### **Department of Youth Rehabilitation Services FY2019**

Agency Department of Youth Rehabilitation Services Agency Code JZ0 Fiscal Year 2019

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 homelike environment consistent with public safety.

Summary of Services

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

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
During FY19, for the first time, the agency established and implemented a pre- employment fitness for duty exam for staff working in direct care in our secure facilities.	By ensuring new hires are capable of handling their duties in the secure facilities, we will see an improvement in morale due to employees being asked to work less overtime. Morale will also improve due to employees knowing their peers are better able to assist them handle the rigors of their day-to-day duties. Additionally, youth receive better care when staff are healthy and fit for work.	The long-term benefit will allow the District to save fiscal resources by minimizing the amount spent on Workers' Compensation, as well as overtime expenditures due to hiring employees who are better suited for the rigors of their day-to-day duties.
During FY19, DYRS launched an expansion of the credible messenger program to partner with sister agencies throughout the district (DCPL, DOC, ONSE)	This expansion has enhanced our partnerships/collaboration with sister agencies allowing us to better serve and connect our youth.	This expansion will help promote public safety throughout the district while providing mentorship for youth.
For the most recent reporting period, which was finalized in FY19, DYRS matched the previous lowest recidivism rate of 22%.	This reduction in recidivism helps boost agency morale by showing staff and youth that their hard work is making an impact and preparing youth to succeed.	The recidivism rate impacts residents by ensuring public safety throughout the district.

# 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
1 - Secure facil	ities: Operate so community safe	ecure facilit ty. (5 Meas	ies that are ures)	safe, huma	ne, and re	sponsive	to the nee	ds of cour	t-involved y	youth to he	elp youth succeed
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Quarterly	9.1	8.4	7	13.8	13	9.1	5.8	10.48	Unmet	Although the KPI was above the target for the full FY2019, DYRS made significant progress towards meeting the goal and was able to steadily reduce the rate of injuries at YSC to below 7 for the final quarter of the FY.
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	5.2	5.7	7	1.4	2.6	2.8	4.1	2.67	Met	
Percent of direct care staff in full compliance with training requirements	Annually	76.7%	89.7%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.9%	Met	
Rate of youth- on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	6.6	11.2	5	10.6	13	9.9	8.9	10.62	Unmet	Since FY2018, Q3, DYRS has significantly reduce the number of youth on staff assaults at YSC. Although this year did not reach the target, we are working to steadily decrease this number.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Rate of youth- on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	7.4	7.7	5	6.7	6.6	2.8	2.8	4.87	Met	
2 - Community youth succeed	r-based progra and promote o	mming: Pro community	ovide high- safety. (9 l	quality con Measures)	nmunity-ba	sed progi	ams, supp	orts, and	opportuni	ties to help	court-involved
Percent of committed youth not re- arrested	Quarterly	91.9%	67.9%	75%	87.9%	87.6%	85.3%	89.6%	87.6%	Met	
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Quarterly	94%	84.8%	80%	95.2%	100%	81.3%	63.2%	84.8%	Met	
Average daily population of youth on abscondence for more than 24 hours	Quarterly	12	10.1	20	6.9	8.7	13.2	15.6	11.1	Met	
Percent of youth whose family is engaged in case planning, services, or youth development	Quarterly	69.4%	74.8%	55%	75.5%	70.3%	84.7%	75.7%	75.8%	Met	
Percent of committed youth connected to education, work, or workforce training for at least six months	Quarterly	67.3%	64.7%	80%	82.9%	91.2%	73%	88.5%	83.3%	Met	
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	Quarterly	79.9%	74.4%	80%	77.6%	83.3%	69%	74.4%	76.4%	Nearly Met	DYRS met this goal in Q2 and nearly met the goal in Q1 and Q4. Staff will continue to refer to and encourage youth to participate in services provided by the agency to support their growth and development.
Percent of committed youth placed in out-of-state facilities	Quarterly	9.6%	11.6%	15%	9.9%	8.1%	11.2%	11.7%	10.2%	Met	
Percent of success plan recommended services received	Annually	55.8%	42%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47.8%	Unmet	Agency staff continues to work to improve data collection processes to ensure all work done with the youth is entered into FamCare on a timely basis as well as making the most appropriate recommendations

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation	
Percent of committed youth placed in the community	Quarterly	56.3%	58.4%	55%	61.7%	58.7%	51.2%	50.9%	55.8%	Met		
3 - Create and	3 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set		
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set		
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.7%	No Target Set		
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set		
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data			
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set		

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
IT POLICY AND FOIA COMPLIANCE-Percent of FOIA Requests Processed in more than 25 business days -statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

<sup>\*</sup>Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic

#### 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Deliver appropriate services (4 Measures)							
Cost of secure placement per day	\$126,680.8	\$129,359.5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$138,868.2
Average daily engagement in positive youth development programming at YSC	0.2	2.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3.37
Average daily engagement in positive youth development programming at New Beginnings	1	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.91
Average daily population of non-committed youth in alternative to detention placements	71.5	43.9	21.1	18.3	13.8	18.3	71.5
1 - Ensure safety of facilities (3 Measures)							
Average daily population at the Youth Services Center	81.1	43.2	41.1	41.1	40.1	37.8	40
Average daily ratio of direct care staff to youth	2.3	4.3	3.48	3.75	3.63	3.29	3.53
Average daily population at New Beginnings	41.2	25.7	39.1	38.9	31.3	34.7	36
1 - Intake and assessment (1 Measure)							
Number of daily admissions to the Youth Services Center	11.1	9.2	8.7	8.6	7.5	8.1	8.2
2 - Case planning and management (2 Measures)							
Average caseload	13.1	14.7	10.21	11.33	9.95	8.62	9.97
Average length of commitment	772.3	717.7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	658.9
2 - Service, support, and opportunity provision (1 Meass	ıre)						
Average daily engagement in positive youth development services per youth in the community	0.5	0.8	0.5	0.7	0.5	0.5	0.575

<sup>\*</sup>Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

\*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

\*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

\*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Pusiness Enterprise (SPE) appeal and space and spac

Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Secure facilities: Operat succeed and promote com		re safe, humane, and responsive to the needs of court-involved youth to hel ties)	p youth
YOUTH DEVELOPMENT SERVICES	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
YOUTH DEVELOPMENT SERVICES	Ensure safety of facilities	Monitor and supervise young people held at secure facilities.	Daily Service
YOUTH DEVELOPMENT SERVICES	Deliver appropriate services	Prepare young people in facilities to succeed in the community.	Daily Service
2 - Community-based prog youth succeed and promot		- -quality community-based programs, supports, and opportunities to help c Activities)	ourt-involved
YOUTH DEVELOPMENT SERVICES	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
YOUTH DEVELOPMENT SERVICES	Service, support, and opportunity provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed.	Daily Service
3 - Create and maintain a h	ighly efficient, transpar	ent and responsive District government. (1 Activity)	
AGENCY MANAGEMENT/PERSONNEL	Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

# 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Deliver appro	opriate services (1 Strategic Initiative)			
Accommodate and serve juveniles charged as adults under Title 16	On October 1st, 2018, DYRS will come into full compliance with the Comprehensive Youth Justice Amendment Act of 2016 (CYJAA), which states that DYRS will take custody of the youth currently housed at DOC. Agency staff are meeting with stakeholders such as CJCC, DOC, and others to ensure that DYRS has all pertinent information regarding Title 16 youth. The Agency has already hired staff, outlined trainings for staff, identified Vocational trainings as well as housing units at New Beginnings (NB) for the incoming youth, and identified a new behavior management program (DBT) for youth. DYRS will implement new security measures for all youth assigned to NB as well as create new visitation expectations.	Complete	This initiative has been completed as proposed. Title 16 youth were transitioned on the date listed above. All programs and behavior management systems are in place. While it was initially projected that the Agency would have an expected daily population count of around 20 youth, that number is closer to 35. Title 16 youth have settled into their environment and have stabilized into normalcy-visitation and family engagement activities for the youth have high turnouts, youth are actively participating in school and vocational programming, and the rate of major incidents have been lower than expected.	
Ensure safety	of facilities (1 Strategic Initiative)			
Elimination of room confinement as a punishment	DYRS has eliminated the practice of using room confinement for youth as a punitive sanction. Since the approval of the Comprehensive Youth Justice Amendment Act (CYJAA), which states that room confinement should not to be utilized for more than 6 hours, DYRS has worked to strengthen its ability to use behavioral management practices other than room confinement. The following are examples of the alternatives the Agency is using with great success, to reduce the use of room confinement: - Implementation of Restorative Justice practices - Introduction to community service projects - Increased Mental Health involvements when incidents take place - Alternative programming for youth instead of confinement These and other staff-led interventions will continue to help reduce confinement time in facilities.	Complete	This initiative has been completed. While the practice has been in place since FY18, policy updates were required. In FY19, staff worked to update room confinement policies, get them signed by the Director, and distribute them to staff for implementation. Compliance Monitors and Facility Managers track data related to room confinement on a daily basis. Although no youth has been confined for longer than 6 hours to date, staff have a process in place to gauge whether the appropriate protocols were followed and what alternatives could have been used in the event that a youth spends more than 6 hours confined in their room.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative							
Service, supp	Service, support, and opportunity provision (1 Strategic Initiative)										
Streamline the educational and workforce continuum for committed youth	In FY19, the Education Team will improve education outcomes for youth by delivering presentations and technical assistance sessions to support the efforts of Care coordinators and other staff who work closely with committed youth; creating job aides (e.g., checklists, process flows) that guide staff through various processes for committed youth, such as school enrollment; and developing outreach materials related to school enrollment and education access. The Workforce Development Team will improve outcomes for youth by creating a program that offers committed youth career exploration opportunities, employment readiness, skill development, networking, and relationship building. To begin, program staff will assess how programs and services are currently working and suggest ways to improve the service delivery to youth. Additionally, efforts to improve the process or create efficiencies will be documented and staff will be trained on these changes.	Complete	The Workforce Development & Education Department (WFDED) continues to implement initiatives that 1) benefit DYRS' youth and their families, 2) keep direct care staff abreast of vital programming/service information and 3) expand the agency's connection to community resources. Following the departmental structure established in the SOCC and the Team Workplan, both the education and workforce development teams have hosted events and implemented initiatives focused on connecting youth to sustainable services, specifically educational and vocational life paths. One of the most important initiatives is PATHWAYS, a program aimed at grooming youth for transitions out of high school into sustainable post-secondary options. Another successful program is Community Fairs, an initiative aimed at assisting the families of DYRS youth with obtaining and sustaining employment. Transition Zone is an additional program that provides supplemental educational and vocational options to schoolenrolled youth who are in transition with school								

placement.