

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Department of Youth Rehabilitation Services FY2020

**Agency** Department of Youth Rehabilitation Services

**Agency Code** JZ0

**Fiscal Year** 2020

**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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY2020, after 35 years of Court supervision, DYRS settled the Jerry M. consent decree. Jerry M., et al. v. District of Columbia, et al., a class-action lawsuit filed on behalf of youth in the District's secure juvenile detention facilities.	Acknowledges that the agency continues to progress as a national leader on the treatment of juveniles involved in the justice system.	This settlement acknowledges the dedication, hard work, and devotion that the District has to our court-involved youth and the well-being of our entire community. DYRS continues to serve as a national leader in the juvenile justice space, modeling engagement focused on restorative justice and demonstrating every day that our young people and their families are worthy of our compassion, hope, empowerment, and the highest quality of services.
In FY2020, DYRS facilities health services division received NCHC recertification/accreditation for 3 years	The youth and families involved with DYRS will continue to receive the highest quality of healthcare while involved with the agency.	The youth and families involved with DYRS will continue to receive the highest quality of healthcare while involved with the agency.
In FY2020, DYRS developed an internal agency strategic plan with 5 Key Focus Areas and numerous initiatives, data points	The development of the internal agency strategic plan will guide the work of the agency to continue providing high quality services and programs as well as support DYRS employees in their work.	This plan will ultimately promote public safety by giving youth the opportunity to become more productive citizens.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>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. (5 Measures)</b>												
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	5.2	5.7	2.7	7	6.1	5	0.5	4.9	4.44	Met	
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	6.6	11.2	10.6	5	7.1	8.3	4	5.9	6.62	Unmet	DYRS continues to see a decrease in the number of youth on staff assaults at YSC since FY18Q4 data from FY2020 is nearly half the average rate for FY19. DYRS will continue to monitor and look for opportunities to reduce this number in FY21.
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	7.4	7.7	4.9	5	8.9	4.7	3.3	4.2	5.49	Nearly Met	Although the Annual measure is slightly above the benchmark, this is due to a high Q1 rate. Q2-Q4 all had rates of youth on staff assaults below the benchmark. We expect this trend to continue at NB in FY21.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
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	10.5	7	5.8	7.7	2.9	3.3	5.18	Met	
Percent of direct care staff in full compliance with training requirements	Annually	76.7%	89.7%	93.9%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94.9%	Met	
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (7 Measures)</b>												
Percent of committed youth not re-arrested	Annually	91.9%	67.9%	71.4%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.4%	Nearly Met	Over 70% of DYRS youth were not re-arrested in FY2020, on par with FY19 totals, despite the release of youth to the community during the COVID pandemic. We continue to seek opportunities for services for youth to keep them engaged and productive in the community.
Average daily population of youth on abscondence for more than 24 hours	Quarterly	12	10.1	11.1	20	15.8	7.7	11	9.4	11	Met	
Percent of committed youth placed in out-of-state facilities	Quarterly	9.6%	11.6%	10.2%	15%	10.8%	9.4%	6.6%	6.8%	8.5%	Met	
Percent of committed youth placed in the community	Quarterly	56.3%	58.4%	55.8%	55%	48.7%	49%	65.4%	50.5%	53.2%	Nearly Met	DYRS continues to prioritize placing youth in the community as appropriate. In the beginning of FY20, less than 50% of youth were placed in the local community, but this number did increase in later quarters. In addition, DYRS saw fewer committed youth in the FY which means sending a few youth out of state results in a higher percentage out of state compared to previous years.
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Annually	94%	84.8%	84.8%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
% of youth whose family is engaged in Team Decision Making Meetings (TDM)	Quarterly	69.4%	74.8%	75.8%	55%	74.3%	83%	84.4%	83.6%	81.8%	Met	
% of youth with a job or enrolled in school or training at commitment expiration	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.5%	New in 2020	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
<b>1 - Deliver appropriate services (4 Measures)</b>							
Average daily population of non-committed youth in alternative to detention placements	43.9	17.9	23.4	20.4	7.9	12.8	64.5
Average daily engagement in positive youth development programming at YSC	2.2	3.4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.6312165
Average daily engagement in positive youth development programming at New Beginnings	1	1.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.1661491
Cost of secure placement per day	\$129,359.5	\$138,868.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$127,116.1
<b>1 - Ensure safety of facilities (3 Measures)</b>							
Average daily population at the Youth Services Center	43.2	40	48.9	50	30	46.1	175
Average daily ratio of direct care staff to youth	4.3	3.5	3.2	4.4	4	2.9	3.53
Average daily population at New Beginnings	25.7	36	34	37.2	23.3	31	125.5
<b>1 - Intake and assessment (1 Measure)</b>							
Number of daily admissions to the Youth Services Center	9.2	8.2	8.6	6.7	3.2	3.8	5.6
<b>2 - Case planning and management (2 Measures)</b>							
Average caseload	14.7	10	11.6	10.5	8.2	8.5	9.5
Average length of commitment	717.7	658.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	757.2
<b>2 - Service, support, and opportunity provision (1 Measure)</b>							
Average daily engagement in positive youth development services per youth in the community	0.8	0.6	0.5	0.7	0.3	0.6	0.4930936

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>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. (3 Activities)</b>			
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
<b>2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (2 Activities)</b>			
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
<b>3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
AGENCY MANAGEMENT/PERSONNEL	Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Case planning and management (1 Strategic Initiative)</b>				
Enhance the process for youth transitioning out of DYRS	In FY20, DYRS will enhance the process for transitioning youth out of our care and custody with the intention of promoting their success and reducing contact with the juvenile justice system. DYRS will create and implement a standard operating procedure which will include tracking of relevant steps in the case management system.	75-99%	DYRS has continued efforts to transition youth from our care and reduce contact with the juvenile justice system. Efforts to communicate and collaborate with both internal and external stakeholders occurs continuously to ensure youth and families are provided with adequate supportive services. Quarter Three (3) saw a decrease in community visits due to COVID-19. However, this issue does not exist during this reporting period, as the Care Coordination Team resumed face-to-face visits in the community 100%. DYRS will prescribe interventions to previously committed and transitioning youth. DYRS will continue to work with a consultant to update Care Coordination SOP's.	This initiative is near completion and programs/interventions are currently being integrated into the plans for youth. Staffing changes resulted in the delay of this initiative. The initiative is expected to be complete by the end of March 2021.
<b>Deliver appropriate services (1 Strategic Initiative)</b>				
Formalize the Discharge Process	In FY20, DYRS will formalize the discharge process for detained and committed youth from a DYRS operated secure facility (YSC/NBYDC) to improve the continuity of care as the youth transition from secure placement into the community. This effort will be led by the Health Service Administration, Behavioral Health Division and Secure Programs Team who will prepare and follow a standard operating procedure to include making referrals to relevant agencies/programs, and engaging community youth in health programming in the facilities. Referrals and community engagement will be captured through case notes and enrollments in the case management system.	Complete	BH HRT team member continues to meet with youth at NB once they reach Level 4 to begin the community transition process with the larger multidisciplinary team. The HRT team remains involved in secure setting treatment planning meetings to ensure continuity of care upon discharge. The BH HRT team and secure setting BH team members maintain communication with CC through attendance and participation in TDM meetings and needed consultations to ensure continuity of service upon discharge. The HRT team communicates establishment of community BH appointments to the CC and Credible Messenger to increase likelihood of follow through with scheduled appointments. YSC BH team continues to follow a standard Discharge Policy and procedure which includes the scheduling of CSA appointments for youth discharged on medication or recommended for substance abuse treatment by the Substance Abuse Coordinator. Additionally, when applicable or clinically indicated, youth may have initial appointments with community providers during their stay in secure settings to establish the relationship/services prior to their discharge. Furthermore, with the ongoing establishment of the core support team model there is intention to more fully incorporate rehabilitative and vocational supportive program referrals and connections into the youth's discharge planning process.	
<b>Ensure safety of facilities (1 Strategic Initiative)</b>				
Comply with National Standards for Health and Mental Health Services	In FY20, DYRS will ensure compliance with national standards for Health and Mental Health Services in order to maintain accreditation. This effort will be led by our Health Services Administration and Behavioral Health Division who will monitor through meetings and CQI to ensure that policies/standards are being met. Success will be shown through maintaining accreditation for the year.	Complete	Accreditation was received in Q3 of the FY. The Health Services Division and Behavioral health Division continued monthly CQI meetings throughout the year to ensure youth received high quality care and to identify any areas for further review or needed training.	
<b>Intake and assessment (1 Strategic Initiative)</b>				
Violence Interruption Program	In FY20, DYRS will create and pilot a Violence Interruption Program for up to 15 committed youth with high-level offenses. This program is timely and relevant in response to the District's current focus on public safety and the reduction of violence throughout the city. Measures of success are forthcoming.	75-99%	Program was delayed in March 2020 due to Covid-19. It became intended for DC Phase 4 relaunch. Since then, we have been able to make the appropriate adjustments to be able to relaunch safely and much sooner than Phase 4. Our launch is scheduled for Nov 2, 2020.	As identified in the Q4 update, due to COVID, this initiative was potentially going to be put on hold until DC reached Phase 4. However, adjustments were made to ensure this could safely be launched sooner and is set to launch on Nov 2. Due to the length of the program, the first cohort will complete the program by the end of Q1. I have extended out the completion date to allow for analysis of the program to identify outcomes.
<b>Service, support, and opportunity provision (2 Strategic initiatives)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Promote Collaboration between Care Coordinators, Credible Messengers and Behavioral Health team members.	In FY20, DYRS will expand the collaboration opportunities between Care Coordinators, Credible Messengers and Behavioral Health team members through thoughtfully planned activities, training and youth interactions that focus on relationship building and coordination during service delivery. Evidence of increased collaboration among teams will include case notes for collaborative meetings among multiple staff and youth.	Complete	The community BH team also known as the Health and Restoration Team (HRT) continues to offer clinical support and coordinate with the Care Coordinators (CC) and Credible Messengers (CM) to ensure behavioral health care continuity for youth and their families. Examples of collaboration include: scheduling medication, therapeutic, and intake appointments followed by sending calendar invites to the CC and CM to ensure communication; consult with the CC and CM to learn about the current welfare of the youth and to screen for risk factors such as home discord, history of violent victimization, involvement with illegal substances, social cognitive deficits, and high emotional distresses as needed; attend treatment and placement meetings as well as multidisciplinary staff meetings to stay abreast on the overall well-being of the youth and to share status of their core service agency provider and attendance history; conduct psychoeducational groups both planned and informal to educate those seeking information related to mental health; host weekly staff supportive activities such as Mindful Mondays and Wellness Wednesdays to increase and promote self-care; obtain monthly HRT data from the Office and Research team (ORE) to share with Case Management, the Achievement Center, and Credible Messenger which summarize HRT's team efforts and special events; and document all efforts electronically, into FAMCare within 48 hours of service delivery. Due to COVID-19 persisting through the second half of the FY, many of these services have been continued through technological modalities (phone, video, computer). Additionally, in the secure setting behavioral health team members, custody staff and CM have been working together to create opportunities for co-facilitated groups and activities. There has been cross training of the disciplines on the implementation of various psychoeducational programs which has increased engagement exponentially. Overall, the intentional planned collaborations of each of what we are now calling the Core Support Team for each youth is resulting in increased communication, improved engagement and better intervention. We will continue to increase the depth and breadth of the program to meet the expanding needs of the youth and families.	
Fully implement an agency-wide Restorative Justice Strategy	In FY20, DYRS will execute an agency-wide Restorative Justice Strategy to improve communication and increase accountability. This effort will be led by our Behavioral Health Division but focus on every area of the agency, including staff development.	Complete	Restorative Justice (RJ) exceeded its initial training goal by training 85% of the agency in Restorative Justice practices. The department continues to see an increase in referrals for Restorative Justice support for youth and families with an emphasis on supporting family cohesion and communication. The allocation of RJ specific staff to the secure locations has positively impacted the milieu and has placed greater focus youth accountability, community building and staff/youth relationships. We were able to develop many intra-agency collaborations which have set a foundation for the possibility of future program development and expansion.	