



**DEPARTMENT OF YOUTH REHABILITATION SERVICES
FY 2024 PERFORMANCE PLAN**

DECEMBER 1, 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 Courts Division of Social Services.

2 2024 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.

3 2024 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

4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Risk/Needs Assessment Instrument and process enhancement.	<p>DYRS is currently introducing the implementation of the Youth Level of Service Case Management Inventory (YLS-CMI-2.0) to assess the risk and service needs of our committed youth via an evidence-based decision-making platform. Our goal, with this strategic initiative, is to develop procedures to ensure that all youth are assessed with the new instrument (YLS-CMI-2.0) except for the following:</p> <ul style="list-style-type: none"> • Youth whose commitment expires in 2023. • Youth placed in an RTC on the date of their scheduled 90-day assessment. • Youth on abscondence on the date of their scheduled 90-day assessment. • Youth detained in jail on the date of their scheduled 90-day assessment. <p>Minus these outliers, most of our committed youth will have completed YLS assessments in our effort to provide the appropriate services prescribed to reduce their risk of reoffending.</p>	9/30/2024
Post-Disposition Placement Analysis	<p>DYRS will conduct an internal analysis of the overall efficiency of the agency’s placement process for committed youth. Our goal is to ensure that the commencement of a youth’s treatment process is not stagnated by interruptions in administrative processes while they are awaiting placement. Refining this post-disposition process will ensure that the awaiting placement timeline is minimal and the ability of youth to maximize receiving the treatment dosages prescribed by their risk/needs assessment is reinforced.</p>	9/30/2024
Policy & Quality Assurance Unit Development	<p>DYRS will develop a unit within the Agency that will be responsible for reviewing and outlining the agency’s internal policies, standards, and procedures. This strategic initiative will include establishing a system for monitoring and assessing the consistency and quality by which all agency operations, processes, and services are exercised based on their relative policies.</p>	9/30/2024

5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
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 youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Down is Better	3.5	3.9	9.9	5
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Down is Better	3.7	8.1	4	5
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Down is Better	2.3	2.6	6.5	7
Percent of direct care staff in full compliance with training requirements	Up is Better	98.9%	92.2%	93%	90%
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Down is Better	4.3	5.7	3.5	7
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	92.7%	94.3%	96.8%	75%
Percent of committed youth placed in out-of-state facilities	Down is Better	9.3%	11.7%	11.6%	15%
Percent of committed youth placed in the community	Up is Better	39.1%	42%	26.4%	55%
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%	45.3%	80%
% of youth with a job or enrolled in school or training at commitment expiration	Up is Better	80%	49%	76.8%	80%
Percent of youth whose family is engaged in Team Decision Making Meetings (TDM)	Up is Better	86.4%	81.6%	73.5%	70%
Average daily population of youth on abscondence for more than 24 hours (youth in violation of community release agreement by not maintaining contact).	Down is Better	4.4	4.6	4	15

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Deliver appropriate services			
Cost of secure placement per day	\$129,812.78	\$130,701.80	\$146,909.83
Average daily population of non-committed youth in alternative to detention placements	10.4	19	25.9
Average daily engagement in positive youth development programming at New Beginnings	0.1	0.2	0.8
Average daily engagement in positive youth development programming at Youth Service Centers	0.1	0	2
Ensure safety of facilities			
Average daily population at the Youth Services Center	56.5	53.6	69.1
Average daily ratio of direct care staff to youth	2.6	2.4	2
Average daily population at New Beginnings	38.1	28.6	48.5
Intake and assessment			
Average number of daily admissions to the Youth Services Center	3.6	4.2	22.1
Case planning and management			
Average caseload	8.7	7.7	40.3
Average length of commitment in days	695.8	719.9	662
Service, support, and opportunity provision			
Average number of days youth in the community participated in positive youth development services	0.5	0.4	0.8