



DEPARTMENT OF YOUTH REHABILITATION SERVICES

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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1 DEPARTMENT OF YOUTH REHABILITATION SERVICES

Mission: The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

Services: The DC Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and stable secure residential and community-based programs to court-involved youth. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior. In addition, DYRS provides secure detention and effective detention alternative programs to youth who are placed under the custody of the D.C. Superior Court's Division of Social Services.

2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>Move of Title 16 Youth to New Beginnings: Our Title 16 youth were at the Youth Services Center pre-pandemic. YSC is intended as a short-term detention center for youth awaiting trial or placement elsewhere, thus has extremely limited outdoor space for recreation and indoor space for programming. Due to delays in court processing and the age of the Title 16 youth, many have already been with DYRS for years and could remain incarcerated with us pending their transfer to a Bureau of Prison (BOP facility) for several years more. Due to limited physical and programmatic supports at YSC and open housing units at New Beginnings (NB), we transitioned Title 16 youth to NB in 2022. At NB, youth can engage in additional workforce development—culinary, HVAC, horticulture, and automotive—as well as physical space for extensive outdoor activities including flag football, running and outdoor basketball. Of note, the Title 16 youth are developing a mentoring program for the younger, DYRS committed youth NB, sharing their experiences to steer younger youth away from continued risky behaviors.</p>	<p>Transitioning a large population from one facility to another significantly impacts the operations of both facilities. Everything from schooling, security, and programming must be modified at both facilities. However, due to a collaborative working group featuring staff from every department, the transfer occurred with minimal disruption. Additionally, staff are pleased that this Title 16 youth are now placed in a more humane environment, hopefully resulting in better long-term rehabilitative outcomes.</p>	<p>Title 16 youth are District juveniles charged as adults due to the severity of their offense. This population receiving treatment tailored to their unique needs will, hopefully, result in improved public safety outcomes for District residents.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>Educational and Vocational Achievements</p> <p>One of DYRS primary responsibilities is ensuring that our youth are progressing educationally and vocationally. We are proud to report that this summer we graduated the largest number of youth from high school/GED at our secure programs Youth Services Center and New Beginnings and we have youth attending both UDC 4-Year and Community Colleges. DYRS served as a site for the Summer Youth Employment Program (SYEP) at our Achievement Centers, providing summer employment to 40 youth, including both youth committed to DYRS and non-committed youth. Programming including App Development, Culinary, and Green Infrastructure. Building upon our community work, DYRS also hosted a back-to-school event at the RISE Center, where we provided school supplies, haircuts, and uniforms to more than 350 community youth. Though not directly related to youth education/vocation, please know that staff education (training and professional development) is also a priority for us. This year we introduced ROCA Rewire training, a Cognitive Behavioral Theory (CBT) model, to our staff. We completed our first cohort over the summer and started cohort #2. The training will ensure our team is trained in proven violence intervention/prevention strategies.</p>	<p>Staff morale and staff effectiveness improve when our youth succeed.</p>	<p>DYRS's clients are DC youth who have been found involved in a delinquent act. Providing DYRS youth with education, workforce development training, and employment opportunities puts our youth on a path to become positive members of DC, which helps them and all DC residents.</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.	5	3
Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.	10	2
Create and maintain a highly efficient, transparent, and responsive District government.	11	1

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.		
Intake and assessment	Conduct assessments and screens at the intake of a young person at the Youth Services Center to inform placement and service delivery decisions.	Daily Service
Ensure safety of facilities	Monitor and supervise young people held at secure facilities.	Daily Service
Deliver appropriate services	Prepare young people in facilities to succeed in the community.	Daily Service
Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.		
Case planning and management	Organize and monitor services, supports, and opportunities that respond to a young person's needs in alignment with positive youth development.	Daily Service
Service, support, and opportunity provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed.	Daily Service
Create and maintain a highly efficient, transparent, and responsive District government.		
Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

5 2022 STRATEGIC INITIATIVES

In FY 2022, Department of Youth Rehabilitation Services had 3 Strategic Initiatives and completed 100%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Enhance Educational Services at the Youth Services Center	After a competitive solicitation process, DYRS is bringing on a new educational partner at the Youth Services Center (YSC). The Agency and the educational partner will work closely together to enhance the educational services offered to the residents at YSC. The Agency's focus will be ensuring there is minimal disruption to each resident's educational plan while they are securely detained at YSC.	Complete	Maya Angelou Academy is working with youth at YSC and NB. They are open and willing to work without youth with complex educational issues as well as mental health issues. The transition has been smooth.	
Comply with National Health Standards for Health and Mental Health Services	DYRS will ensure compliance with national standards for health and mental services to maintain national accreditations. The Health Services Administration and Behavioral Health Division will closely monitor this through meetings and Continuous Quality Improvement (CQI) to ensure standards are met throughout the year.	Complete	Our NCCHC Survey Site Visit internal committee continues to meet now biweekly to prepare for the anticipated upcoming site visit.	
Strengthen Community Programs	DYRS will improve the job-readiness programming for our youth by expanding on the VOLT (Vocational Opportunities Learning and Training) Academy. The VOLT Academy was created by DYRS and is designed as a rigorous, industry-aligned career program that ensures youth are ready for in-demand, high-wage career pathways. Of the current Volt Academy participants, 100% identify as racial minorities, which is in line with the District's initiative to promote more racially equitable outcomes.	Complete	The Volt Academy is a rigorous, industry aligned, 7-week vocational program that ensures trainees are ready for in-demand, high-wage career pathways.	

6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.											
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Down is Better	4.4	4.3	7	6.2	1.8	9.1	5.8	5.7	Met	
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Down is Better	6.6	3.5	5	1.5	3.4	4.8	6	3.9	Met	
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Down is Better	5.5	3.7	5	13.2	7.9	8.3	2.8	8.1	Unmet	There are no specific barriers that are keeping us from meeting this KPI. Most of these (Y/S assault) are driven by human (youths) behaviors . The mental state of the youths play a role in this. Some of the youths are repeat offenders who repeatedly confront staff aggressively when redirected. Some have oppositional disorders and other mental health problems.
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Down is Better	5.2	2.3	7	0.9	3.6	4	1.8	2.6	Met	
Percent of direct care staff in full compliance with training requirements	Up is Better	94.9%	98.9%	90%	96%	91.7%	90.9%	94.3%	92.2%	Met	
Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.											
Percent of committed youth not re-arrested	Up is Better	71.4%	92.7%	75%	94.3%	91.7%	92.6%	99.2%	94.3%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Average daily population of youth on abscondence for more than 24 hours	Down is Better	11	4.4	15	7.5	3	5.5	2.3	4.6	Met	
Percent of committed youth placed in out-of-state facilities	Down is Better	8.5%	9.3%	15%	9.1%	10.8%	14.2%	13.1%	11.7%	Met	
Percent of committed youth placed in the community	Up is Better	53.2%	39.1%	55%	41.5%	36.9%	56.6%	33.7%	42%	Unmet	The presenting charges are increasingly more violent which increases the levels of the youth and often requires the placement options to be a residential placement with wrap around services and a step down prior to placement in the community. Our youth have complex trauma and in most cases require intensive behavior interventions including placement in a Psychiatric treatment facility or therapeutic treatment facility to stabilize the youth and afford them the opportunity to be prepared return into the community. Some have caused grave harm in their neighborhoods and need a foster home or a placement out of the area for their own safety and security. Our goal is to always place our youth in the least restrictive, most homelike environment.

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Up is Better	89%	93.3%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.45%	Met	
% of youth whose family is engaged in Team Decision Making Meetings (TDM)	Up is Better	81.8%	86.4%	70%	86.8%	80.6%	93.8%	79.2%	81.6%	Met	
% of youth with a job or enrolled in school or training at commitment expiration	Up is Better	69.5%	80%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	49%	Unmet	All committed youth are enrolled in school or a GED program while committed, however, some youth close out their commitments while in abscondence which can affect this outcome. Other youth are rearrested and detained in other jurisdictions which makes it impossible for us to get the youth enrolled in programming. The workforce development and education teams work collaboratively to provide a variety of opportunities for youth to have their educational needs and career goals met. Even in post commitment, youth still have access to workforce development, career exploration, AC programming and supportive services.
Percentage of BBDC Credible Messenger weekly summaries submitted on time	Up is Better	New in 2022	New in 2022	New in 2022	100%	100%	100%	80%	93.3%	-	

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Average number of trainings attended by BBDC Credible Messengers	Up is Better	New in 2022	New in 2022	New in 2022	5	3	2	2	3	-	
Average number of community meetings attended by BBDC representatives	Up is Better	New in 2022	New in 2022	New in 2022	10	13	15	8	13.5	-	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Deliver appropriate services							
Average daily engagement in positive youth development programming at YSC	0.6	0.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Average daily engagement in positive youth development programming at New Beginnings	0.2	0.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.2
Cost of secure placement per day	\$127,116.06	\$129,812.78	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$130,701.78
Average daily population of non-committed youth in alternative to detention placements	16.1	10.4	10.5	16	22	27.5	19
Ensure safety of facilities							
Average daily ratio of direct care staff to youth	3.5	2.6	3.3	3.4	2.9	3.2	2.4
Average daily population at the Youth Services Center	43.8	56.5	51.2	56	58	49.3	53.6
Average daily population at New Beginnings	31.4	38.1	28.1	25	26	35.2	28.6
Intake and assessment							
Average number of daily admissions to the Youth Services Center	5.6	3.6	3.5	4.3	4.8	4.1	4.2
Case planning and management							
Average length of commitment	757.2	695.8	Annual Measure	Annual Measure	Annual Measure	Annual Measure	719.9
Average caseload	9.5	8.7	7.8	7.3	7.7	7.9	7.7
Service, support, and opportunity provision							
Average daily engagement in positive youth development services per youth in the community	0.5	0.5	0.3	0.4	0.5	0.3	0.4
Number of Neighborhood microgrants to community members to support community-based efforts in Building Blocks DC neighborhoods	New in 2022	New in 2022	No data available	No data available	No data available	No applicable incidents	No data available
Number of neighborhood grants to community-based organizations to support neighborhood action plans and other community-based efforts in Building Blocks DC neighborhoods	New in 2022	New in 2022	No data available	14	21	No applicable incidents	35