



DEPARTMENT OF YOUTH REHABILITATION SERVICES

COUNCIL OF THE DISTRICT OF COLUMBIA
PERFORMANCE OVERSIGHT HEARING
PREHEARING QUESTIONS AND ANSWERS

Question 1 Performance Hearing Response

1. How many youth are committed to DYRS care? Can you explain the levels system and how many youth that you have at each level?

Committed Youth

As of January 31, 2022, there are 112 youth who are committed to DYRS by a DC Family Court Judge. In addition to the committed youth, the agency also provides services to approximately 190 additional youth on a daily basis. These youth include a detained population, which we house either in a shelter home or at YSC but receive oversight by Court Social Services; the Title 16 population, who are housed at YSC; post-committed youth needing services in the community; and select youth who are connected to our young people, such as their siblings or close friends.

Additionally, the agency also provides services to the families of the youth committed under our care. These services include credible messengers, family support groups, therapeutic interventions, and other assistance as needed.

Level System at New Beginnings

The Level System at New Beginnings encourages the youth in our care to recognize their strengths, build positive, healthy relationships, make amends to those that were harmed, establish goals and identify ways to effectively reach those goals. It builds upon the strengths of the youth, encourages them to be honest, open and identifies needs to address challenging areas.

We understand that our youth succeed when they have meaningful and sustainable relationships with the adults that are in their lives. Therefore, we demonstrate love, support and a listening ear for the youth in our care. We also focus on treating the family as a whole. We encourage family therapy and engagement. We believe that there is hope for every young adult in our care. Therefore, it is essential that we involve the youth and family in the treatment process of those entrusted in our care.

The Level System is a graduated system where youth progress through a series of staff-led and self-exploration interventions.

Graduated Phase/Level System:

Every youth starts on the Orientation Phase. This Phase/Level lasts 2 weeks. Once the youth successfully completes the Orientation Phase, they progress to Phase/Level I.

Committed Youth

- *The Lotus DC Model consists of 6 Levels and Home Petition.*
- *On Level 1 and Level 2, youth are reviewed for advancement every 45 days. On Levels 3 through 6, Youth are reviewed for advancement every 30 days. Youth must complete all phase requirements to advance to the next phase.*
- *Once youth have successfully completed Level 6, they advance to the Home Petition phase. It takes approximately 2 weeks to successfully complete the Home Petition phase. The Home Petition Phase is also where discharge planning begins. Youth are expected to maintain the home petition status until they are discharged.*
- *Each youth are assigned two (2) advocates one (1) on the AM and one (1) on the PM.*
- *Daily Progress Sheets are completed on the AM and PM Shifts, and the youth's total score is tallied each week to determine progress, weekly membership, and whether they earned the opportunity to progress to the next phase.*
- *The youth are required to complete various assignments, participate in required programming, and petition and receive feedback from the Youth Treatment Team for advancement to the next phase.*

Number of youth at each level as of 1/31/22 (Note: This data changes frequently. Data does not include youth in orientation phase or youth who have completed level system.):

- *Level 6 – 3 youth*
- *Level 5 – 5 youth*
- *Level 4 – 3 youth*
- *Level 3 – 1 youth*
- *Level 2 – 7 youth*
- *Level 1 – 0 youth*

Youth Core Support Team:

- *Youth*
- *Treatment Manager*
- *Deputy of Treatment*
- *Case Manager-JJIC*
- *Behavior Health Specialist*
- *Health Services Program Manager*
- *Youth Advocate*
- *School Advocate*
- *Facility/Community Care Coordinators*
- *Facility/Community Credible Messengers*

- *Restorative Justice Specialist*

The youth participates in a structured daily and weekly schedule. The schedule includes the following:

- *Education*
- *Recreation*
- *Behavioral Health Groups, one-on-one therapy sessions, and family therapy*
- *Unit Team-Oriented Activities/Group sessions*
- *Vocational Programs*
- *Restorative Justice*
- *RISE/Reflection Circles*
- *Youth Progress Meetings*

Focus areas consists of:

- *Life Skills*
- *Leadership Skills*
- *Anger Management*
- *Sexual Education*
- *Self-Esteem*
- *Healthy Relationships*
- *Healthy Communication*
- *Conflict Resolution*

Vocational Programs/Certification consists of:

- *Barbering Program*
- *Digital Art Program*
- *Automotive Program*
- *First Aid Certification*
- *Safe SERV Certification*
- *Hospitality Training*

Core Programs consists of:

- *SPARCS*
- *TGCTA*
- *Power Source*
- *WAIT*
- *RJ Ready*
-

Supplemental Programs consists of:

- *Horticulture*

- *Animal Assisted Therapy (AAT)*
- *Religious Services*

Question 31 Performance Hearing Response

Services for Committed Youth - FY21

| Provider | Goals | Service Type/ Nature of Program | Program/service | # of Committed Youth | # of Post Committed Youth | Outcomes |
|---|---|---|--|----------------------|---------------------------|--|
| Achievement Center | | | | | | |
| Back 2 Basics | To achieve barber license/trade, customer service skills and entrepreneurship skills | Vocational Training | Barbering | 14 | 2 | Youth earn barbering license to obtain ongoing employment opportunities and business ownership. Back2Basics is very proud to announce that we have three new Barbicide Certified Students in the Barbering Program. Two are DYRS Post Committed Youth and one Community Member. |
| Center City Community Technology Development | Develop skills in graphic design and digital arts | Vocational training | Digital Arts | 6 | 3 | Employment, Program Design, enroll in higher education, develop vocational skills leading to entrepreneurship; 4 participants earned certificates in Adobe; 6 participants completed a class project. Complete one Violence Prevention lesson/initiative per month |
| Dramatic Solutions | This program assists in developing a life vision map, and action plans and resources to achieve success. | Life Skills | Behavioral Health & Wellness / Restorative Justice | 12 | 1 | Participate in creative strategies. resolution and violence prevention roleplays participate in conflict resolution and violence prevention roleplays Complete Power Pledge Participate in conflict resolution and violence prevention roleplays Participate in Dramatic Engagers. |
| Creative Solutions | This program assists youth in mastering social media training, song writing, creating radio clean music, and studio techniques and etiquette when recording. | Music Production | Music Production | 18 | 6 | Improve opportunities for expression; create music recordings and productions; develop artistic portfolio; All participants in December completed mixtape for Mixtape Challenge Writing and performance of radio drop Using mindfulness in describing an item Television Interview Artist Scoolings Studio training CD Release Media/Interview Training |
| ES Fitness | This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates. | Physical Fitness and Nutrition | Physical Fitness & Nutrition | 5 | 0 | This program facilitates youth with obtaining CPR/First-Aid Certifications, Personal Training Diplomas and Nutrition Certificates. Receive a CPR Certification. |
| Dolls & Dreams | This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices. | Girls Programming | Girl's Programming | 11 | 8 | This program develops the youth's social and emotional skills to increase self-accountability, self-confidence, and enhance critical thinking and problem solving skills to improve community injustices. Youth participated in The Purple Table Fall/Recoming by Michelle Obama Youth participated in PT. II Violence Prevention Workshop/Finding Peace in Chaotic Times" Increased sense of purpose and demonstrate healthy communication and self-expression amongst peers with a creative writing piece every quarter. Participated in Open Discussion of violence prevention topic, increasing knowledge of non-violent coping skills, and understand the importance of youth social involvement within the community. Youth will participate in PT. II Violence Prevention Workshop by 12/23 with Miranda Bass, Occupational Therapist. Increase sense of purpose and demonstrate healthy communication and self-expression amongst peers with a creative writing piece every quarter. Youth participated in PT. II Violence Prevention Workshop/Vagina Monologue. Youth will create Kindness Packages for Womens Shelter in honor of Womens History Month Develop and exhibit a sense of self and confidence nurturing an understanding of personal motivation with a before and after self-portfolio. |
| YAAY Me Inc. | This program develops youth's portfolio in becoming a CEO of their own company and crafting a business pitch. | Entrepreneurial Skills | Entrepreneurial Skills | 13 | 4 | Youth will develop portfolio in becoming a CEO of their own company and crafting a business pitch. Complete one Violence Prevention lesson/initiative per month Complete electronic Pre-Survey (via Google Form) Develop a Business contact page Develop a Business contact page |
| Urban Encouragement | This program is designed to teach youth the art of film making and theatre production, including but not limited costume design, drama workshops, advertising, and other disciplines related to film making | Vocational Training | TV, Film & Video Production | 7 | 3 | Youth acquire a final project/portfolio for marketing and exposure to film making industry moguls to develop skills and market expertise (performances). Demonstrated a proficiency in a core element of the production process (i.e. camera work, scripting/interviewing, editing, etc.) Demonstrate positive production techniques and produce documentary violence prevention videos. Create their own completed script. Demonstrate a proficiency in a core element of the production process (i.e. camera work, scripting/interviewing, editing, etc.) |
| DC YouthLink | | | | | | |
| Georgetown Tutoring | Individualized goal focused academic tutoring across a wide range of subjects. Tutoring includes school subject, credit recovery, test preparation, college testing preparation. | Education assistance -- Tutoring | Tutoring | 17 | 3 | Youth achieve grade point average and attendance improvement that lead to attainment of diploma. Complete assigned work Develop a professional resume/activity resume. Attend tutoring session once a week Participate in one (1) Free Minds Write Night a quarter |
| Credible Messenger | | | | | | |
| Alliance of Concerned Men-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 28 | 6 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Alliance of Concerned Men-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 18 | 3 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Far Southeast Family Strengthening Collaborative-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 22 | 8 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Far Southeast Family Strengthening Collaborative-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 22 | 4 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| ERCCOP-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 31 | 8 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| ERCCOP-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 13 | 5 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Grow Up Grow Out-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 74 | 13 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Grow Up Grow Out-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 0 | 0 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| InnerCity Collaborative-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 30 | 15 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| InnerCity Collaborative-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 12 | 3 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Life Deeds, Inc Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 40 | 10 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |

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|---|--|---|-----------|----|----|---|
| Life Deeds, Inc-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 15 | 2 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Sasha Bruce Youthwork, Inc-Credible Messenger | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 36 | 12 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |
| Sasha Bruce Youthwork, Inc-Credible Messenger(Family) | The Credible Messenger Initiative is a transformative mentoring intervention program for youth committed to DYRS with the Restorative Justice philosophy for youth people in the community | Transformative Mentoring / Restorative Justice Services | Mentoring | 21 | 4 | Credible Messenger goals and outcomes are directly correlated and influence the youth and family's success plan goals. Tasks are created based on the goals in the success plan. When youth and family's achieve goals all parties are considered in assisting with these achievements. |



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Question 52 Performance Hearing Response

52. What are the different types of training that are required for DYRS employees? Can you speak to continuing training that is offered for DYRS youth?

DYRS new-hire direct-care (i.e., Supervisory Youth Development Representative (SYDR), and Youth Development Representatives (YDR), staff receives the following training prior to entering service:

| Pre-Service Course Name | Credit Hours |
|--|---------------------|
| Adolescent Development/Trauma Informed Care (i.e., “Behavioral Health”) | 8 |
| Suicide Prevention | 8 |
| Anger Management | 4 |
| Avoiding Sexual Harassment in the Workplace | 4 |
| Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)/First Aid | 5 |
| Cultural Sensitivity | 4 |
| Effective Communication | 4 |
| Family Engagement | 2 |
| Safe Crisis Management-De-escalation Training | 4 |
| Safe Crisis Management-De-escalation Training | 24 |
| Environmental Health and Safety “Risk Management” (Includes Blood Borne Pathogens (BBP), Personal Protective Equipment (PPE), Tuberculosis, and OSHA’s Hazard Communication (HazCom) standard) | 8 |
| Intro to the Juvenile Justice System (Includes DYRS Practice Framework (i.e., PYD/PYJ), Credible Messenger, Restorative Justice, and Trauma Awareness) | 40 |
| Mandated Reporter | 2 |
| Policies and Procedures <ol style="list-style-type: none"> 1. Suicide Prevention 2. Chain of Command 3. Cellular Phones | 12 |

| | |
|--|---|
| <ol style="list-style-type: none"> 4. Early Return-to-Work/Alternate and Light Duty Assignments 5. Employee Conduct 6. Exposure Control 7. Housekeeping and Inspections 8. Key Control 9. Overtime Draft Procedures 10. Reporting Unusual Incidents 11. Room Confinement 12. Resident Code of Conduct 13. Identification and Searches of Staff, Visitors, Vehicles, and Youth at DYRS Secure Facilities 14. Time, Attendance and Leave Policy 15. Use of Mechanical Restraint 16. Use of Physical Restraint 17. Youth Supervision and Movement 18. Emergency Medical Response 19. Mandatory Employee Drug and Alcohol Testing Program (MEDAT) 20. Protection of Confidential Information 21. Reporting of Child Abuse and Neglect Lesbian, Gay, Bisexual, Transgender, Questioning, and Intersex (LGBTQI) Youth 22. Prevention of and Response to Sexual Misconduct | |
| Prison Rape Elimination Act | 4 |
| Behavioral Observation & Report Writing | 4 |
| Welcome and Overview (Juvenile Justice history and current trends as well as DC system) | 8 |

Staff also receive annual recertification in the following:

- *Safe Crisis Management de-escalation training*
- *Behavioral Observation & Report Writing*
- *CPR/AED/First Aid*
- *Suicide Prevention*
- *Secure Care Operations (Policy training)*

DYRS youth receive programming designed to ensure they develop the appropriate skills to contribute to society and prevent future involvement with the justice system. These programs are offered to youth during and after their commitment.

- a. Do personnel receive drug abuse training?

All staff receive training a Mandatory Employee Drug and Alcohol Testing Program (MEDAT), training and sign off on the understanding prior to going into their role. Within the policy it discusses resources such as the Employee Assistance Program that staff may utilize and ways to disclose usage and testing requirements.



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Question 54 Performance Hearing Response

54. Does this training requirement apply only to agency staff or all the individuals who encounter the youth? Do you have any training requirements for non-agency staff or personnel who have access to the youth?

All DYRS staff are required to participate in trauma training prior to entry into their role.

Non-agency staff who encounter youth are required to participate in the following courses:

| Pre-Service Course Name | Credit Hours |
|--|---------------------|
| Suicide Prevention | 8 |
| Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)/First Aid | 5 |
| Mandated Reporter | 2 |
| Policies and Procedures <ol style="list-style-type: none"> 1. Suicide Prevention 2. Employee Conduct 3. Exposure Control 4. Housekeeping and Inspections 5. Key Control 6. Overtime Draft Procedures 7. Reporting Unusual Incidents 8. Room Confinement 9. Resident Code of Conduct 10. Identification and Searches of Staff, Visitors, Vehicles, and Youth at DYRS Secure Facilities 11. Time, Attendance and Leave Policy 12. Use of Mechanical Restraint 13. Use of Physical Restraint 14. Youth Supervision and Movement 15. Emergency Medical Response | 12 |

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|--|---|
| 16. Mandatory Employee Drug and Alcohol Testing Program (MEDAT) | |
| 17. Protection of Confidential Information | |
| 18. Reporting of Child Abuse and Neglect Lesbian, Gay, Bisexual, Transgender, Questioning, and Intersex (LGBTQI) Youth | |
| 19. Prevention of and Response to Sexual Misconduct | |
| Prison Rape Elimination Act | 4 |
| Behavioral Observation & Report Writing | 4 |

Staff also receive annual recertification in the following:

- *Safe Crisis Management de-escalation training*
- *Behavioral Observation & Report Writing*
- *CPR/AED/First Aid*
- *Suicide Prevention*
- *Secure Care Operations (Policy training)*



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Question 62 Performance Hearing Response

Current Capital Projects

| Project | Title | Status % (est.) | Budgeted | Total Project Cost | Remaining Balance | Funds Available for Reprogramming | Notes |
|---------|------------------------|-------------------------|----------------|--------------------|-------------------|-----------------------------------|--|
| SH734C | Backup Generator - YSC | 5% | \$950,000 | \$950,000 | \$12,080 | \$0 | A/E Contract awarded and first site visit for design took place on 1.14.2022 Field report from site visit provided on 1.20.2022 |
| SH737C | HVAC Replacement | Closing / Reprogramming | \$3,985,737.97 | \$3,301,561.85 | \$655,984.24 | \$0 | Remaining funds being reprogrammed to replace roof on units where HVAC work required cutting new holes for installation. Roof had prior leaks and new openings due to construction. |

| | | | | | | | |
|--------|---------------------------|-----------------------------------|-------------|-------------|-------------|-----|---|
| SH740C | YSC Security | A/E design | \$2,997,800 | \$2,997,800 | \$2,997,800 | \$0 | A/E Service is at 35% design. |
| SH741C | YSC Roof Replacement | Develop Requirements / Assessment | \$2,300,000 | \$2,300,000 | \$2,300,000 | \$0 | DGS Capital Construction and DYRS Project Manager anticipate all funding will be required to complete this project |
| SH7HPC | YSC Small Capital Project | Defining requirements | \$250,000 | \$250,000 | \$250,000 | \$0 | \$250,000 allocated for FY21 with additional funds in FY22 and FY23. FY21 funds will be used for A/E Services. |

a. An update on all capital projects planned for FY20, FY21, FY22, FY23, and FY24.

There are no additionally planned projects.

b. Do the capital projects begun, in progress, or concluded in FY20, FY21 to date have an impact on the operating budget of the agency? If so, please provide an accounting of such impact.

The current projects have no fiscal impact on the operating budget.