

CYFD is tasked with one of the most essential functions of state government – promoting the wellbeing of New Mexico’s children and ensuring their protection and safety. Over the last five years, the Legislature has prioritized state spending to provide more support to at-risk children and families and investment in the Protective Services program has grown year-over-year at a higher rate than the rest of state spending. For FY20, the Protective Services program, met or nearly met only 50% of its targets. While still performing below target on critical measures, the program has made progress in some areas. As the program continues to implement new initiatives focused on preventive services, kinship placements, and improved staff training and support, performance should improve. Yet, much work remains and the challenges ahead are formidable.

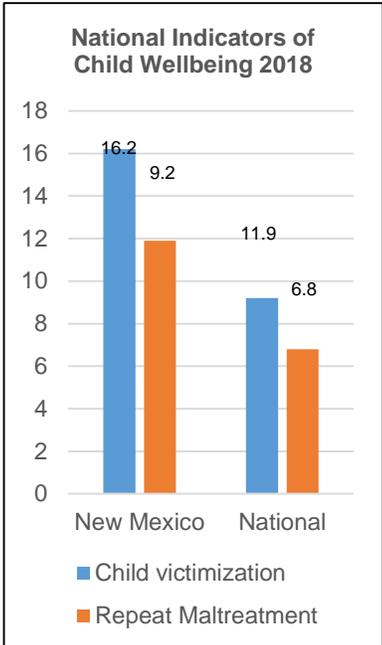
**AGENCY:** Children, Youth and Families Department (CYFD)

**DATE:** August 27, 2020

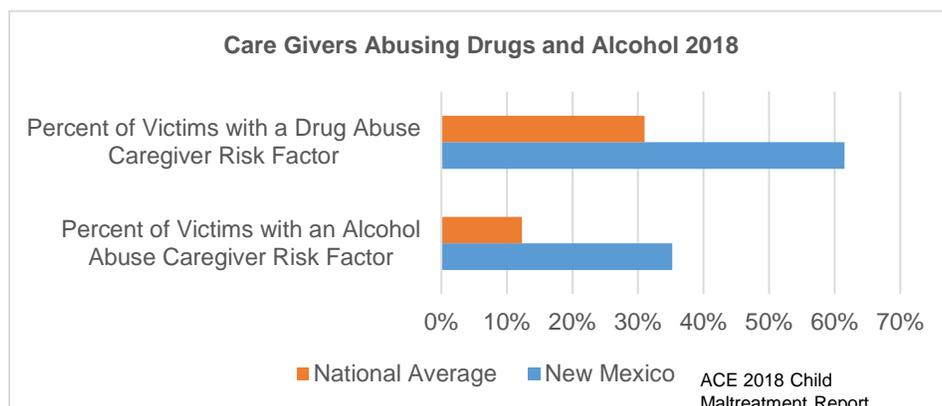
**PURPOSE OF HEARING:** Update Child Protective Services

**WITNESS:** Brian Blalock, Secretary CYFD

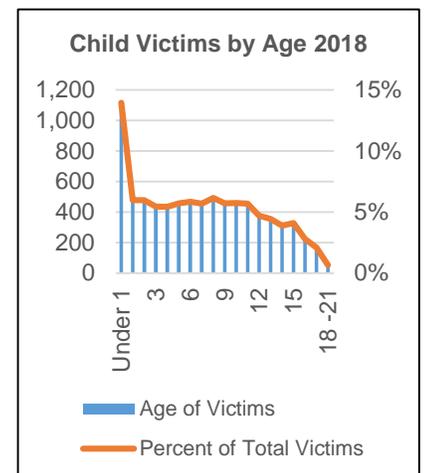
New Mexico ranks above the national average for child maltreatment (abuse and neglect), repeat maltreatment and child deaths. In 2018, 8,024 children were victims of abuse and neglect. This number equates to a victimization rate of 16.2 and means that for every 1,000 children in New Mexico, 16.2 of them are victims of abuse and neglect. New Mexico’s repeat maltreatment rate of 11.9 is one of the worst in the nation and has remained well above the national average of 6.8 for over a decade. New Mexico’s youngest children remain the most vulnerable. Fourteen percent of victims were less than a year old and 42 percent were 5-years old or younger. In 2018, 54 percent of substantiated child maltreatment reports in New Mexico involved neglect only, but in more than 35 percent of the cases there was a caregiver with an alcohol abuse risk factor and in an alarming 61.5 percent of the cases there was a caregiver with a drug abuse risk factor.



ACE 2018 Child Maltreatment Report



Twenty-six percent of New Mexico’s children live in poverty and 35 percent have parents who lack secure employment. Research has shown that rates of child maltreatment are 5 times higher for children in families with low socio-economic status compared to children in families with higher socio-economic status. Exposure to violence, family stress, inadequate housing, lack of preventive health care, poor nutrition, poverty and substance abuse undermines the health of New Mexico’s children and puts them at higher risk for abuse and neglect.



ACE 2018 Child Maltreatment Report

## New Mexico Child Protective Services Spending and Outcomes

State funding for the Protective Services Program rose from \$77.3 million in FY15 to \$105 million in FY20, a 35.7 percent increase. Protective Services funding significantly outpaced growth in overall state appropriations, which grew by 15 percent between FY15 and FY21. A majority of the increased spending focused on increasing personnel to reduce caseloads and staff turnover and providing additional funding for care and support. Spending in these two categories comprised approximately 78 percent of the program’s FY20 operating budget.

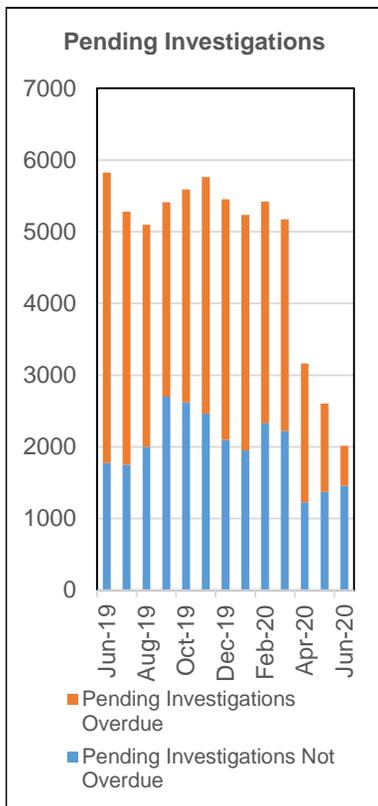
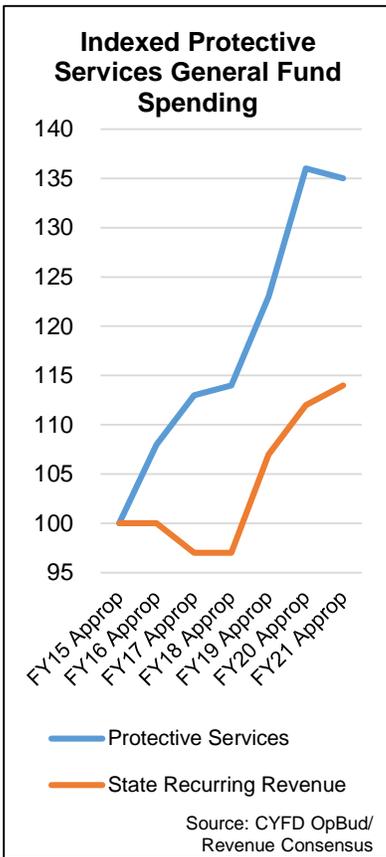
### Intake and Investigations

In FY20, CYFD’s statewide central intake received 40,720 reports of alleged abuse or neglect, which led to over 21,000 investigations. Nearly half of these reports were screened out following a determination that the report did not warrant an investigation. Total FY20 spending on intake and investigations was \$18.5 million. The program started FY20 with a substantial backlog of cases - 5,278 pending investigations, 76 percent of which were overdue - but ended the year with only 2,014 open investigations, of which only 554 (or 27 percent) were overdue. Progress in addressing the backlog was made mainly in the last quarter, when the program experienced a significant drop in referrals; 42 percent in April and 33 percent in May compared to prior year numbers.

A drop in reports of child abuse would usually be welcome news -- but with schools closed and children and youth at home, some experts believe that the recent decline in calls to child abuse and neglect hotlines might really mean more cases are going unnoticed. States across the country have seen considerable drops in child abuse reports as social distancing measures have kept people home and kids out of school. The Administration for Children and Families reports nationally 20.5 percent of reports of abuse and neglect are made by educational personnel, making educators the country’s primary reporters. The fact that many children are no longer visible to the vast majority of people who are trained and required to report, coupled with the steep decline in reports, is fueling concern about a surge in child abuse.

The strains on families are only rising as financial hardships grow for millions of Americans and are likely to have an outsized impact on already at-risk children. Rates of reported child neglect, for example, increased by 24.28% between 2007 and 2009 during the Great Recession, according to data from the Department of Health and Human Services.

Other advocates and child welfare experts warn that any assumption of a significant spike in abuse may be premature or overblown and losing hotline reports amid the pandemic is not catastrophic, because they are not that effective in identifying and preventing most cases of child abuse. According to data from the National Data Archive on Child Abuse and Neglect, reports by teachers and school staff are unsubstantiated 90 percent of the time. Experts say it could be months before we have solid statistics on these trends, but for now it appears that the number of child abuse reports in New Mexico are similar to the summer numbers seen in past years.



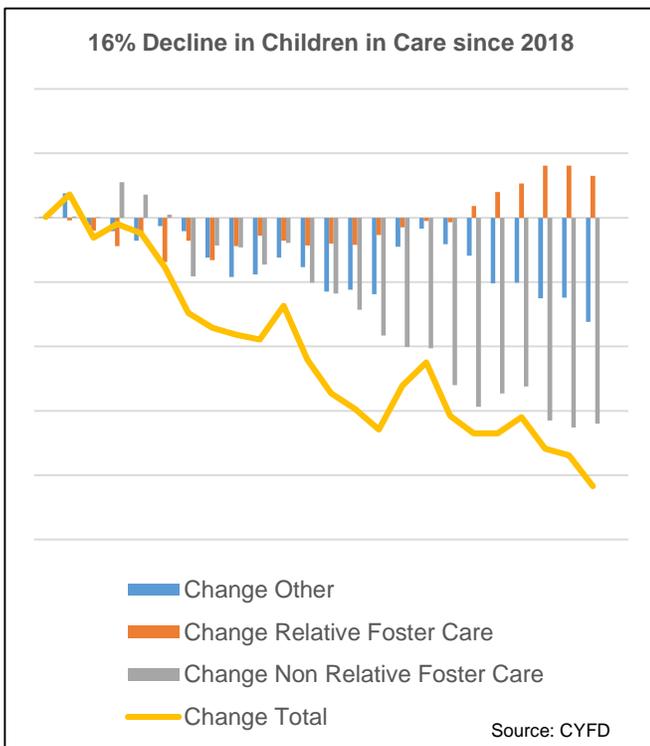
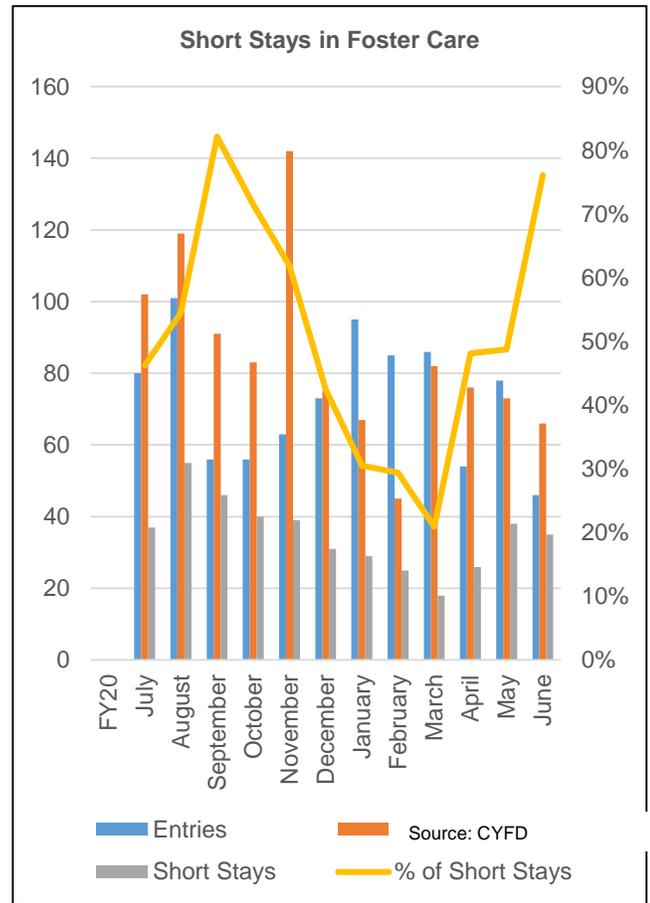
During an investigation, a CYFD worker assesses a variety of factors about a family’s situation to determine if children in the home are safe and if child maltreatment has occurred. In FY20, 6,561 investigations led to a finding of substantiated child maltreatment. Of these children, most were referred to other services, such as community-based or in-home services. Children were removed from their homes and placed in state custody only in approximately 16 percent of the cases.

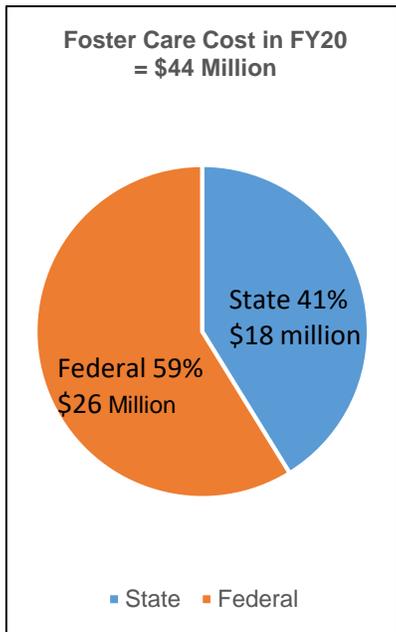
However, of those who entered foster care, 48 percent stayed in care for less than 30 days before being reunited with family, giving New Mexico one of the highest short-term placement rate in the nation. The national average is 8.7 percent. The high rate of short-term placements has significant impact on both the children and families who experience unnecessary trauma, as well as the operations of the program. Short-term placements add to the workload of the department and divert essential resources and attention away from the children and families who are unsafe or at risk. A recent LFC evaluation found that short-term placements cost the state up to \$13.7 million on year. Recommendations in the report include changing the Children Codes to place removal authority with CYFD, establishing formal case review by multidisciplinary teams, and ensuring best practices in staff recruitment and retention.

### State Custody - Foster Care, Adoptions and Guardianship

Since 2018, the number of children in CYFD custody has dropped by nearly 16 percent. Yet, spending on care and support and services for families interacting with Protective Services has increased by over 20 percent since 2015. In FY20, total spending on foster care, adoptions, guardianship, and independent living was \$51.1 million. Out of the \$44 million spent just on foster care, \$25.9 million (59 percent) was federal (Title IV-E) funding and \$18.1 million (41 percent) was state general fund.

Most Protective Services revenue is combination of state general fund and federal revenues such as Titles IV-B and IV-E of the Social Security Act and the Social Services Block Grant (SSBG). Title IV-B includes the Stephanie Tubbs Jones Child Welfare Services Program and the Promoting Safe and Stable Families Program. Title IV-E includes Foster Care, Adoption Assistance, Guardianship Assistance and the John H. Chaffee Foster Care Independence programs. The share of state versus federal funding varies between the program, some are at 50 percent, others are 25 percent and some are based on the Federal Medical

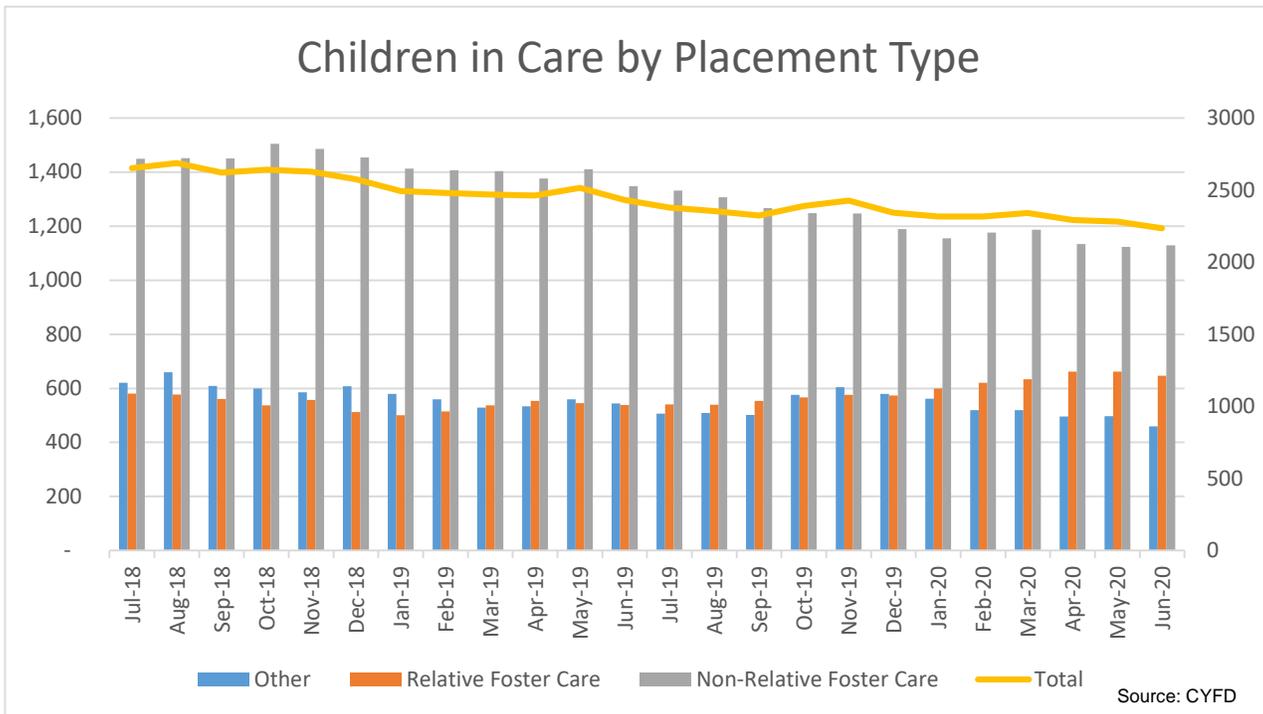




Source: CYFD

Assistance Percentage rate (FMAP rate). Federal Title IV-E foster care support represents a significant source of federal funds in the Protective Services Program, however, like many states; New Mexico struggles to qualify families due to an outdated federal income eligibility criteria resulting in the state’s increasing reliance on state revenues.

Developing more appropriate placement options, reducing congregate care and institutionalization, and increasing utilization of kinship care and guardianships are top priorities in CYFD’s strategic plan. When families cannot be kept intact, placing a child with a relative can minimize the trauma of removal and research confirms children in kinship homes fare better than those placed with strangers. They experience fewer placement changes and have better behavioral and mental health outcomes. Kin caregivers are more likely to provide a permanent home through guardianship, custody, or adoption and can also help preserve a child’s cultural identity and relationship to their community. In FY20, CYFD increased relative placement by nearly 20 percent. Protective Services aims to double this number over the next three years by promoting system changes to remove barriers to kinship placements, including streamlining foster care licensing requirements to allow the provision of services and economic support to relative placements.



Source: CYFD

In March, in response to the coronavirus pandemic, Congress enacted the Families First Coronavirus Response Act (FFCRA), which provided each state 6.2 additional FMAP percentage points. Since April 2020, CYFD received approximately \$1.6 million in increased FMAP payments and has utilized 100 percent of the funding to provide a \$175 per month supplemental payment to foster children and families. The FMAP increase is expected to last through the end of 2020 and the agency plans to continue the distribution of supplemental payments through the end of the year.

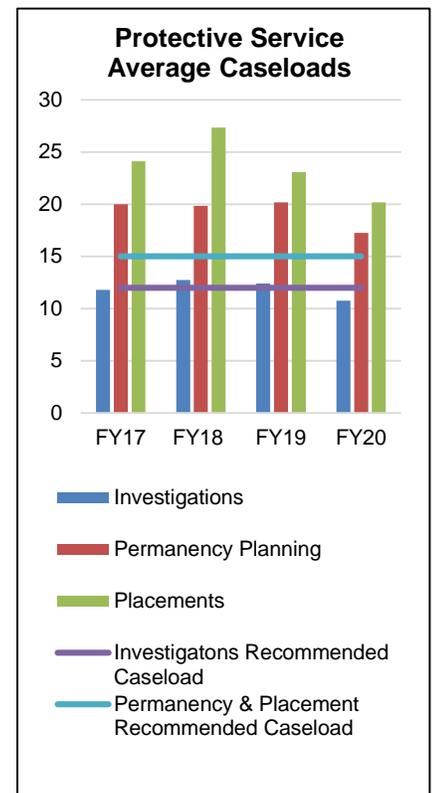
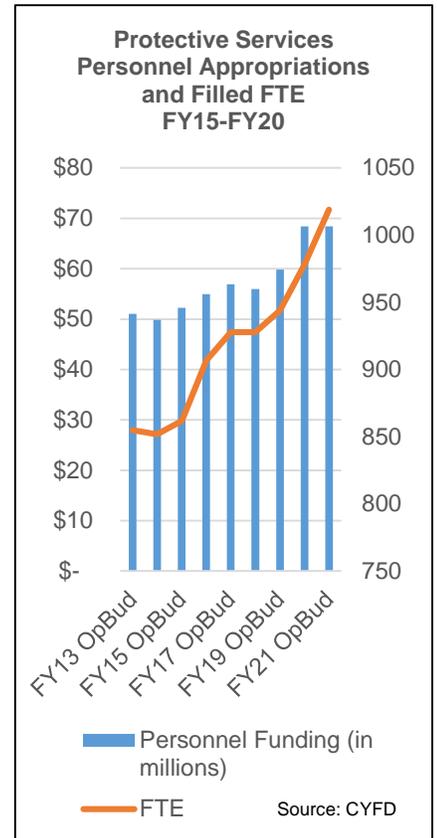
## Workforce

In FY20, Protective Services received 34 new FTE and over \$10 million to raise salaries to competitive levels, reduce vacancy and turnover rates, and lower caseloads and over the last year the program has seen some promising progress. The statewide turnover rate fell to 29.9 percent, down from 50.3 percent in April 2019, and the program ended the year with a vacancy rate of 11 percent, down from 22.1 percent in FY19. In the third quarter of FY20, PS saw turnover rates as low as 23% percent. It is possible that the shift in working conditions in the fourth quarter, due to the COVID-19 pandemic, was at least partially responsible for the uptick to 29.9% in the fourth quarter.

Protective Services is also making progress in lowering caseloads. For FY20, the average monthly investigation caseload was 10.8, under the Child Welfare League of America’s (CWLA) standard of less than 12. However, a recent LFC evaluation found that average filled caseload (e.g. the case per actual worker), was significantly higher in some regions, primarily due to vacant positions. Permanency, planning and placement caseloads are at their lowest levels since 2017, but remain stubbornly higher than the CWLA standard.

An experienced workforce is essential to successful child welfare outcomes and addressing staff turnover is one of the child welfare system’s greatest challenges. Employee departures can erode agency morale and upend an already-stressful work environment. The Annie E. Casey Foundation estimates that each exiting worker costs an agency on average around \$54,000 to replace. The Casey Foundation, in a report focused on helping child welfare agencies lower turnover rates, identified four main factors fueling staff turnover: stress, emotional exhaustion, job satisfaction; and the perception of the organization's commitment to employees. The report identified actions that agencies can take to create a positive working environment that supports the emotional well-being of their employees, including conducting annual surveys to better understand how they can support employees, hosting focus groups and retention interviews, offering counseling and training for managing secondary trauma. Overall the report concluded that when an agency communicates about its improvement plans and implements changes, employee satisfaction increases.

CYFD’s strategic plan initiatives include reducing vacancy rates, increasing training and support and investing in workforce development. In FY20, Protective Services implemented several initiatives to improve turnover rate, in-line with the recommendations in the Casey report, including rapid-hire events to fill vacancies more timely, a new supervisory framework that emphasizes staff support and skill-building, an overhaul of the PS pre-service training curriculum, hiring regionally based coaches to provide ongoing one-on-one support and skill development to staff, and annual staff surveys to identify key factors and trends related to staff morale, job knowledge, and gaps in training and support. Over all, in FY20 the program spent more than \$4.6 million on training and workforce development. Moving into FY21, the program received an increase of over \$2 million for personnel and workforce development. To see continuing improvement in vacancies and turnover, PS will need to double down on its efforts to retain and recruit employees and streamline the hiring process.



## FY21 Funding and New Initiatives

Protective Services’ appropriation from the general fund for FY21 was paired back from \$105 million to \$99 million during the 2020 special session, but remains 28 percent higher than 2015 levels. The program received additional funding for foster care and guardianship rate increases to expand kinship care and family reunification services, additional staff for permanency planning, and the implementation of new differential response system.

### Fostering Connections

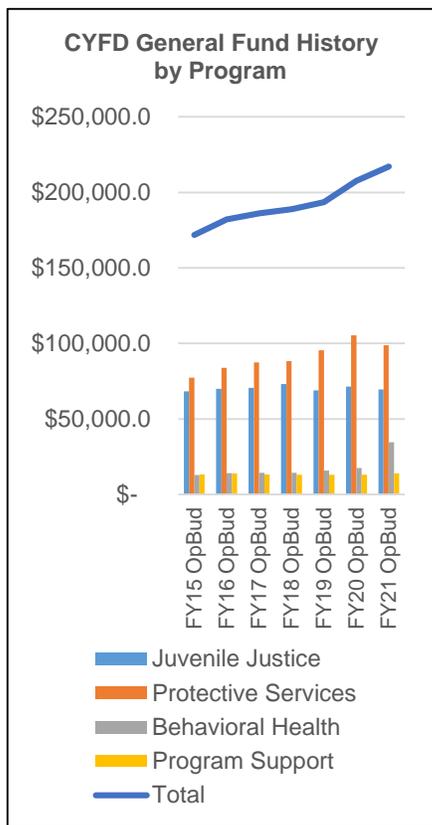
At the start of FY21, CYFD began providing extended foster care and services for young adults aging out of the traditional foster care system. The Fostering Connections Act (FCA), passed in the 2019 Legislative session, provides for extended foster care for eligible adults between 18 to 21 with a staggered implementation scheduled. Youths who turn 18 this year will be the first group eligible for housing assistance, help with job searches, access to food, medical and behavioral health support and assistance with college funds. Young people leaving foster care are often not prepared and do not have the needed support to transition successfully into adulthood at age 18. Research shows that forty percent of youths who age out of New Mexico’s foster care system experience homelessness. The program is voluntary and most of the young adults eligible for the program will continue to work with the same caseworker they had in CYFD custody, providing some stability and someone in the system familiar with their particular challenges.

### Differential Response

Due to both the human and fiscal costs associated with the removal of children, the goal of CYFD is to ensure that children only come into custody when they cannot be maintained safely in their own homes. During the 2019 session, the New Mexico Legislature passed a bill creating a framework for the establishment of a new “differential response” system at CYFD’s central intake facility. This multilevel response system will be rolled out in FY21 and will allow the department to offer preventative support services without having to initiate a formal investigation and will help prevent family separations in low risk cases. Services to stabilize families early and reduce long-term stress and harm are a key focus for policy makers and central to CYFD’s strategic plan. Prevention and intervention services include supports for household financial security, parenting skills, and community based behavioral and substance use services.

### Family Representation

New Mexico courts are statutorily required to provide legal representation to all children and parents, guardians, or custodians involved in abuse and neglect cases. High quality legal representation for children and parents in abuse and neglect cases is critical to ensuring due process and procedural fairness, improving judicial decision-making by providing the court with accurate, timely, and complete information about children and parents, and creating better long-term outcomes for children and their families, including higher rates of reunification and reduced time to permanency. Senate Joint Memorial 10, passed during the 2019 legislative session, created the Family Representation Task Force and directed the task force to analyze the current system in New Mexico. The Task Force report, submitted in July, recommends the creation of a new independent agency, the Office of Family



Source: CYFD and DFA

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Representation and Advocacy, to provide quality representation and advocacy for children and parents involved in abuse and neglect and other children's court proceedings. The proposed structural model is similar to the Law Offices of the Public Defender. The Office of Family Representation is expected to cost between \$17.1 and \$17.7 million annually. After factoring in the current funding available, including \$5.7 million already appropriated to the Administrative Office of the Courts for family representation and \$4.3 million in projected federal matching funds, it is estimated that the new agency will need an additional \$7.5 million annually in state general fund. Annual benefits are estimated to range from \$4.9 million to \$11.7 million primarily derived from shorter lengths of stay in state custody.

## Child Welfare System Reform

Child welfare systems are moving upstream nationally, reflecting a growing recognition of the importance of prevention and early intervention to keep children safe and preserve and strengthen families. The emphasis is shifting from creating permanency outcomes for children in foster care to keeping children and families out of the system all together. The federal Family First Prevention Services Act formalizes this shift in policy and practice and creates incentives for states to move money from the back-end of the system to the front-end to fund efforts in prevention and early intervention.

In June 2020, the President signed an Executive Order aimed at improving outcomes for children and families in the foster care system. It focuses on three main reform areas: 1. Improving partnerships between state agencies and public, private, faith-based, and community organizations via improved data collection and data sharing; 2. Improving resources for caregivers and those in care via improved availability of trauma-informed training and other programs; and 3. Improving federal oversight over statutory child welfare requirements. The Order calls for an increase in guardianships through the Title IV-E Guardianship Assistance Program, which provides Federal reimbursement for payments to guardians and for associated administrative costs, as well as the enhancement of support for kinship care and youth exiting foster care. The order also mandates greater flexibility in the use of federal funds to support and encourage high-quality legal representation for parents and children, including pre-petition representation, in order to achieve permanence for children who have come into the care and custody of the State in a more efficient and cost effective manner.

The negative effects of poverty on children and youth cannot be understated. To help children grow into prepared, productive adults, parents need jobs with family-sustaining pay. Parents struggling with financial hardship have fewer resources available to foster their children's development and are more prone to face severe stress and depression, which can interfere with effective parenting. These findings underscore the importance of two-generation approaches to ending poverty, which address the needs of parents and children at the same time so that both can succeed together. By 2022, the Family First Prevention Services Act will be providing more than \$180 million a year to help state and local governments make investments in preventative efforts. As more upstream prevention programs are rolled out child welfare, early childhood, and other family support systems will have to overcome operational barriers that can undercut attempts to improve the health and wellbeing of children and their families.

A recent report from Harvard’s Kennedy School of Public Policy Government Performance Lab, warned that currently upstream prevention programs are inconsistently reaching the children and families who would benefit most from early help. The article found that most child welfare interventions are reactive, resulting in actions only after suspected maltreatment has occurred. When children are at risk or unsafe, governments typical fund community organizations to deliver help to these children and their families – yet contracting is too often seen as an administrative function, and there is limited focus on working with these providers to produce better results. These services are rarely coordinated with other supportive programs, despite many families having addiction, domestic violence, housing, or other needs. The article highlighted a number of management and delivery solutions developed by child welfare agencies across the country that can be used to improve results for children and families, provided in the text below.

## **CHILD WELFARE MANAGEMENT AND DELIVERY SOLUTIONS**

### ***Strengthening prevention among families at risk of experiencing maltreatment***

- *Prioritize highest-risk families for family home visiting and other prevention programs rather than filling slots in an ad hoc manner*
- *Systematically review child fatality trends to uncover earlier opportunities to intervene, including among families not previously reported to a child welfare agency*
- *Improve effectiveness of screening and investigatory decision-making through regular adjustments based on analysis of outcomes*
- *Refine maltreatment reporting campaigns by comparing child protection trends with Medicaid data*

### ***Improving effectiveness of child welfare interventions***

- *Rebalance service mix by segmenting subpopulation needs and tracking unmet demand in addition to past utilization*
- *Use results-driven contracting approaches to align procurements and provider incentives with strategic goals*
- *Make seamless handoffs that connect families to the best-fit services*
- *Drive real-time improvements to service delivery through active contract management*
- *Accelerate permanency by using data to uncover stalled cases and address systematic case management barriers*
- *Strengthen foster, kin, and adoptive resources through analytically-informed recruitment, matching, and retention*
- *Analyze workforce data to improve recruitment, retention, and supervision of frontline staff*

### ***Taking a more coordinated approach to improving outcomes***

- *Overcome service delivery silos for families involved with child welfare, behavioral health, juvenile justice, and other social service systems*
- *Reduce disproportionality and disparity of families’ experiences with the child welfare system*
- *Build linkages to help young people bridge the gap from foster care into adulthood*
- *Provide whole-family supports to the most vulnerable children and families*
- *Regularly offer judges family outcomes data that can improve decision-making by the courts*
- *Help service providers manage with data and retool their business models*

In FY20, the Legislature identified child well-being as a key strategy to improve long-term outcomes for New Mexico's children. Appropriations across the Children, Youth and Families Department's (CYFD) programs grew by more than 12 percent over FY19 levels. The results of this investment are as yet unclear.

The Protective Services program, while still performing below target on critical measures, has made incremental progress in some areas. As the program continues to implement new initiatives focused on preventive services, kinship placements, and improved staff training and support, performance should improve. The number of clients served through the Juvenile Justice Services program continues to decline, which is good, but leaves the program with the hardest to serve clients and half empty facilities. The Behavioral Health Services program continues to perform above its targeted levels, but will face new challenges as the program is set to expand exponentially in FY21. BHS has a central role in the department's strategic plan to increase community-based mental health services and build a trauma-responsive system of care.

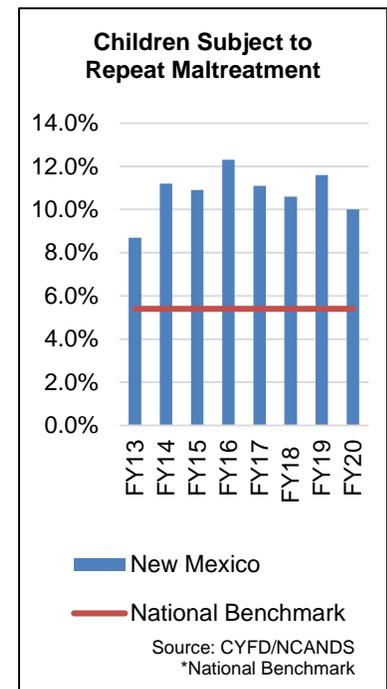
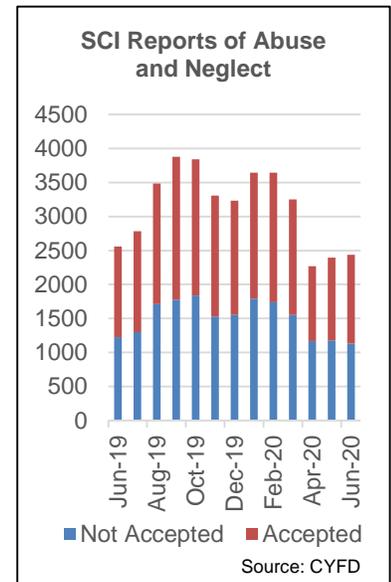
Performance over the last two quarters of FY20 was impacted by the COVID-19 public health emergency. Due to the breadth and scope of the pandemic, CYFD had to drastically alter normal business practices, including moving to telework and on-line visitations. The department's capacity to ensure the safety and wellbeing of its vulnerable clients has been strained and staff and resources have been stretched to meet new demands and challenges. Since March, abuse, neglect and domestic violence referrals and reports have declined. Concerns about underreporting and negative behavioral health outcomes continue to grow.

**Protective Services**

The Protective Services (PS) program turned in a mixed performance for FY20, meeting targets for only three measures. Over the last 6 years, repeat maltreatment rates have remained stubbornly higher than the national average. However, the program ended FY20 with repeat maltreatment rates at their lowest levels since 2013. These measures are an indicator of whether CYFD is taking the appropriate actions when caregivers are found to maltreat their children, and whether agency interventions enable families to keep children safe in the long term. Improvements in the case planning involved in these types of interventions should have a positive impact on this measure. In the last year, PS has trained supervisors and field staff in behaviorally based treatment plans, designed to address the issue of "cookie-cutter" treatment plans for families involved in In-Home Services or legal foster care (I-HS/FSS). The program's new safety assessment is one year into implementation and an improved service matrix to aid investigators in making the right decisions about family needs based on safety and risk assessments has been disseminated. Families with risk require services through a "warm hand-off" between PS, families, and community service providers and the addition of 17 new I-HS/FSS contracts will

**ACTION PLAN**

Submitted by agency?	Yes
Timeline assigned?	Yes
Responsibility assigned?	Yes



give field workers better options for referring higher-risk families to services, whereas in some counties, these options were previously limited or non-existent.

In the last quarter referrals have been lower, largely attributed to the closure of school and other restrictions on activities imposed in response to the COVID-19 pandemic. Children are spending nearly all of their time at home and have less interaction with other adults, making it harder for youths to report abuse or for anyone outside the home to notice. While concerns about unreported abuse are serious and on-going, the drop in cases has resulted in the program addressing the backlog of investigations. Currently, there are about 20 percent of investigations that are overdue, meaning still open after 45 days.

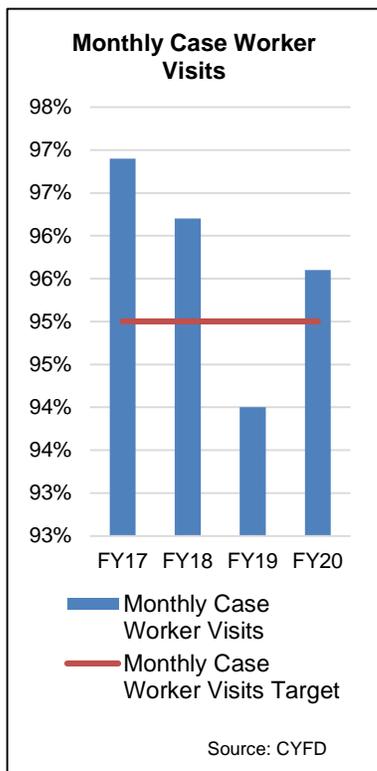
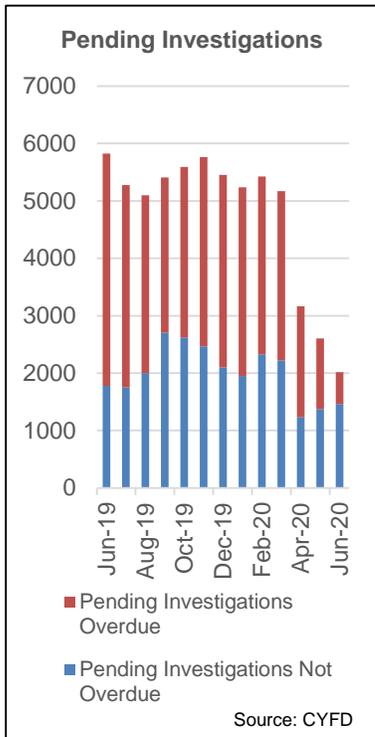
Regular, high-quality, face-to-face visitation with children in PS custody is vital to ensuring child safety and well-being. For FY20, CYFD achieved an over 96 percent visitation rate, exceeding the target. The program will need to continue to focus on improving and facilitating visitations, as alternative visitation arrangements, such as video conferencing were required due to the COVID-19 pandemic.

The program fell well under its targets related to placement stability and time to permanency. To see improvement in these measures, the program is working on reducing lateral moves and analyzing the needs of foster parent to ensure better accept referrals for foster parents (both relative and non-relative) and foster children to prevent placement disruptions and improve foster parents' capacity to manage challenging behaviors. PS is also working to increase initial relative placements, which are inherently more stable. As placement stability is a rolling 12-month measure, the impact of more relative placements should continue to help drive improvement in these measures. In the last year, PS has emphasized the need for timely change of plans when reunification is no longer viable, improved case tracking and the early identification of cases that are appropriate for permanent guardianship.

**Budget: \$177,835.1 FTE: 816.5**

Children who are not the subject of substantiated maltreatment within six months of a prior determination of substantiated maltreatment  
 Rate of maltreatment victimizations per one hundred thousand days in foster care  
 Families with a completed investigation who engaged in prevention services for thirty days or more  
 Children who have another substantiated or indicated maltreatment report within 12 months of their initial report  
 Of children in foster care for more than eight days, percent of children who achieve permanency within 12 months of entry into foster care  
 Maltreatment victimizations per 100,000 days in foster care  
 Children in foster care who have at least one monthly visit with their caseworker  
 Of children who enter foster care during a twelve-month period and stay for more than eight days, placement moves per one thousand days of foster care

	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	Rating
Children who are not the subject of substantiated maltreatment within six months of a prior determination of substantiated maltreatment	89.9%	89.6%	93%	90%	R
Rate of maltreatment victimizations per one hundred thousand days in foster care	21%	13.4%	8.5%	12.6%	R
Families with a completed investigation who engaged in prevention services for thirty days or more	-	4.5%	20%	6.4%	R
Children who have another substantiated or indicated maltreatment report within 12 months of their initial report	15%	17%	9.1%	14.1%	R
Of children in foster care for more than eight days, percent of children who achieve permanency within 12 months of entry into foster care	30.6%	28.5%	42%	26.8%	R
Maltreatment victimizations per 100,000 days in foster care	8.2	16.4	8.0	9.3	Y
Children in foster care who have at least one monthly visit with their caseworker	96.2%	94.1%	94.8%	95.6%	G
Of children who enter foster care during a twelve-month period and stay for more than eight days, placement moves per one thousand days of foster care	6.89	7.79	4.12	5.84	Y



Children in foster care for more than eight days, who achieve permanency within twelve months of entry into foster care	28.4%	32.3%	40.5%	29.3%	<b>R</b>
Children in foster care for twelve to twenty-three months at the start of a twelve-month period, who achieve permanency within that twelve-month period	40.4%	36.5%	44%	40.2%	<b>Y</b>
Children in foster care for twenty-four months (or more) at the start of a twelve-month period, who achieve permanency within that twelve-month period	34.8%	36.6%	32%	34%	<b>G</b>
Turnover rate for protective services workers	26.3%	39.7%	20%	29.9%	<b>Y</b>
<b>Program Rating</b>					<b>R</b>

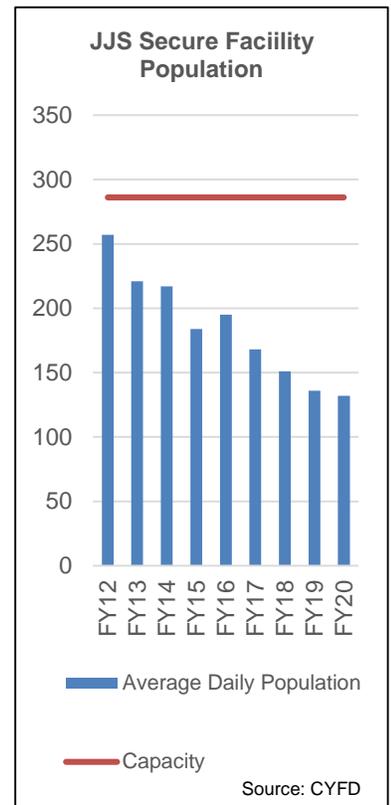
### Juvenile Justice Services

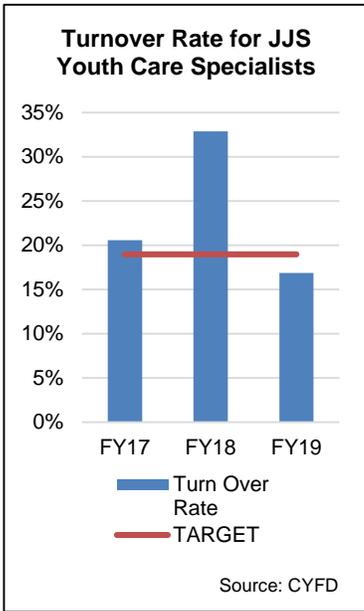
For FY20, the Juvenile Justice Services (JJS) program met or nearly met four of its nine targets. JJS missed its target for physical assault (by only two incidents), largely due to a significant jump in physical assaults in the fourth quarter – 40 percent of the 287 total assaults for the year occurred during this quarter. This could be attributed to high levels of anxiety resulting from the pandemic, especially among JJS clients who have experienced significant trauma and can be impulsive and highly aggressive.

JJS struggled to meet its targets related to recidivism. The program has seen a significant (approximately 42 percent) drop in population from FY15 to FY20, and while the overall percentage of recidivism remains above targeted levels, the actual number of clients that it represents remains almost flat. For FY20, in actual numbers, 15 clients out of 103 that were discharged from CYFD facilities entered an adult correctional facility. According to the National Reentry and Resource Center, recidivism rates are often reported at 50 percent or higher for youth released from secure facilities. The upward trend in recidivism numbers is concerning and research suggests that youth who are at high risk of reoffending need to be identified and matched to the most appropriate level/length of supervision earlier on in their system involvement. As reform efforts have progressed and juvenile referrals and those committed to secure facilities has declined, there is some evidence that intervention and diversion efforts have resulted in lower recidivism rates.

JJS exceeded its target related to the percentage of clients completing probation, ending the year with close to a 94 percent success rate. Since 2018, JJS has significantly improved its performance on this critical measure. CYFD’s new “Fostering Connections” initiative, will allow older youth that have left field supervision to receive supports such as housing and medical insurance which are both factors in achieving long term success.

For FY20, JJS met its targeted turnover rate for youth care specialist, ending the year with a turnover rate just one percent higher than the rate for FY19, but 45 percent lower than FY18.





Budget: \$74,603.8 FTE: 882.8

	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	Rating
Physical assaults in juvenile justice facilities	284	235	<285	287	Y
JJS facility clients age 18 and older who enter adults corrections within two years after discharge from a JJS facility	6.9%	21.5%	9%	14.6%	R
Clients who successfully complete formal probation	85.6%	85.8%	86%	93.7%	G
Recidivism rates of clients discharged from field formal supervision	20.1%	20%	12%	20%	R
Recidivism rates for youth discharged from commitments	36.2%	44.5%	35%	45.7%	R
JJS facility clients who improved in math (NWEA MAP)	-	70.5%	60%	67.6%	G
JJS facility clients who improved in reading (NWEA MAP)	-	50%	60%	40.6%	R
Substantiated complaints of clients of abuse or neglect in juvenile justice facilities	10.7%	10%	10%	11%	Y
Turnover rate for youth care specialists	32.9%	16.9%	19%	18.1%	G
<b>Program Rating</b>					<b>Y</b>

### Behavioral Health Services

The Behavior Health program’s infant and early childhood mental health program continued to perform above targeted levels for FY20. The program oversees mental health services offered by CYFD contracted agencies to parents or caregivers and their infants or young children, ages 0 to 5 years, in the custody of CYFD. During FY20 Q4, the program monitored six infants for additional referrals to protective services. None of the six infants have had an additional referral to protective services. Community Behavioral Health Clinicians (CBHCs) consult, assess needs, coordinate teams, and advocate internally and externally for the target population of children and youth involved with protective services and juvenile justice services. Behavior health services are essential for system involved children and youth who often have high levels of acute trauma. In FY20, the program narrowly missed its target of 75 percent, but saw a 12 percent increase in services from FY19. BHS has filled several of the vacant positions resulting in additional capacity and CBHC’s have taken on the role of providing oversight and assignment to all protective service involved youth placed in out of state residential treatment centers. In FY21, CBHCs will add ten new positions allowing for more involvement and engagement in protective service cases and will be available to address urgent needs such as disruption from foster homes and teaming around youth placed in emergency shelters.

Budget: \$20,232.1 FTE: 80.5

	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	Rating
Youth receiving community-based and juvenile detention center behavioral health services who perceive they are doing better in school or work because of received services	-	51.8%	75%	64%	Y
Infants served by infant mental health teams with a team recommendation for unification who have not had additional referrals to the Protective Services program	91%	100%	92%	94%	G
<b>Program Rating</b>					<b>G</b>

