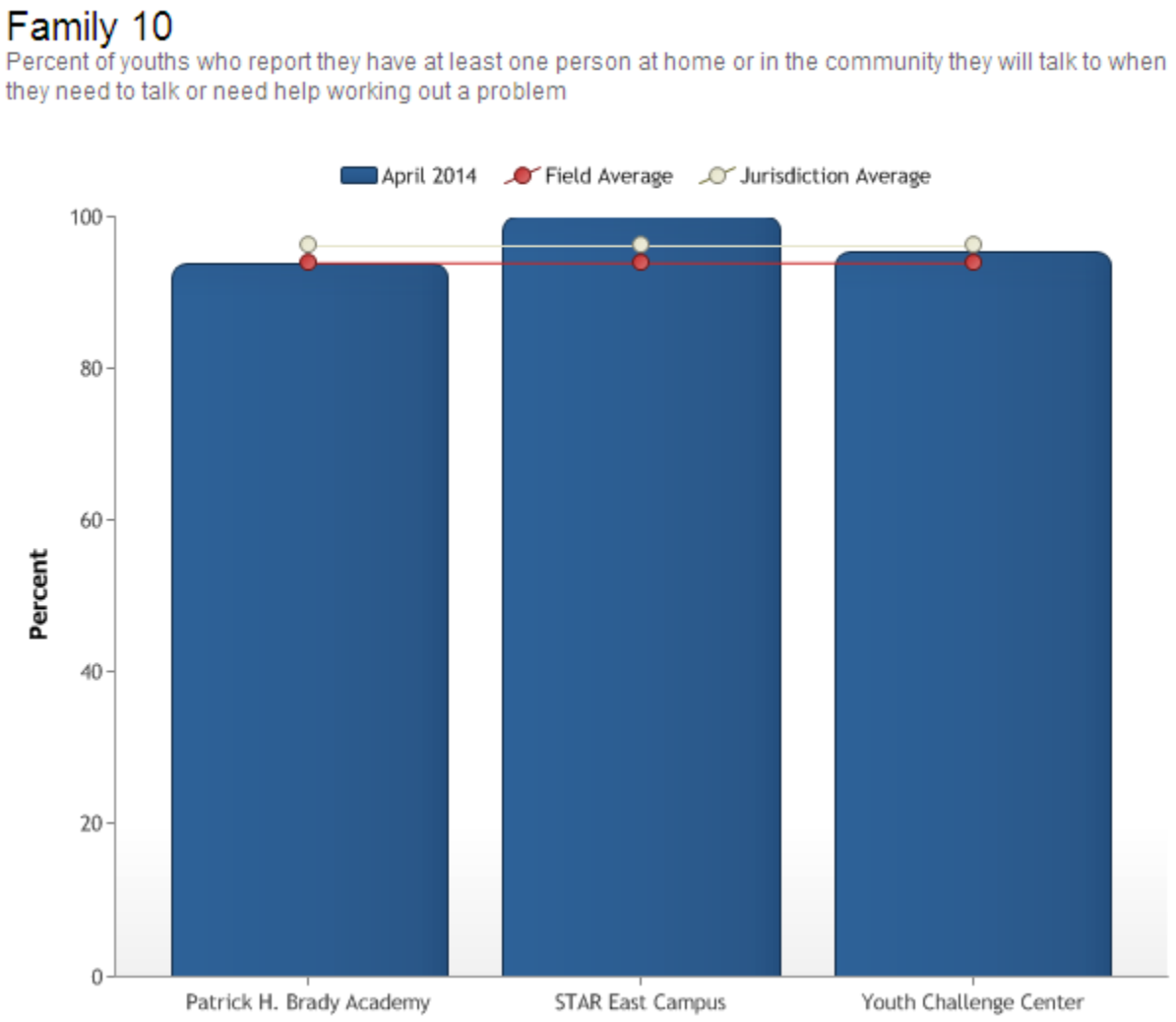
STAR East Camp

Percent of youths who report they have at least one person at home or in the community they will talk to when they need to talk or need help working out a problem was 100 percent for the April data collection.

Youth Challenge Center

Percent of youths who report they have at least one person at home or in the community they will talk to when they need to talk or need help working out a problem was 95.24 percent for the April data collection.

STAR PROGRAMS



Family 11 Aftercare plan includes support people

Percent of youths whose aftercare plans include identification of people who will support the youth in the community.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 97.22%, above the national average.

Brady Academy

Percent of youths whose aftercare plans include identification of people who will support the youth in the community was 93.33 percent for the April data collection.

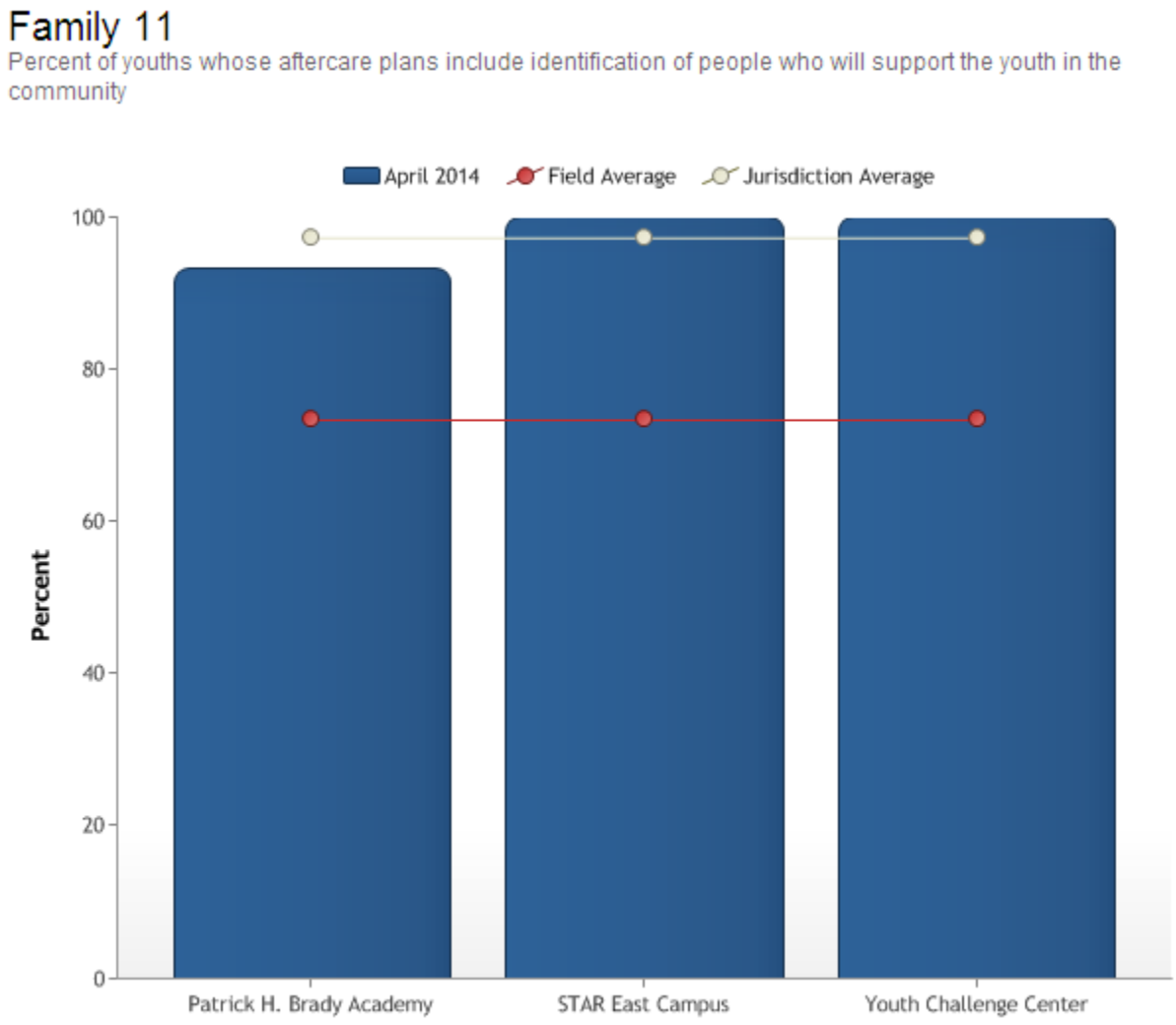
STAR East Camp

Percent of youths whose aftercare plans include identification of people who will support the youth in the community was 100 percent for the April data collection.

Youth Challenge Center

Percent of youths whose aftercare plans include identification of people who will support the youth in the community was 100 percent for the April data collection.

STAR PROGRAMS



Family 12 Prepared for youth to come home

Percent of families who report they are prepared for their child to come home.

Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 96.08%, slightly below the national average.

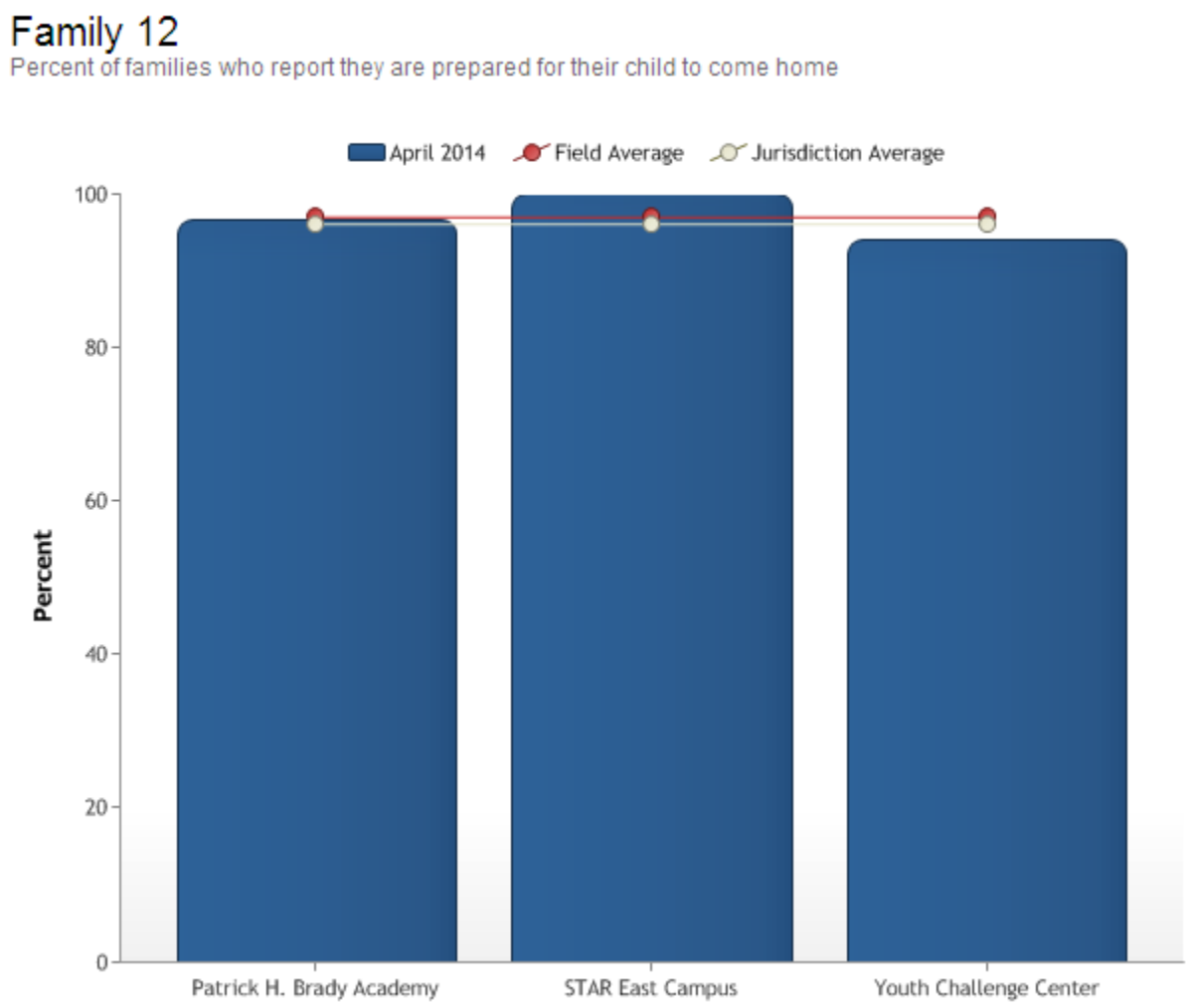
Brady Academy

Percent of families who report they are prepared for their child to come home wad 96.55 percent for the April data collection.

STAR East Camp

Percent of families who report they are prepared for their child to come home wad 100 percent for the April data collection.

Youth Challenge Center

Percent of families who report they are prepared for their child to come home wad 94.12 percent for the April data collection.

STAR PROGRAMS