

Department of Youth Rehabilitation Services FY2018

▼ FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

▼ 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.

▼ Summary of 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.

▼ FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Successfully transitioned Title 16 youth from DC Department of Corrections to the custody of DYRS	This accomplishment affirms the City's commitment to ensuring that youth involved in the justice system are treated in a manner that aligns with their age-appropriate needs although they have been charged as an adult.	As part of the requirements stipulated in the Comprehensive Youth Justice Amendment Act that was enacted in 2007, DYRS was tasked with the care, custody, and housing of all juveniles charged as adults under the age of 18. To meet these requirements, the Agency completed the following: <ul style="list-style-type: none"> - Selected, recruited, and trained specific staff to work with this population - Identified housing location for the new population - Made education decisions for how the new population will integrate into the system - Developed programming options for the new population - Planned for how to fully integrate the new population into the New Beginnings community
Incorporation of Restorative Justice Practices across every division and program in the agency	Incorporating restorative justice practices across the Agency has increased public safety and helped develop stronger communities. As part of the process, youths and stakeholders are engaged in meaningful dialogue to address caused harm and resolve conflict. Through the restorative justice process, youth committed to DYRS are able to resolve conflict, helping reduce criminal behavior and recidivism rates.	The incorporation of restorative justice practices has enhanced the Agency's collaboration with stakeholders to resolve harm that has been perpetrated in the community. The increased collaboration, in turn, has helped Agency staff build stronger relationships and trust with community members, families, and youth.

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
Increased Staff Development Opportunities and Internal Promotions	Increasing staff development opportunities as well as enhancing the process for promoting internal staff impacts DC residents by improving public safety. Additional training better equips Agency staff to work with at-risk youth and families. Furthermore, retaining and promoting staff ensures consistency for youth and families who directly receive services from Agency staff as well as community stakeholders that routinely collaborate with the Agency. Together, these activities strengthen family units and fosters strong community-agency relationships that facilitate building intel for crime prevention.	The Agency has significantly benefitted from increased staff development opportunities and internal promotions. Specifically, these actions have led to: - Increased staff morale - Better equipped staff with professional skills to fulfill their duties at the highest level - A heightened understanding of best practices for addressing youth's needs and fostering community engagement - Enhanced staff camaraderie that has improved collaboration between Care Coordinators, Credible Messengers and Family Engagement Specialist

2018 Strategic Objectives

Objective Number	Strategic Objective
1	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.
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.
3	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - 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. (9 Measures)									
Percent of youth who are placed for more than one night enrolled in school at YSC	Annually	66%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	48.9%	Unmet	While DYRS staff actively work to enroll youth in school as quickly as possible – even allowing them to attend class before they are officially enrolled – there is a high potential for delays. Unfortunately, DYRS staff cannot directly reduce school enrollment delays as this process is significantly impacted by another Agency. Consequently, although DYRS plans to continue to track the “Percent of youth who are placed for

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									more than one night enrolled in school at YSC" internally and support any work to expedite the school enrollment process (i.e., the Agency added a requirement to the MOU with DCPS for FY19 regarding this measure to assist with accountability), this measure will be removed from future Agency performance plans.
Percent of direct care staff in full compliance with training requirements	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.7%	Nearly Met	The target for this KPI was missed by less than one half of a percentage point, which can amount to one employee missing one course out of all of the training requirements they need to meet in a year. Issues meeting training requirements often arise when training requirements are mandated but training is not offered – for example, an employee’s CPR recertification may be due on Sept 1st but a CPR course is not offered until Oct 15th. Agency staff have worked hard to improve the value reported for this KPI – in FY18, the Agency successfully raised the end-of-year indicator by almost 13 percentage points from data reported at the end of FY17.
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Quarterly	7	6.1	5.2	9.5	12.8	8.37	Unmet	The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the rise in this category. Despite the rate of injuries, most of the injuries were minor and did not require medical attention.
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	2	8	6.6	15.2	15.4	11.15	Unmet	In most cases, assaults stem from staff prevention and intervention on youth misconduct which result in resistance from the youth. These incidents are not attacks on staff but occur through staff application of safe crisis management. It is also worth noting, that despite the rate of assaults, most of the youth-on-staff assaults were minor and did not require staff to receive medical attention. The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the spike in this category.
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	2	6.9	6.6	8.4	10.6	7.68	Unmet	In most cases, assaults stem from staff prevention and intervention on youth misconduct which result in resistance from the youth. These incidents are not attacks on staff but occur through staff application of safe crisis management. It is also worth noting, that despite the rate of assaults,

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									most of the youth-on-staff assaults were minor and did not require staff to receive medical attention. The number of youth-on-staff assaults increased due to youth who were outliers, significantly contributing to the spike in this category.
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	7	4.8	7.6	6.6	1.5	5.65	Met	
Percent of youth receiving timely comprehensive screenings	Quarterly	85%	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data		
Cost of secure placement per day	Annually	\$0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$129,359.5	Neutral Measure	
Percent of youth progressing academically at New Beginnings	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)									
Percent of committed youth not re-arrested	Quarterly	75	88.8	85.9	88.3	83.3	67.86	Nearly Met	There are a few reasons for the FY18 annual percentage of youth not rearrested being below the expected target. First, the Agency has a smaller committed population than in past fiscal years, so one youth being rearrested makes up a larger percentage of the total. In addition, the Agency also has more youth placed in the community than in the past, resulting in more youth having the possibility of being rearrested because they are not in a secure facility. Furthermore, in FY2018 a number of youth re-entered the community after spending significant time in an RTC, which national research states is likely to lead to youth reoffending more often than if they had been in the community from the beginning of their commitment. Unfortunately,

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									arrests across all offense types appear to be up this year.
Percent of committed youth connected to education, work, or workforce training for at least six months	Quarterly	80%	52%	56.9%	75.4%	74.4%	64.7%	Unmet	DYRS made significant progress towards this KPI and expects continue progress in the next FY to meet the goal of 80%.
Percent of committed youth enrolled in positive youth development services, supports, or opportunities for at least three months	Quarterly	80%	77.9%	72.2%	68.8%	80.3%	74.4%	Nearly Met	DYRS made significant progress and met the goal for Q4. We expect to continue to meet this goal in FY19.
Percent of success plan recommended services received	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42%	Unmet	Agency staff is working to improve data collection processes to ensure all work done with the youth is entered into FamCare on a timely basis.
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Quarterly	80%	82.4%	76.5%	85.7%	96.3%	84.8%	Met	
Average daily population of youth on abscondence for more than 24 hours	Quarterly	20	11.1	9.5	11.2	9.2	10.1	Met	
Percent of youth whose family is engaged in case planning, services, or youth development.	Quarterly	55%	73.3%	72.7%	75.1%	78.2%	74.8%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Percent of committed youth placed in out-of-state facilities	Quarterly	15%	13.1%	13.2%	11.2%	8.6%	11.6%	Met	
Percent of committed youth placed in the community	Quarterly	55%	57.4%	55.4%	59%	62.1%	58.4%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Deliver appropriate services (3 Measures)						
Average daily engagement in positive youth development programming at YSC	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2.2
Average daily engagement in positive youth development programming at New Beginnings	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Average daily population of non-committed youth in alternative to detention placements	Quarterly	70.3	40.8	31.6	22.3	43.9
1 - Ensure safety of facilities (3 Measures)						
Average daily population at the Youth Services Center	Quarterly	50.1	40.6	37	45.1	43.2
Average daily ratio of direct care staff to youth	Quarterly	3.6	4.1	6	4	4.3
Average daily population at New Beginnings	Quarterly	31.4	33.6	23.4	14.4	25.7
1 - Intake and assessment (1 Measure)						
Number of daily admissions to the Youth Services Center	Quarterly	10.1	9.2	9.4	8	9.18
2 - Case planning and management (2 Measures)						
Average caseload	Quarterly	19.1	13	12.9	15.1	14.7
Average length of commitment	Annually					717.7

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
		Annual Measure	Annual Measure	Annual Measure	Annual Measure	
2 - Service, support, and opportunity provision (1 Measure)						
Average daily engagement in positive youth development services per youth in the community	Quarterly	0.8	0.8	0.7	0.8	0.785

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
AGENCY MANAGEMENT/PERSONNEL (1 Strategic Initiative)				
Strategic review and approval of applicants for the position of Youth Development Representative Candidates to ensure that future hires are "fit for duty"	<p>In order to increase the retention rate of our Youth Development and Supervisory Youth Development employees we plan to be more proactive in our recruitment efforts and screening processes of new hires. We will develop a process for screening eligible candidates and ensuring that they are "fit for duty" as step one in the applicant review process. After this approval, candidates may be moved forward through the regular hiring process. This initiative requires both a process change and a practice change for DYRS. However, once we can implement the procedures, through a cross-agency effort, we believe that this initiative will achieve the following:</p> <ul style="list-style-type: none"> o Increase on the job safety of our staff o Reduce the use of overtime o Decrease the number of Workman's Compensation cases o Increase youth safety <p>This initiative will require a cross-division effort between Facilities, Human Resources, and Agency Operations (Risk Management and Administrative Services). The timeline for this project is as follows:</p> <ul style="list-style-type: none"> • Set up Exploratory Task Force by October 31, 2017 • Review Position Descriptions – Edit as necessary with new requirements (approved by DCHR, etc.) by December 31, 2017 • Update HR Standard Operating Procedures to reflect new process/practice 	Complete	DCHR provided final approval for DYRS' pre-employment Physical and Agility Testing (PAT) Program for youth development representatives and supervisory youth development representative positions as of 09/30/2018. The new screening procedure will move candidates through physical and agility testing as part of the suitability determination during the final stages of the application process. The first cohort is scheduled for PAT November 2018. NOTE: The FY19 MOU will reflect the cost of services for PAT.	

Title	Description	Complete to Date	Status Update	Explanation
	(concurrent with PD review) by December 31, 2017 <ul style="list-style-type: none"> • Train HR Employees at DYRS involved with Hiring Process in January 2018 • Implement new Procedures beginning January 2018 <ul style="list-style-type: none"> o Applicant Review o Applicant "Fit for Duty" Test o Applicant Rating and Ranking o Applicant Interviews o Applicant Hiring Selection(s) 			
CONTRACTS & PROCUREMENT (1 Strategic Initiative)				
Construction at New Beginnings Youth Development Center	<p>In FY18 DYRS will begin a construction project at the New Beginnings Facility. This will involve the following: Removal of the insufficient HVAC system and replacing with units properly suited for the existing load in all residential living areas and increasing security by implementing demising walls and ceilings. This contract/project was approved during FY17 but the construction will take place during FY18. Starting in August/September 2017 Contractors will begin the work which is anticipated to be completed by July 2018.</p> <p>The impact of this project will be to increase the security at the facility in accordance with building codes and other statutory requirements.</p> <p>DYRS continues to find better ways to meet the needs of both the youth that we serve in our facilities as well as the staff who work for us. This project enhances the safety of the facility.</p> <p>-The Project Plan for this project will be monitored by: DGS CIP Office (Project Manager – Satish Bagai), DYRS (Agency Project Manager – William Boberg), and Design Architect (AlphaTec PC)</p> <p>-It is anticipated that this project will be completed by June 30, 2018</p> <p>-The cost of this project is: \$4,435,995.77</p>	75-99%	All units met substantial completion as of 9/30/18 and can be utilized for their intended purpose. Additional work outside of the units (that will not disrupt programming or housing) will continue through 11/15/18. All HVAC systems are performing as designed and all demising projects are completed. Services being provided are maintenance mechanical only. The system is being integrated into an automated system that will allow for remote adjustment and diagnosis.	This project was scheduled for FY18 and FY19 with substantial completion being done in FY18. This milestone was met. Overall project completion is at 97%. All work being completed now will not affect the units or the youth.
YOUTH DEVELOPMENT SERVICES (1 Strategic Initiative)				
Consolidation of the Community	In line with the agency's vision, we will consolidate the community programming initiative (known as	Complete	To provide the nation's best continuum of care for court-involved young people and their families, staff consolidated the community	

Title	Description	Complete to Date	Status Update	Explanation
Programming Initiative	<p>DCYouthLink) and our Credible Messenger Program (which launched just this past fiscal year). By doing this, we will save the agency money with having only one level of Administrative Support (through a contract with our administrative partner). The monitoring of the programming will be done through one team, ensuring that all contractual obligations are being met and that youth are being served effectively and efficiently.</p> <p>The timeline for this project is: Integration of the Community Programming Initiative (CPI) and the Credible Messenger Program (CM) began in February 2017 during the planning of re-issue of the CM Request for Proposals. We worked with the current Administrative Partner to prepare for CM to be absorbed under the current DCYouthLink structure.</p> <p>-Impact: The impact of this project will be a greater level of support from the Administrative Partner to all youth serving organizations. Additionally, we can now build a supportive network between our Care Coordination Team and our Service Providers (including our Credible Messengers)</p> <p>This will allow an improved continuum of care among providers, care coordinators and the AP.</p>		programming initiative (known as DCYouthLink) and the Credible Messenger Program. The consolidation has proven highly effective in a short period of time. Because only one level of administrative support is needed, consolidation has reduced operational costs. In addition, processes and procedures - including SOP development and RFP solicitation - have been streamlined. Furthermore, the Agency's ability to ensure that all contractual obligations are met and that youth are served effectively and efficiently has been enhanced - DYRS quality assurance teams have partnered with the Agency's administrative partner to develop improved monitoring tools.	