

DEPARTMENT OF YOUTH REHABILITATION SERVICES

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024



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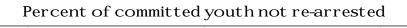
1 DEPARTMENT OF YOUTH REHABILITATION SERVICES

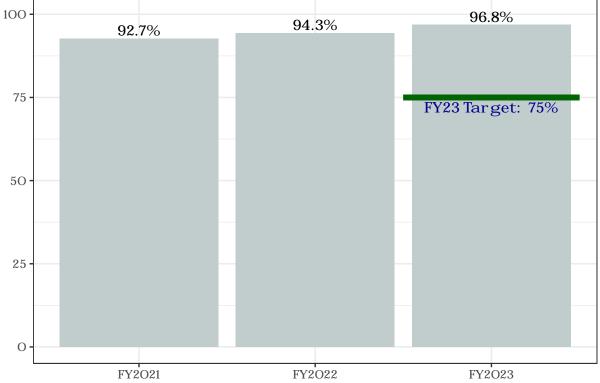
Mission: The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent 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 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
The Department of Youth Rehabilitation Services would like to highlight the successful establishment of the Juvenile Curfew Center. The Curfew Center was initiated in response to Mayor Bowser's pilot program designed to ensure that our District youth are provided with a safe space during after-hours (11:00 p.m.) until they can be reconnected with their families and/or support services.	This accomplishment significantly impacted DYRS by increasing our awareness reinforcing our connections to our partner agencies, including MPD, CFSA, DHS and DBH. Those relationships have helped us develop a curfew model that holds youth and parents responsible without being punitive; gives youth and families access to resources; and we have been able to leverage those relationships into improved cross agency operations in other areas. An example is safety planning that is done jointly with MPD and victim services for victims of gun violence.	The Curfew Center brings together a multi-agency approach to addressing both youth crime as well as the needs of young people and their families. Young people who are out past curfew and unsupervised by responsible adults are more likely to be both victims and perpetrators of crime. Our approach immediately notifies their caregivers of their child's whereabouts and requires them to take responsibility for their children. Additionally, youth who are experiencing abuse, neglect or are unhoused are connected to the relevant agency who then provides the care or resources to address their challenges.





3 2023 OBJECTIVES

Strategic Objective

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.

Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

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

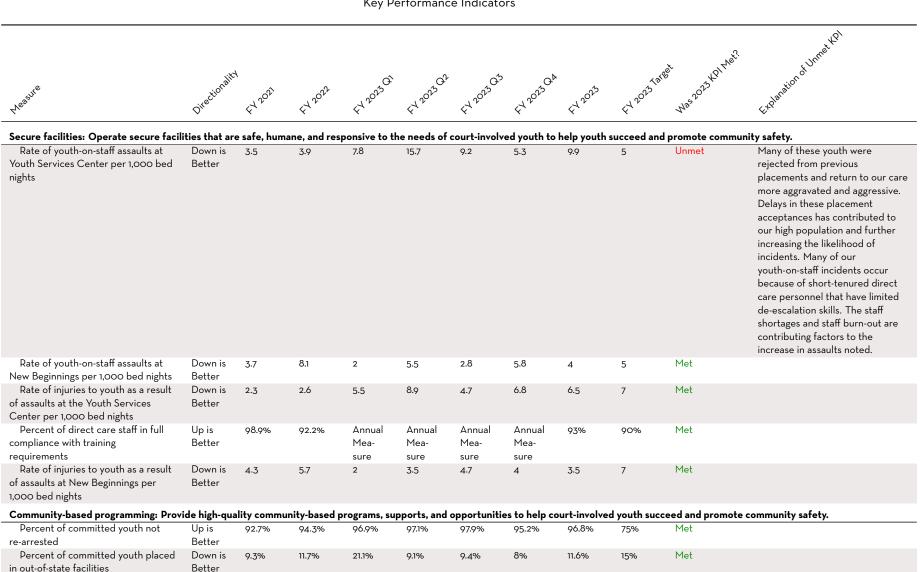
5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of Youth Rehabilitation Services had 3 Strategic Initiatives and completed 0%.

Title	Description	Update
Behavioral Health & Wellness & Restorative Justice: Horticul- ture in the community	Giving that most of our youth are racial minorities, our Restorative Justice team will deliver a trauma-informed, therapeutic, horticulture curriculum. In conjunction with the Restorative Justice Initiative, the program affords youth opportunities to rebuild community trust and heal and restore collectively. Restorative Justice will implement a community transition component to this programming which will allow youth to continue structured therapeutic activities while transitioning into the community. The program builds foundations of accountability, competency, and holistic approaches that merge therapy and healing through Restorative Justice. 100% identify as racial minorities, which is in line with the District's initiative to promote racially equitable outcomes. This effort will be led by our Behavioral Health Division but focus on every area of the agency, including staff development.	Completed to date: 25-49% The Restorative Justice (RJ) team has begun to establish an interna horticulture program that focuses on the RJ pillars while we await the re-establishment of the RJ therapeutic (clinical) horticulture program contract. The agency experienced several delays in the execution of the contract with the horticulture therapist during FY23. A review of program contract renewal for FY24 is pending.
Training Enhance- ments	Direct support training for DYRS staff and contracted providers on trauma-informed care	Completed to date: 75-99% DYRS will continue to provide its employees and contracted providers trauma informed trainings to meet the needs of our youth

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.	Completed to date: 75-99% 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. Additionally, both Health Services Administration Leaders were selected to serve on national committees for the NCCHC. We are had our site reaccreditation visit during Quarter 4 and were successfully reaccredited at NBYDC and have achieved provisional reaccreditation at the YSC. We will have the identified concerns addressed prior to the end of FY24Qtr. 1 which will result in full reaccreditation at the YSC. Our agency successfully achieved reaccreditation for our New Beginnings Facility (NBYDC) and provisional reaccreditation for our Youth Services Center facility (YSC). Concerns that delayed full reaccreditation for the YSC facility will be addressed and
		reassessed for accreditation prior to the end of FY24 Q1.

2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES 6

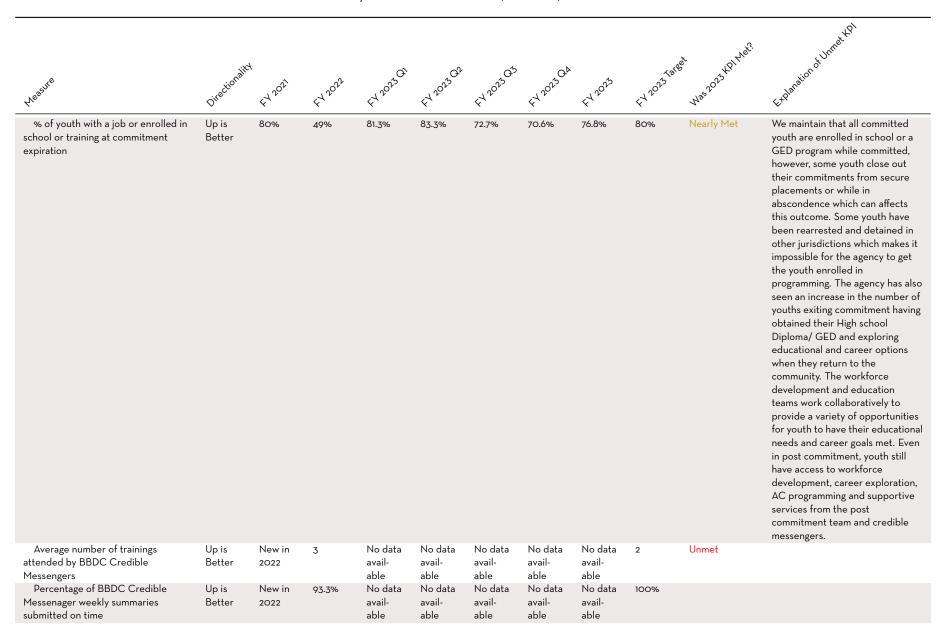


Key Performance Indicators (continued)

tressue	Directionality	\$7.002	\$72022	64 ²⁰²³ Ci	67 2013 Or	67-2023-05	67 2023 QA	\$72023	64 ²⁰²⁵ 7818	V105-2023 W1/Net?	Explanation of Unnet 401
Percent of committed youth placed in the community	Up is Better	39.1%	42%	28.3%	32.2%	24.2%	21.4%	26.4%	55%	Unmet	Community Placements: We have recognized an increased trend in high-level offense types, indicating that most youth require a more structured placement and supervision. As a result, we will be reviewing our historical benchmark of 50% community placement and implementing a benchmark that is in accordance with our current trends in our youth population.
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Up is Better	93.3%	92.5%	Annual Mea- sure	Annual Mea- sure	Annual Mea- sure	Annual Mea- sure	45.3%	80%	Unmet	In FY23 DYRS began the full implementation of a new assessment tool. As the tool has rolled out, DYRS has observed that while assessments are being completed, there have been some challenges with effective and complete utilization of the assessment results. DYRS is developing additional training on the timely utilization of assessment results in case plan development as part of a team decision making process.
% of youth whose family is engaged in Team Decision Making Meetings (TDM)	Up is Better	86.4%	81.6%	51.3%	75%	84.6%	97.2%	73.5%	70%	Met	

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Key Performance Indicators (continued)



r Neastre	Directionality	5×1202	5 ⁻²⁰²²	5 ^{2,20,25} Ct	54 2023 OL	£ ^{2,2023} 0 ³⁵	57 2023 QA	5 ⁴²⁰²³	FT 2023 Tare	unmet	Explanation of Unnet Kel
Average number of community	Up is	New in	13.5				No data	No data	10	Unmet	
meetings and engagements attended	Better	2022		avail-	avail-	avail-	avail-	avail-			
by BBDC representatives				able	able	able	able	able			
Average daily population of youth	Down is	4.4	4.6	4.3	2.4	3.6	5.6	4	15	Met	
on abscondence for more than 24	Better										
hours											
Percent of grants fully monitored,	Up is	New in	New in	No data	68	90	95	253	New in	New in 2023	
of those grants executed in their first	Better	2023	2023	avail-					2023		
month and completed on time. (Fully				able							
= 2 for mini grants with multiple dates,											
1 for mini grants with one date, and 2											
per month for large grants).		NI ·	NI .		0-	0-	100		NI .		
Percent of monthly Building Blocks	Up is	New in	New in	0	85	85	100	270	New in	New in 2023	
DC grantee convening sessions	Better	2023	2023						2023		
attracting at least 30 attendees.		NI 1	NL 1	,	,	,	_		NL 1	NI 1	
Number of workers enrolled in	Up is	New in	New in	6	6	6	5	23	New in	New in 2023	
Credible Messengers program	Better	2023	2023						2023		

Workload Measures

Negatife	< ⁴ 202	5 ⁴²⁰²²	5 ⁴²²³³ 0 ³	\$ ⁴²⁰²³⁰²	\$ ⁴²⁰²³ 03	54 2013 QA	< ¹²⁰²³
Deliver appropriate services							
Cost of secure placement per day	\$129,812.78	\$130,701.80	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$146,909.83
Average daily population of non-committed youth in alternative to detention placements	10.4	19	19.6	24.6	30.2	29.1	25.9
Average daily engagement in positive youth development programming at New Beginnings	0.1	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.8
Average daily engagement in positive youth development programming at Youth Service Centers	0.1	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
Ensure safety of facilities							
Average daily ratio of direct care staff to youth	2.6	2.4	3	2	1.4	1.5	2
Average daily population at New Beginnings	38.1	28.6	47.5	48	46.4	52.2	48.5
Average daily population at the Youth Services Center	56.5	53.6	52.7	55.7	81.4	86.7	69.1
Intake and assessment							
Average number of daily admissions to the Youth Services Center	3.6	4.2	5	5	6	6.1	22.1
Case planning and management							
Average length of commitment	695.8	719.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	662
Average caseload	8.7	7.7	8	9.2	10.9	12.2	40.3
Service, support, and opportunity provisior	n						
Number of mini grants.	New in 2023	New in 2023	0	25	29	0	54
Number of large grants	New in 2023	New in 2023	0	0	0	0	0
Number of Neighborhood microgrants to community members to support community-based efforts in Building Blocks DC neighborhoods	New in 2022	Not Available	No data available	No data available	No data available	No data available	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 neighborhood	New in 2022	35	No data available	No data available	No data available	No data available	No data available

DC neighborhoods

Workload Measures (continued)

restue	<1 202	5 ror	57 202 Q	5 ⁷²⁰²³ 02	<12013 G3	< 2023 GA	EX 2013
Average number of hours youth in the community participated in positive youth development services.	0.5	0.4	0.8	0.7	0.8	0.8	3.2
Employee Recruitment and Retention							
Number of training days attended by OGVP Credible Messengers	New in 2023	New in 2023	13	29	10	9	61