



OFFICE OF THE DIRECTOR
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TO: Councilmember Trayon White, Chairperson
Committee on Recreation, Libraries and Youth Affairs

FROM: Sam Abed, Director
Department of Youth Rehabilitation Services

DATE: February 12, 2024

RE: DYRS FY23 Performance Oversight Pre-Hearing Question Responses

Councilmember Trayon White:

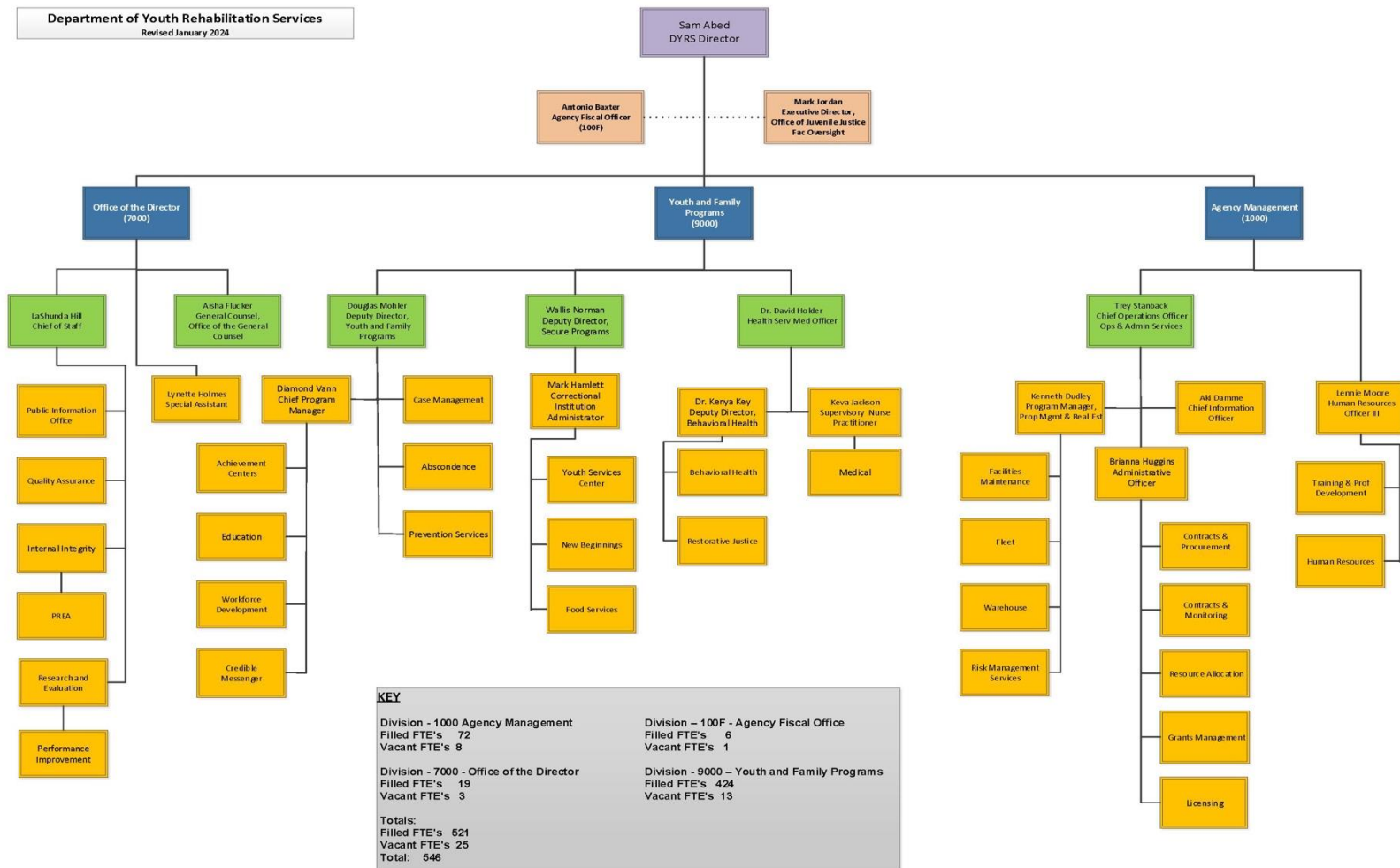
Thank you for the opportunity to provide information regarding the work of the Department of Youth Rehabilitation Services (DYRS) to serve the needs of youth in our care. In preparation for the DYRS FY23 performance oversight hearing on February 15, 2024, DYRS is sending the attached agency responses to the pre-hearing questions sent to us from the Committee on Recreation, Libraries, and Youth Affairs.

I look forward to sharing more about the work of DYRS during our performance oversight hearing.

Sam Abed, Director
Department of Youth Rehabilitation Services

Agency Organization and Operations

1. Please provide a complete, up-to-date organizational chart for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.



DYRS currently is organized by the below divisions and subdivisions:

- **Agency Management** – provides for supervision and administrative support to personnel services, training and professional development, risk management, property management, contract compliance, information services, and research and evaluation functions to assure the achievement of operational and programmatic results. This division contains the following ten (10) activities:

- **Office of Chief Operations Officer** – provides oversight for the agency management division;
 - **Human Resources** – provides supervision and administrative support to ensure staffing goals are met and maintained in compliance with all applicable mandates and decrees in line with District and Federal staffing and employment laws;
 - **Training** – supports the agency’s mission by offering services to support the training and professional development of the agency’s human capital resources;
 - **Contract Monitoring and Compliance** – ensures the timely delivery of quality community-based and residential services in safe and therapeutic settings with fiscal integrity and ensures licensing compliance;
 - **Resource Allocation/Contracts and Procurement** - ensures fiscal compliance monitoring, procurement of agency goods and services, grants management, and producing and maintaining financial and contractual records for the agency;
 - **Facilities Maintenance** – provides supervision and administrative support to ensure that all physical property meets the needs of the agency to include regular maintenance and upkeep of five (5) locations as well as providing warehouse operations for the receipt and distribution of goods;
 - **Information Management** – provides technical support for the agency's automated information management and web-based operations systems, including information systems technology, systems operations, and data base administration;
 - **Risk Management** – provides supervision and administrative support for forecasting and evaluating physical and potential financial risks together with the identification of procedures to avoid or minimize their impact;
 - **Fleet Management** – ensures that the fleet of assigned vehicles are scheduled, available, and maintained for the movement of staff and youth to District Government business-related events (e.g. court, district meetings, etc.);
 - **Licensing** – ensures compliance with oversight, develops strategies and new initiatives, and licensing of youth residential facilities, independent living programs, and foster homes of private child-placing agencies.
- **Office of the Director** – provides executive leadership, direction, and administration of agency-wide comprehensive services and programs, including

development and deployment of resources for agency operations and service delivery; direct reporting from internal integrity, general counsel, communications, and inter/intra-governmental affairs to align the District and agency's strategies and achieve DYRS' goals. This division contains the following eight (8) activities:

- **Office of the Director** – provides executive leadership, direction, and administration of agency-wide comprehensive services and programs to align the District and agency's strategies and achieve DYRS' goals;
- **Office of the Chief of Staff** – provides senior-level coordination for planning, organizing, and developing agency policies, regulations, directives, and procedures;
- **Communications and Public Affairs** – manages the agency's communications and public relations activities, including maintaining communication with the Mayor's Office, Council, members of the news media, advocates, community groups, and the public, while producing internal and external communications material and overseeing content on the agency website and social media;
- **Office of Internal Integrity** – takes responsibility for swift and competent internal investigations into allegations and indications of unprofessional and unlawful conduct by employees or contractors of the Department. Convenes and conducts disciplinary hearings at the New Beginnings Youth Development Center (NBYDC) and the Youth Services Center (YSC) for youth who have been administratively charged with major violations of the Comprehensive Disciplinary Code and served a Notice of Disciplinary Hearing. The OII is currently staffed with one Chief Integrity Officer/Supervisory Investigator, one Program Analyst and three Investigators.;
- **Office of the General Counsel** – responsible for reviewing legal matters pertaining to the agency and its programs, analyzing existing or proposed federal or local legislation and rules, managing the development of new legislation and rules, and coordinating legal services to the agency;
- **Performance Management** – oversees and coordinates the assessment, monitoring, review, and evaluation of DYRS compliance with federal and local requirements, consent decrees, court orders, judicial mandates, departmental guidelines, and procedures; and
- **Research and Evaluation** – responsible for planning, directing, evaluating, and coordinating activities that prevent, intervene and control juvenile delinquency in the District of Columbia. This entails use of research and evaluation tools to advise on issues of importance in the areas of law, policy,

plans of action, and proper approaches as they relate to projects, programs, research, and analysis.

- **Youth and Family Programs** – provides Community Services for court-ordered youth (including Supervised Independent Living Programs, Extended Family Homes, Residential Treatment Facilities and Therapeutic Foster Care). Provides custodial care, supervision, services, support, and opportunities to youth committed to the care and custody of DYRS (New Beginnings Youth Development Center) and care and custody of youth awaiting court processing who are placed in the secure detention facility (Youth Services Center) or shelter care by the Superior Court of the District of Columbia. This division contains the following five (6) activities:
 - **Youth Programs** – provides supervision and administrative support to youth and family empowerment, youth development services, residential programs, and health services administration to assure DYRS goals are met;
 - **Youth and Family Programs** – ensures delivery of vital community-based support services and programs, including Prevention Services, workforce training, job placement services, educational support, electronic monitoring, and community engagement focused on coordinating family outreach programming, parent support groups, parent orientations, and family engagement events;
 - **Youth Development Services** – provides individualized case and care planning, management, and monitoring for all DYRS youth and families, including Pre-Dispositional Plan Development and Youth Family Team Meeting facilitation services;
 - **Secure Programs and Services** – provides management oversight, supervision, and administrative support to assure DYRS goals are met as related to detained and committed populations while managing all referrals to contracted residential services and tracks the utilization of contracted programs and services to inform planning and resource allocation. Residential program staff are responsible for providing short-term care in secure custody at the Youth Services Center (YSC) for youth awaiting adjudication, disposition, or transfer to another facility. YSC provides 24-hour custody, care, supervision, and programs to support the basic physical, emotional, religious, educational, and social needs for juveniles in secure custody. The New Beginnings Youth Development Center, located in Laurel, Maryland, provides 24-hour supervision, custody, and care, including educational, recreational, and workforce development services. The facility’s six-to-twelve-month rehabilitation program, modeled after the acclaimed Missouri approach, serves the most serious and chronic young offenders. The program prepares youth for community reintegration

in the least restrictive environment consistent with public safety grounded in the principles of positive youth development and guided peer interaction that promote youth rehabilitation.;

- **Behavioral Health** – provides clinical services to youth committed to DYRS secure facilities and community. Additionally, provides programmatic and administrative support for restorative justice initiatives and services for DYRS youth and family; and
- **Health and Wellness Services** – provides acute care services, immunizations, health and wellness education, behavioral health services, and preventative and comprehensive medical services to all DYRS youth in secure care.

2. Please provide a complete, up-to-date position listing for your agency, ordered by program and activity, and including the following information for each position

- a. Title of position**
- b. Name of employee or statement that the position is vacant, unfunded, or proposed**
- c. Date employee began in the position**
- d. Salary and fringe benefits (separately), including the specific grade, series, and step of position**
- e. Job-status (continuing/term/temporary/contract)**
- f. Whether the position must be filled to comply with federal or local law**

Please refer to *Appendix A: Schedule A*.

3. Please list each new program implemented by the agency during FY23 and FY24 to date. For each initiative, please provide:

- a. A description of the initiative**
- b. The funding required to implement the initiative**
- c. Any documented results of the program**
- d. How many youths participate in each program**

Juvenile Curfew Enforcement Pilot

General budget: FY23 - \$10,770; FY24 - \$102,810

On September 1, 2023, the District launched the Juvenile Curfew Enforcement Pilot program. This multi-agency partnership works to increase youth and community safety through ensuring that youth are at home, at school or in. safe and supportive community environment during curfew hours. The pilot currently operates in the following areas:

MPD District 1: Chinatown and Navy Yard

MPD District 3: U Street area

MPD District 3: Howard University/Banneker
 MPD District 4: 14th Street between Otis and Spring Road, NW
 MPD District 4: 4000 Georgia Avenue, NW
 MPD District 6: 4400-4600 Benning Rd, SE
 MPD District 7: 1300 Congress Street, SE

Juvenile Curfew Enforcement Pilot: September 2023 – February 2024 Data	<i>Total number of youths MPD transferred to DYRS custody that were in violation of curfew</i>	<i>Number of youths released to parent/guardian from DYRS custody</i>	<i>Number of youths released to CFSA from DYRS custody</i>	<i>Number of youths released to MPD from DYRS custody</i>
Saturday, September 2 (12:01 a.m.) through Monday, September 4 at 6 a.m.	Four	Four	Zero	Zero
Monday, September 4 through Monday, September 11 at 6 a.m.	Three	Two	One	Zero
Monday, September 11 through, Monday, September 18 at 6 a.m.	Nine	Seven	One	One
Monday, September 18 through, Monday, September 25 at 6 a.m.	One	One	Zero	Zero
Monday, September 25 through, Monday, October 2 at 6 a.m.	Two	Zero	One	One
Monday, October 2 at 6 a.m. through, Monday, October 9	Three	Three	Zero	Zero
Monday, October 9 at 6 a.m. through, Monday, October 16 at 6 a.m.	Zero	Zero	Zero	Zero

Juvenile Curfew Enforcement Pilot: September 2023 – February 2024 Data	<i>Total number of youths MPD transferred to DYRS custody that were in violation of curfew</i>	<i>Number of youths released to parent/guardian from DYRS custody</i>	<i>Number of youths released to CFSA from DYRS custody</i>	<i>Number of youths released to MPD from DYRS custody</i>
Monday, October 16 at 6 a.m. through, Monday, October 23 at 6 a.m.	Five	Three	Zero	Two
Monday, October 23 at 6 a.m. through, Monday, October 30 at 6 a.m.	Two	One	One	Zero
Monday, October 30 at 6 a.m. through, Monday, November 6 at 6 a.m.	One	Zero	One	Zero
Monday, November 6 at 6 a.m. through, Monday, November 13 at 6 a.m.	Two	One	One	Zero
Monday, November 13 at 6 a.m. through, Monday, November 20 at 6 a.m.	Two	Two	Zero	Zero
Monday, November 20 at 6 a.m. through, Monday, November 27 at 6 a.m.	Five	Two	Three	Zero
Monday, November 27 at 6 a.m. through, Monday, December 4 at 6 a.m.	Two	Two	Zero	Zero
Monday, December 4 at 6 a.m. through, Monday, December 10 at 6 a.m.	Two	One	One	Zero
Monday, December 10 at 6 a.m. through,	One	One	Zero	Zero

Juvenile Curfew Enforcement Pilot: September 2023 – February 2024 Data	<i>Total number of youths MPD transferred to DYRS custody that were in violation of curfew</i>	<i>Number of youths released to parent/guardian from DYRS custody</i>	<i>Number of youths released to CFSA from DYRS custody</i>	<i>Number of youths released to MPD from DYRS custody</i>
Monday, December 17 at 6 a.m.				
Monday, December 17 at 6 a.m. through, Monday, December 25 at 6 a.m.	Two	One	Zero	One
Monday, December 25 at 6 a.m. through, Monday, January 1 at 6 a.m.	Three	Three	Zero	Zero
Monday, January 1 at 6 a.m. through, Monday, January 8 at 6 a.m.	Zero	Zero	Zero	Zero
Monday, January 8 at 6 a.m. through, Monday, January 15 at 6 a.m.	One	Zero	One	Zero
Monday, January 15 at 6 a.m. through, Monday, January 22 at 6 a.m.	Zero	Zero	Zero	Zero
Monday, January 22 at 6 a.m. through, Monday, January 29 at 6 a.m.	Three	Two	One	Zero
Monday, January 29 at 6 a.m. through, Monday, February 5 at 6 a.m.	Four	Three	Zero	One
Total:	57	39	12	6

Oasis Program

General Budget: FY23 - \$789,046; FY24 - \$789,046

Youth Reserve Buildout: FY23 - \$1,780,000 (grant award)

Please refer to response to question 86 for additional information on the Oasis program.

- 4. Please provide a list of all memoranda of understanding (“MOU”) entered into by your agency during FY23 and FY24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date (if applicable).**

FY23 (All MOU’s for FY23 terminated 09/30/2023)

- DYRS with Deputy Mayor of Public Safety \$77,000 (Community Programming)
- DYRS with CFSa \$207,000 (Credible Messenger)
- DYRS with DCHR \$60,339.90 (Employment Suitability and Compliance)
- DYRS with DCPL \$49,887 (Credible Messenger)
- DYRS with DGS \$61,000 (Office Space for the Office of Independent Juvenile Justice Facilities Oversight)
- DYRS with DGS \$25,782.84 (Protective Services)
- DYRS with DHS \$370,000 (Transitional Housing for Youth)
- DYRS with DOH \$5,853.57 (Health Inspections)
- DYRS with DSLBD \$443.34 (Software License Cost)
- DYRS with OCFO \$2,787 (Single Audit Cost)
- DYRS with OCTO \$10,000 (Tableau License)
- DYRS with OSSE \$38,461 (Breakfast Grant Expansion)
- DYRS with OSSE \$24,000 (GED Testing)
- DYRS with OSSE \$252,000 (School Lunch and Breakfast Program)
- DYRS with OSSE \$242,237 (Title 1 D Expansion)
- DYRS with OSSE \$11,770.65 (Supply Chain)
- DYRS with OUC \$104,856.71 (Radios)

FY24 (All MOU’s for FY23 terminated 09/30/2024)

- DYRS and Deputy Mayor of Public Safety \$50,000 (Community Programming)
- DYRS and OSSE \$24,000 (GED Testing)
- DYRS and OSSE \$38,461.54 (Breakfast Expansion)
- DYRS and OUC \$102,748.41 (Radios)

- 5. Please provide a list of each collective bargaining agreement that is currently in effect for agency employees. Please note if the agency is currently in bargaining and its anticipated completion date.**

Please refer to *Appendix B: DYRS Labor Agreements*.

- 6. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.**

Please refer to *Appendix B: DYRS Labor Agreements*.

7. **Please provide, for each union, the union leader’s name, title, and his or her contact information, including e-mail, phone, and address if available.**

Please refer to *Appendix B: DYRS Labor Agreements*.

8. **Please provide the agency’s FY 2023 Performance Accountability Report.**

Please refer to *Appendix C: DYRS FY23 Performance Accountability Report*.

9. **For FY23 and FY24 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an amount under \$250,000, how many were for an amount between \$250,000-\$999,999, and how many were for an amount over \$1 million.**

Fiscal Year	Procurement Value	No. of Procurements	Sum of Total
FY 2023	Under \$250k	147	6,211,727.24
	\$250K-\$999k	14	7,978,683.29
	\$1M+	7	14,825,236.66
FY 2023 Total		168	29,015,647.19
FY 2024	Under \$250k	73	2,960,644.47
	\$250K-\$999k	9	4,861,915.52
FY 2024 Total		82	7,822,559.99
Grand Total		250	36,838,207.18

10. **Please provide the typical timeframe from the beginning of the solicitation process to contract execution for:**
 - a. **Contracts and procurements under \$250,000**
 - b. **Contracts and procurements between \$250,000-\$999,999**
 - c. **Contracts and procurements over \$1 million**

DYRS does not track the timeframes for contracts and procurements. DYRS coordinates closely with OCP during the contracting and procurement process and works in partnership with OCP to expedite that process when needed.

11. **In cases where you have been dissatisfied with the procurement process, what have been the major issues?**

DYRS’ operational requirements necessitate a team with enough resources to support a large volume of both emergency and steady-state procurements, to avoid delays in

acquiring and maintaining critical resources. The collaborative work with agency contracting partners has enabled DYRS to satisfactorily meet operational needs.

12. What changes to contracting and procurement policies, practices, or systems would help your agency deliver more reliable, cost-effective, and timely services?

Please refer to the response to question 11.

13. Please explain any significant impacts on your agency of legislation passed at the federal or local level during FY23 and FY24, to date.

There was no legislation passed at the federal or local level in FY23 and FY24 to date, that had a significant impact on DYRS.

14. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY24.

- **Population Management Strategy** – Using all the treatment beds at New Beginnings and expanding the private sector treatment options allows for more efficient placement of youth into treatment programs; reducing the length of stay (LOS) for youth awaiting placement and housed at Youth Services Center (YSC). Reducing the LOS at YSC ultimately brings the population number down.
 - Related to this, the policy work of streamlining the placement process will reduce the time it takes DYRS to place a youth into treatment. Currently, the Average Length of Stay (ALOS) for a non-Title-16 youth awaiting placement is 55 days. DYRS's goal is to reduce this to under 30 days.
 - Adding an additional housing unit at YSC gives DYRS more flexibility with housing young people detained. Thus, when youth or groups of youth need to be separated, we have an additional living unit to utilize.
 - Title-16 youth remain in DYRS custody for an extremely long period of time. ALOS for pre-trial Title 16 youth released over the last three Fiscal Years ranged from nearly 600 days to over 1,000 days.
 - The final component of this section deals with conflict resolution. Youth involved with our system have conflicts that pre-date their time in detention or committed care. DYRS's behavioral health team is leading listening sessions that connect the disputes that youth are bringing in with leaders from the community who are working to help resolve these disputes.
 - Maximize utilization of treatment beds at New Beginnings.

- Utilize enhanced procurement authority to develop contracts with private treatment providers in the District and in Maryland to expand the committed treatment options available to DYRS.
- Streamline the placement process so that youth awaiting placement move more quickly into their treatment program.
- Expedite renovations of an additional living unit at YSC.
- Collaborate with the U.S. Attorney's Office and the Judiciary to develop strategies that decrease case processing times for Title 16 youth.
 - Pre-trial ALOS for FY21 releases: 548 days
 - Pre-trial ALOS for FY22 releases: 784 days
 - Pre-trial ALOS for FY23 releases: 912 days
 - Pre-trial ALOS for current population: 220 days (November 20, 2023)
- Develop an agency intelligence committee to identify and respond to gang and neighborhood conflicts that follow youth into secure facilities.
- **Staff Unavailable for Duty** – DYRS has met with the Fraternal Order of Police (FOP) to discuss how we can collaborate on working conditions. One of the primary concerns expressed was around Title 16 youths. They advised that these youths do not respond to any sanctions, and they are not motivated to participate in programming because of their long length of stay (LOS). DYRS agreed to no longer hold those youth after they turn 18.
 - FOP shared concerns about staffing levels being low because so many staff are unavailable to work. DYRS is establishing 14 new Youth Development Representative (YDR) positions to enhance the current staffing compliment and is also establishing a return-to-work coordinator to ensure the agency is doing everything to either return staff to work or refer them to the District Medical Director to be evaluated for fitness for duty.
 - DYRS leadership has also met with the Office of Risk Management (ORM) to identify best practices around the return to work process. ORM has agreed to provide technical assistance to DYRS so that we establish a procedure that is both fair to staff as well as efficient at identifying inappropriate uses of leave.
 - Collaborate with the FOP to develop strategies that encourage staff to return to work.
 - Ensure that all FMLA and PFL paperwork is received in a timely manner and ensure staff promptly return to work once their authorization has expired.

- Refer staff to the District Medical Director for evaluation of fitness for duty so that those who cannot perform their duties are separated from service, and their positions are placed back into recruitment.
- **Recruit and fill key leadership positions** – Updates are provided below.
 - Trina Lyles, Superintendent at YSC – Position filled and started on November 20, 2023.
 - Douglas Mohler, Deputy Director of Youth and Family Programs – Position filled and started on November 20, 2023.
 - LaShunda Hill, Chief of Staff – Position filled and started on December 4, 2023.
 - Andre Mullings, Assistant Superintendent at YSC - Position filled and started on December 18, 2023.
 - Dr. David Holder, Medical Director – Position filled and started on December 18, 2023.
 - Keva Jackson, Nurse Practitioner Supervisor – Position filled and started on December 18, 2023.
 - Salithea Eubanks, Chief Integrity Officer/Supervisory Investigator, Office of Internal Integrity – Position filled and started on January 16, 2024.
- **Develop an Office of Policy and Quality Assurance** - This office has been established and is in recruitment. Policy and procedures are the foundation on which the agency’s operations are built. As the DYRS leadership team develops changes to the operations they must all be documented into procedures. These procedures can then be used for training new staff in exactly how the work needs to be completed. Additionally, to have an effective system of accountability, staff must have clear instructions that articulate their responsibilities so that staff are treated fairly by being measured by an objective standard. It is also critical for the continuity of the operations when members of the leadership turn over. All too often, agencies are driven by the force of the personalities that lead them. Once those people leave, staff then revert to preferred ways of working and the new leadership team must start from scratch. Having a strong and comprehensive set of policies and procedures buffers those transitions and gives the new leadership team a much more efficient pathway to making changes that they want to bring.

- Once policy and procedure are in place, the basis for quality assurance is also in place. This is so because objective standards for operations can then be developed into a compliance tool. Quality assurance specialists then will use that compliance tool to evaluate the quality and efficacy of the work that staff are performing. When deficiencies are identified, corrective action must be developed by the management of the office and reviewed by the quality assurance team and ultimately by the agency executive team. While this is not intended to be primarily used for accountability, repeat findings will trigger progressive discipline.
- This office would consist of two Chief Policy Officers (CPO). One CPO will oversee policy and quality assurance for secure programs. The second CPO will oversee policy and quality assurance for community programs. In addition, the office will consist of two quality assurance specialists.
- Initially, all staff would be detailed to complete the critical policy and procedures that are underway.
- Priority areas are:
 - Facility safety and security.
 - Process for placement; community placement agreements; community supervision.
 - Treatment planning, length of stay policy and release from commitment decisions.
 - GPS monitoring and collaboration with Court Social Services Division to ensure compliance with conditions.
- **Shelter and Group Home Bed Capacity** – As part of the public emergency focused on juvenile violence, the DYRS completed the renovation of an additional housing unit at the Youth Services Center, adding 10 beds. Additionally, DYRS continues to work with the private shelter home providers to increase shelter bed capacity. There is one 10-bed contract signed for one facility, and the agency is in the final stages of an additional six-bed contract.
 - Utilize enhanced procurement authority to contract with local group home providers.
 - Increase surge capacity by developing Statements of Work that allow DYRS to flex space between group home and shelter beds depending on the need.

15. What are the metrics regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

DYRS monitors, records, and reports on key performance indicators quarterly and annually for internal evaluation and as required by the Office of the City Administrator (OCA). The performance plan metrics have been standardized throughout the previous fiscal years to maintain emphasis on the agency’s following three objectives:

1. **Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.** Several metrics are included under this objective to measure the rates of assaults and injuries at DYRS secure facilities.
2. **Provide high-quality community-based programs, support, and opportunities to help court-involved youth succeed and promote community safety.** Metrics under this objective include measure committed youth re-arrest, treatment placements, case planning fulfillments, and youth enrollment in school, training, and employment.
3. **Create and maintain a highly efficient, transparent, and responsive District government.** Metrics under this objective measure personnel demographics relative to District hiring standards. The performance plan additionally includes annual strategic initiatives and KPI’s that monitor workload measures required to achieve the agency’s performance objectives in the following categories:
 - Deliver appropriate services
 - Ensure safety of facilities
 - Intake and assessment
 - Case planning and management
 - Service, support, and opportunity provision

16. Please provide a copy of the agency’s FY23 performance plan if one was prepared. Please explain which performance plan objectives were completed in FY23. If they were not completed, please provide an explanation.

In FY23, DYRS’ performance reflects one of five KPI’s unmet under the secure facilities objective and two of seven KPI’s unmet under the community-based programming objective. A summary of each KPI provided to the OCA is noted below.

Measure	Performance Target	FY23 Reported Metric
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights.	5	9.9
<p>Explanation: Many of these youth were rejected from previous placements and return to DYRS care more aggravated and aggressive. Delays in these placement acceptances have contributed to our high population and further increasing the likelihood of incidents. Many of the agency youth-on-staff incidents occur because of short-tenured</p>		

direct care personnel that have limited de-escalation skills. The staff shortages and staff burnout are contributing factors to the increase in assaults noted.		
Measure	Performance Target	FY23 Reported Metric
Percent of committed youth placed in the community.	55%	26.4%
Explanation: DYRS recognized an increased trend in high-level offense types, indicating that most youth require a more structured placement and supervision. As a result, the agency will be reviewing the historical benchmark of 50% community placement and implementing a benchmark that is in accordance with the current trends in the youth population.		
Measure	Performance Target	FY23 Reported Metric
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date.	80%	45.3%
Explanation: In FY23, DYRS began the full implementation of a new assessment tool. As the tool has rolled out, DYRS has observed that while assessments are being completed, there have been some challenges with effective and complete utilization of the assessment results. DYRS is developing additional training on the timely utilization of assessment results in case plan development as part of a team decision making process.		

17. On November 10, 2023, DYRS provided a corrective action outline to the Committee. Please detail the outline and give updates to its line items, including filled vacancies with dates and names.

Please refer to response to question 12.

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

As of February 7, 2024, the total committed population is 157.

The behavior modification level system program utilized at Youth Services Center is called Trauma Informed Effective Reinforcement (“**TIER**” **Program**). This is an incentive base program that assists with modifying behavior and teaches self-accountability. This program is used to establish a safe culture. The youth will have the opportunity to earn weekly memberships. The membership consists of “T”-Think, “L”-Learn, “C”- Contribute and “CH”- Contribute Honors. Each level provides the youth with graduate incentives. On average 20 to 25 youth earn the highest level which is Contribute and Contribute honors weekly. See below grid.

TIER Levels	Earnings
Think “T”	30 Minutes of phone time/Participate with unit activities
Learn “L”	45 Minutes of phone time/Obtain 3 items from commissary/Participate with unit activities
Contribute “C”	75 Minutes of phone time/Obtain 5 items from commissary/Participate in weekly incentive programs/Later bedtime
Contribute Honors “CH”	Maintain Contribute status for 3 consecutive weeks/90 Minutes of phone time/Obtain 6 items from commissary/Participate in weekly incentive programs/Later bedtime

19. What is the number of youths currently at YSC? How many are pre-trial, and how many are held for other reasons?

As of February 7, 2024, the total population at the Youth Services Center is 101. Please see the below breakdown of the population.

Gender	Status At Entry	Youth Count	Average Length of Stay
Female	Commitment	9	52
	Interstate Compact (ICJ)	1	4
	Overnight	1	0
	Secure Detention	6	19
Male	Commitment	31	69
	Overnight	2	1
	Secure Detention	28	20
	Secure Detention/Commitment	5	18
	Title 16 - Pretrial	18	118
Grand Total		101	54

20. What is the number of youths currently at New Beginnings? How many are Title 16?

As of February 7, 2024, the total population at New Beginnings is 52. All Title 16 youth are currently at the Youth Services Center.

21. What is the number of Title 16 youth that were in the care of DYRS over this past fiscal year and this fiscal year to date? How is DYRS serving the needs of Title 16 youth?

Currently, Title 16 youth are held at the Youth Services Center (YSC) pre-trial. DYRS is committed to serving the needs of all youth, including Title 16 youth, while they are in

DYRS custody and care. These services include providing access to education and programming for Title 16 youth.

- In FY23, there were a total of 31 Title 16 pre-trial youth in DYRS care. **Note: This data excludes Title 16 youth that are sentenced and serving.**
- In FY23, the average length of stay for Title 16 pre-trial youth was 912 days.
- In FY24 to date, there have been a total of 27 Title 16 pre-trial youth in DYRS care. **Note: This data is current as of 1/26/24. The data does not include Title 16 youth that are sentenced and serving**

22. How long is the average stay at YSC? New Beginnings? How long is the average time of intake for each facility?

- Detained youth released from YSC within FY23: the average length of stay for detained youth at YSC was 5.4 days. **Note: This data includes youth with the following statuses: Secure detention, overnight, PINS, Overnight/PINS, Interstate Compact (Adult), Interstate Compact (ICJ), and youth with missing statuses. Any youth who was admitted and released on the same day has a calculated LOS of 1 day. Only youth with a release date within FY23 from YSC are included.*
- Committed youth released from YSC within FY23: the average length of stay for committed youth at YSC was 59 days. **Note: This data includes youth with the following statuses: Commitment, Secure Detention/Committed, and Overnight/Committed. Any youth who was committed and released on the same day has a calculated LOS of 1 day. Only youth with a release date within FY23 from YSC are included.*
- In FY23, the average length of stay for committed youth at New Beginnings was 269 days. **Note: This data only includes committed youth. Title 16 youth are not included. Only youth with a release date within FY23 from NBYDC are included.*

23. Are weekend passes issued at YSC and New Beginnings? If yes, what is the safety plan when a youth leaves for the weekend?

As a part of the agencywide development of new policies and procedures, DYRS is developing an “off grounds” outing policy that will include day passes and weekend passes.

24. How is DYRS developing and implementing a strategy to create a continuum of care across the agency?

DYRS utilizes a variety of assessment tools when youth come into DYRS care. The goal is to identify the needs of the youth first. Then DYRS establishes goals to address these needs and identify service providers to provide the needed treatment. Each youth receives

a review with care coordination at a Treatment Decision Making (TDM) meeting to establish a plan for the youth.

25. Can you provide details on any capital projects that have been completed, began construction and/or began planning in FY23 and FY24 to date?

DYRS has several capital improvement projects that are in various phases of design/construction for FY23 and FY24. Every DYRS project began their planning phase with the Department of General Services (DGS) in FY23. Project details for each project are listed below.

1. YSC – Front Security Entrance Upgrades
 - Project groundbreaking was 12/11/2023.
 - All demo complete and MEP trades are completing phases.
 - Estimated completion date is 9/19/2024.
2. YSC – Roof Replacement
 - Contract has been awarded.
 - DOB has issued a roof replacement permit.
 - Original project start date was December 2023. Due to cold weather, roof project starts March 2024.
 - Estimated completion date is 6/28/24
3. YSC – Shower and Ventilation Upgrade
 - Contract has been awarded.
 - Property Management Team is scheduled to meet with awarded contractor to review details of project.
 - Project is tentatively scheduled to start construction in February 2024.
 - Estimated completion date is 4/30/2024.
4. YSC Emergency Power System Upgrade
 - DOB has issued a permit to replace the existing generator.
 - All design documents have been submitted to OCP to begin the solicitation process.
 - No start date has been developed.
5. New Beginnings – Roof Replacement Building A, B and C
 - Contract has been awarded.
 - All plans and documents have been submitted to DOB for review and approval.
 - Tentative start date is March 2024.
 - Tentative completion date is 6/28/2024.

26. What is the status of the creation of the DYRS Quality Assurance Unit? What is the unit's structure and goals?

DYRS has created the Office of Policy and Quality Assurance. This new office will create policies and procedures to advance data collection, track youth outcomes and provide oversight of service quality to ensure adherence to laws, regulations, and juvenile justice best practice.

Please refer to question 14, which provides additional details regarding the Office of Policy and Quality Assurance.

27. What is the current status of the DYRS Office of Internal Investigations (OII)? What is OII's structure and goals?

The Office of Internal Investigations provides internal oversight of DYRS through the conducting of internal investigations into incidences involving youth, staff, and service providers when allegations and indications of unprofessional and unlawful conduct are made. The OII is currently staffed with one Chief Integrity Officer/Supervisory Investigator, one Program Analyst and three Investigators.

Please refer to question 14, which provides additional details regarding the Office of Internal Investigations.

Legal, Legislative and Regulatory Actions

28. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY23, and FY24 to date, and whether those allegations were resolved.

DYRS handles sexual harassment and sexual assault complaints in accordance with Mayor's Order on Sexual Harassment Policy, Guidance, and Procedures (Mayor's Order 2017-313) and Mayor's Order 2023-313, which obligates the appointment and training of an agency sexual harassment officer to review and investigate initial complaints of sexual harassment. DYRS investigates all complaints of sexual harassment that are presented.

Once human resources (HR) are made aware of a claim of sexual harassment, the agency immediately separates the employees by reassigning the accused employee to a different work location. HR ensures the Sexual Harassment Office (SHO) is aware of any complaints that come to HR initially.

Once the SHO receives a sexual harassment complaint. The SHO completes an internal investigation, and a written report is completed and sent to OGC. OGC sends the report to the MOLC.

In FY23, DYRS had 5 allegations of sexual harassment. Please see details below.

1. 23-OII-01

Incident date: March 8, 2023

Referral date: March 28, 2023

Nature of incident: Sexual Harassment - On Wednesday, March 8, 2023, a Staff Assistant alleged that a Credible Messenger sat at a desk in the CPMU area facing her while she was in the back of the office and intrusively stared at her for at least 20 minutes. The Credible Messenger's persistent leering continued once the meeting started, and remained until the meeting ended, which was about an additional 30-40 minutes.

Complaint filed by: Contracted vendor on behalf of the victim

Work posture: At the worksite

2. 23-OII-03

Incident date: April 20, 2023

Referral date: April 20, 2023

Nature of incident: Sexual Harassment - It is alleged that, on April 20, 2023, a Youth Development Representative made an inappropriate sexual comment to an Investigator while she was in the Shift Commander's office at New Beginnings Youth Detention Center.

Complaint filed by: Victim

Work posture: At the worksite

3. 23-OII-05

Incident date: May 28, 2023, and June 8, 2023

Referral date: June 15, 2023

Nature of incident: Sexual Harassment - It is alleged that on May 28, 2023, between 10:00 a.m. and 12:30 p.m., and on June 8, 2023, a Prep Foreman made inappropriate comments and inappropriately touched a Cook.

Complaint filed by: Supervisory Dietician on behalf of the victim

Work posture: At the worksite

4. 23-OII-07

Incident date: Unspecified

Referral date: June 30, 2023

Nature of incident: Sexual Harassment – It is alleged that a Supervisory Youth Development Representative falsely shared with employees that a Team Leader was intimately involved with a Youth Development Representative. The Team Leader also alleges to have been referred to as a “man” by Juvenile Justice Institute Coordinators.

Complaint filed by: Victim

Work posture: At the worksite

5. 23-OII-08

Incident date: April 1, 2023

Referral date: August 1, 2023

Nature of incident: Sexual Harassment – It is alleged that a Youth Development Representative (perpetrator) call a YDR (victim) into the office and stated that the victim triggers some of the youth and that the victim’s "butt" is big and she is shaped nicely, and she should put a sweater around her waist because the youth like me.

Complaint filed by: Victim

Work posture: At the worksite

So far, in FY24, DYRS has two (2) allegations of sexual harassment. Please see details below.

1. 24-OII-01

Incident date: November 30, 2023

Referral date: December 7, 2023

Nature of incident: Sexual Harassment – It is alleged the Cook (perpetrator) approached Cook (victim) after the Union leadership election results to congratulate her on winning an elected Union position. After verbally relaying the congratulatory message, the perpetrator grabbed the victim’s hand which made the victim feel uncomfortable.

Complaint filed by: Victim

Work posture: At the worksite

2. 24-OII-01

Incident date: December 4, 2023

Referral date: December 7, 2023

Nature of incident: Sexual Harassment – It is alleged the Cook (perpetrator) touched Cook (victim) inappropriately while passing by her twice (2-times) in the Kitchen Back Room. Cook (victim) reported that Cook (perpetrator) previously made her feel uncomfortable prior to this incident because of verbal comments made to Cook (victim) by Cook (perpetrator).

Complaint filed by: Victim

Work posture: At the worksite

29. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY23 or FY24, to date, and provide the parties’ names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

In FY23: DYRS entered a settlement with Mr. Lawrence Holland in the amount of \$1,750.00 for settlement of Mr. Holland’s Office of Employee Appeals and Office of Human Rights claims.

In FY24, to date: DYRS entered a settlement with Mr. Darren Wright in the amount of \$76,524.46 for settlement of Mr. Wright’s union grievance.

30. Please identify any legislative requirements that the agency lacks sufficient resources to implement correctly.

DYRS assesses all statutes and regulations to ensure the best outcomes for youth in our care. If DYRS identifies a gap, the agency works with the Executive to address those gaps through agency practices, policies or through proposals for statutory reforms.

31. Please identify any statutory or regulatory impediments to your agency's operations.

Please refer to response to question 30.

32. Is your agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including the number of agreements and the department(s) within OHR associated with each agreement.

In FY23, DYRS was party to a Crossover Youth Study by the Council for Court Excellence (CCE) and the D.C. Auditor, which required individuals from CCE to review DYRS case records. DYRS required signed non-disclosure agreements from all CCE staff conducting reviews of case records for this study.

33. Does your agency require non-disclosure agreements for any employees or contractors?

Yes, DYRS abides by the District's juvenile confidentiality statutes which also apply to employees and contractors.

34. Please list the administrative complaints or grievances that the agency received in FY23 and FY24, to date, broken down by source. Please describe any changes to the agency policies or procedures that have resulted from complaints or grievances that were resolved in FY23 or FY24, to date.

Below is a list of administrative complaints or grievances received by DYRS in FY23 and FY24 to date:

- L. H. v. DYRS, OEA Matter No. 1601-0009-23, filed on 10/24/2022.
- A. N. vs. DYRS, OEA Matter No. 1601-0045-23, filed on 10/27/22.
- C. G. v. D.C. Government/DYRS, OHR Docket No. 20-338-DC(CN); EEOC No.: 10C-2020-00264, 12/2/2022.
- K. W. vs. DYRS, OEA Matter No. 1601-0017-23, filed on 12/22/22.
- L. H. v. D.C. Government/DYRS, OHR Docket No. 23-073 DC DCFMLA), filed on 1/18/2023.
- B. D. vs. DYRS, OEA Matter 1601-0029-23, filed on 2/15/23.
- L. B. vs. D.C. Government/DYRS, EEOC No. 570-2023-00558 – filed on 4/10/23.
- L. M. vs. D.C. Government/DYRS, OHR Docket No. 23-224 DC(CN); EEOC No.: 10C-2023-00222, filed on 7/13/23.

- H. P. vs. D.C. Government, Civil Division, DC Superior Court, 2023-CAB-004394, filed on 7/19/23.
- N. T. vs. D.C. Government/DYRS, OHR Docket No. 23-272 DC(CN); EEOC No.: 10C-2023-00269, filed on 9/14/23.
- H. M. vs. DYRS, OEA Matter No. J-0017-24, filed on 12/28/2023.

DYRS also received several preservation letters from legal advocates who represent youth. None of the administrative complaints or grievances above resulted in changes of agency policy or procedures.

35. Please provide the number of FOIA requests for FY23, and FY24, to date, that were submitted to your agency. Include the number granted, partially granted, denied and pending. In addition, please provide the average response time, the estimate number of FTEs required to process requests, the estimated number of hours spend responding to these requests, and the cost of compliance.

The numbers below reflect data from August 2023 as the employee managing this task prior to that time is no longer with the agency.

Number of FOIA requests for FY23: 5 (Please note two were referred to other District agencies, one was withdrawn, and one record was no longer in the agency's possession).

Number of requests granted: 1
 Number of requests partially granted: 0
 Number of requests denied: 0
 Number of requests pending: 0
 Average response time: 15 to 25 days
 Estimated number of FTEs: 3
 Estimated number of hours spent responding to these requests: 15/month.
 Cost of compliance: 0

Number of FOIA requests for FY24: 4

Number of requests granted: 3
 Number of requests partially granted: 0
 Number of requests denied: 0
 Number of requests pending: 1
 Average response time: 48 days
 Estimated number of FTEs: 3
 Estimated number of hours spent responding to these requests: 15/month.
 Cost of compliance: 0

36. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency that were completed during FY23 and FY24, to date.

Please refer to responses to questions 28 and 34. Also see responses below.

Disability Rights DC (DRDC): Based on a complaint of abuse or neglect, DRDC initiated an investigation related to a youth housed at DYRS facility (Youth Services Center) on or about November 7, 2022. Based on the complaint, DRDC requested and received records from OGC, completed an investigation summary, and met with the leadership team.

Council for Court Excellence (CCE): The CCE contracted with the D.C. Auditor to conduct a Crossover Youth Study for youth involved with both DYRS and CFSA. As part of this audit, CCE employees reviewed DYRS case records for committed youth. This audit was completed.

The Office of Inspector General (OIG): OIG conducted a broader investigation in April 2023 regarding Medicaid fraud that required them to subpoena and access some records of juveniles in DYRS custody. The investigation did not directly implicate DYRS, and no further input was needed once the subpoenaed documents were provided.

37. What efforts has your agency made during FY23 to increase transparency? Please explain.

DYRS has initiated efforts to increase partnership through data sharing with other governmental agencies to better serve youth. This includes District partners and agencies such as OAG and CSS to strengthen the placement process and timeline.

In addition, the creation of the Office for Policy and Quality Assurance reflects DYRS' prioritization of creating and standardizing policies and procedures and creating tools and processes for oversight and accountability to ensure adherence.

38. What efforts will your agency be making in FY24 to increase transparency? Please explain.

Please refer to response to question 37.

Training and Tracking

39. How has the Youth Level of Service/Case Management Inventory 2.0 Assessment tool, also known as YLS, worked for DYRS since its implementation last year? How many rounds of training have been completed by YLS in FY23?

DYRS is continuing to work with consultants to fine tune the implementation of the YLS. Specifically, DYRS is working to ensure that supervisors are certified in the tool and have the training to be able to provide assistance to the case management staff in using the tool. In FY23, three rounds of training were completed, (November 2022, January 2023, and March 2023).

40. Many advocates have spoken about removing PINS youth from DYRS care. PINS youth stands for “persons in need of supervision” who may be committed to being truant, disobedient, or a runaway. What are your thoughts on this?

DYRS adheres to federal and local District laws, regulations, and juvenile justice best practices regarding PINS youth.

41. What policies and procedures have been developed and/or revised to ensure the safety of youth and staff? How have policies and procedures been implemented and how is implementation being monitored?

DYRS is committed to the safety of both youth and staff working at our facilities. To this end, the agency has begun reviewing all policies and procedures where a high emphasis is placed on this subject-matter. Since August 2023, the following policies have been reviewed, or are in the process of being reviewed:

Completed:

- Visitation
- Physical Counts
- Youth Voice

Currently Under Review:

- Housekeeping & Inspections
- Searches of Youth, Employees, and Visitors
- Room Confinement
- Time and Attendance, and Leave
- Classification
- Emergency Preparedness
- Unusual Incident Reporting
- Emergency & Safety Procedures for Institution
- Youth Supervision Movement

42. What are the different types of training that are required for DYRS employees and how often employees must complete them? Did personnel receive drug abuse training and/or trauma-informed care training in FY23?

Newly hired direct care staff - Supervisory Youth Development Representative (SYDR), and Youth Development Representatives (YDR), receive the following training prior to caring for youth in our secure facility setting:

Pre-Service Course Name	Credit Hours
Adolescent Development/Trauma Informed Care (i.e., “Behavioral Health”)	8
Suicide Prevention	8

Pre-Service Course Name	Credit Hours
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	8
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 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 	12

Pre-Service Course Name	Credit Hours
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 (PREA)	4
Behavioral Observation & Report Writing	4
Welcome and Overview (Juvenile Justice history and current trends as well as DC system)	8

Direct Care staff are required to complete 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)

All DYRS employees receive training on the following: policy and procedures, mission and vision statement, District EEO statement, District Government Sexual Harassment Policy, Guidance and Procedures, Prison Rape Elimination Act (PREA), Cybersecurity, Trauma Informed Care, CPR and First Aid, Mandatory Employee Drug and Alcohol Testing (MEDAT).

Management Supervisory Service (MSS) staff receive additional training on Reasonable Suspicion for Drugs and Alcohol.

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

Agency training requirements are for DYRS staff who have contact with youth.

Agency training requirements for non-agency personnel (contractors/volunteers) who have access to DYRS youth include all agency-wide policies and procedures, CPR & First Aid, PREA, Suicide Prevention and Trauma. Training requirements for private residential providers are included in the contractual terms.

44. How is DYRS developing and implementing strategies for improving the collection of data and the tracking of youth outcomes? What performance metrics and data points is DYRS planning to use and/or currently using in order to measure success?

Please refer to responses to question 15, 16, and 26.

Collaboration and Partnerships

45. How is DYRS developing and implementing a strategy for partnering with other youth and family serving DC government agencies?

DYRS is working to establish and strengthen partnerships with other youth and family serving government agencies in the District. An example of this is DYRS' participation in the launch of the Office of Education Through Employment, within the Office of the Deputy Mayor for Education (DME). This newly formed partnership will support Districtwide efforts to track the education and employment outcomes for all youth with an opportunity to gather data on DYRS youth, specifically.

46. What are the ways in which DYRS partners or plans to partner with other community partners to support Districtwide youth and community safety efforts?

DYRS is committed to ensuring the safety of youth who are committed to DYRS, as well youth in the community to prevent violence from taking place. DYRS engages in prevention work through the Oasis program, which provides programming for non-committed youth.

Please refer to response to question 86 for additional details regarding the Oasis program.

47. What strategy is DYRS developing and implementing to strengthen its collaboration with Court Social Services to support the success of youth in the community and promote youth and community safety?

DYRS has requested three office spaces in a common area within the courthouse to allow for better communication and collaboration. DYRS would assign court liaisons to this space. DYRS has also started the process to coordinate a Rapid Response Unit for youth on electronic monitoring (EM)/GPS supervision. DYRS Rapid Response Team began extended hours and on call hours on January 22, 2024. Court Social Services is looking for space for both teams to locate and include MPD to assist in sharing information to improve communication as well as improve public safety.

48. How does DYRS plan to track and share the impact of community and government partnerships on youth outcomes?

Please refer to response to question 14 for additional details regarding the Office of Policy and Quality Assurance.

49. How does DYRS partner with other youth serving governmental agencies such as Department of Behavioral Health (DBH), Child and Family Services Agency (CFSA), Office of Neighborhood Safety and Engagement (ONSE), Office of Victim Services and Justice Grants (OVSJG), DPR Court Social Services, and the Office of the Attorney General?

a. Is there any collaboration specifically with behavioral health programs from DBH, Cure the Streets from the Office of the Attorney General, the Violence Interruption Program from the Office of Victim Services and Justice Grants, or the Roving Leaders Program from DPR, and the ONSE office?

DYRS is committed to establishing and expanding partnerships with governmental agencies to best serve the needs of youth in DYRS care. Most recently, DYRS worked collaboratively with Court Social Services (CSS) to launch the GPS Rapid Response Team.

50. How is DYRS collaborating with governmental and community partners to create aftercare and safety plans for youth? Are any of these agencies involved in the discharge plan for DYRS youths? If so, which ones?

DYRS is intentionally engaging community partners (i.e., credible messengers, violence interrupters, etc.) who specialize in mediation, and violence interruption. As well as incorporating programming and Core support team meetings to increase team knowledge of interventions to increase successful re-integration into the community. Additionally, all youth who are committed to DYRS have an assigned Community Care Coordinator who engages youth with core service agencies, workforce development, and educational programming. Youth who are or who have been committed to DYRS are eligible to receive post committed services up to the age of 25.

Behavioral Health and Additional Treatment

51. Please detail the substance abuse counseling and treatment services for committed youth. How many youths have participated in each program and what have the outcomes been in FY23?

The Youth Services Center clinical staff conduct a Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2), screening and a behavioral health intake on every youth admitted to the facility. The MAYSI-2 screens for substance abuse as well as other behavioral health issues. When committed youth screen positively for substance abuse, they may also be referred for an additional assessment via the Global Appraisal of Individual Needs-Q (GAIN-Q), which assesses the degree of substance use and makes treatment recommendations accordingly. The Behavioral Health Team provides substance abuse screening and assessment, treatment, and discharge planning for youth in DYRS secured settings. The Substance Abuse Treatment Coordinator was onboarded in October 2023 and now takes lead on recommending needed substance abuse counseling and treatment services. These services are carried out by the coordinator with the support and

assistance of the qualified mental health professionals who provide an array of services, including substance use psychoeducation, to address the myriad of psychosocial factors related to substance abuse and the associated behaviors. Youth identified with treatment needs may receive individual Motivational Enhancement Therapy or referred to one or more of the CORE therapeutic groups that address important skills to make better decisions, cope with negative feelings, resolve conflict, and communicate with others. Our therapeutic groups are intended to increase youth self-awareness, improve individual capacity for self-control, and to promote a sense of hope and purpose. To address trauma histories that often lead to substance use, we offer specialized therapeutic exercises to reduce distress and promote adaptive developmental progression. Group interventions focus on developing resilience, particularly for individuals who have faced repeated stress and difficult experiences. Youth are taught to practice skills to cope with sadness, frustration, anxiety, and anger, all emotions that youth often self-medicate with substances to avoid.

Core groups include Washington Aggression Interruption Training (WAIT), Restorative Justice READY, Power Source, Trauma and Grief Component Therapy for Adolescents (TGCTA), Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS).

- 27 committed youth completed WAIT
- 36 committed youth completed SPARCS
- 7 committed youth completed TGCTA
- 4 committed youth completed Substance Abuse Group Psychoeducation
- 12 committed youth completed Power Source

**Please note detained youth who have completed any of the above modules are not included in this count, nor are detained or committed youth who started but did not complete the modules.*

Youth who present with substance use disorders are referred to Hillcrest or LAYC (currently the only providers in the district for adolescents) for further assessment and corresponding treatment when they return to the community. If linkage is unable to be solidified prior to discharge, our community-based Health, and Restoration Team (HRT), will follow up with youth discharging from secure settings to ensure behavioral health care continuity through connection to appropriate Core Service Agencies. Self-reports and assessments may be used to create and/or modify treatment plans to meet the youth's need, including identifying the current level of care needed, the type of external support systems required, and acknowledging past and present difficulties with treatment and/or treatment compliance.

52. Union personnel also spoke about youth with extreme mental health challenges that cannot be accepted by hospitals and other mental health facilities due to violent behavior. How does DYRS treat this population? Do you think this population should be integrated with other youth?

DYRS' ongoing work is to identify the roots and origins of the behaviors and teach new skills and behaviors. We treat the youth by identifying their areas of need and strength and address and support those through individual and group therapeutic interventions, medication management, and skill building as indicated.

Youth who have mental health challenges as the primary driver of their behavior should have their needs treated within a mental health setting with licensed clinical staff that can provide high quality individualized mental health treatment. If not appropriately placed in such a setting when needed, incarceration can exacerbate a youth's mental health challenges. Therefore, it is vital that a youth's needs are identified quickly and that they are placed in the appropriate setting to address those needs.

53. Could you describe the steps that DYRS takes to identify someone with a learning disability or a mental disability? How do you monitor that person's progress in treatment while they are committed?

Upon admission to the secured setting, DYRS clinical staff conducts a Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) screening, which is a validated instrument. Additionally, a behavioral health intake is conducted with every youth admitted to the facility. The MAYSI-2 screens for depression, anxiety, trauma, substance use, thought disturbance, suicide ideation, and issues with anger and is given to youth within four hours of being admitted. The behavioral health intake assesses the aforementioned areas with greater depth and includes the development of a clinical treatment plan, if applicable. Referrals to psychiatry are made when clinically indicated.

The DYRS Behavioral Health (BH) department is not responsible for psychoeducational evaluations which result in the identification of learning disability.

The BH team maintains a clinical treatment plan that is housed in Fusion, the electronic health record, that is specific to clinical/psychiatric issues. Those plans are reviewed and updated regularly by the clinical treatment team in consultation with the treating psychiatrist, when applicable. Additionally, the BH team serves as part of the Core Support Team and contributes to the creation, implementation and monitoring of the youth's overall Success Plan which encompasses all the youth's programmatic treatment goals. These plans are initially created by the youth's Care Coordinator based on the assessment of each youth's identified risk-needs via the YLS/CMI, then updated and reviewed regularly throughout the youth's commitment to DYRS with the entire Core Support Team, including the youth and their family.

54. Is DYRS still utilizing the Massachusetts Youth Screening Instrument, Version 2 (MAYSI-2) and the Global Appraisal of Individual Needs-Q (GAIN-Q) to screen for substance abuse? If not, what mechanisms have replaced it? How many youths have been diagnosed with substance use disorders in FY23? How many have been successfully treated?

Yes, the two named measures are utilized as assessment tools for DYRS youth in accordance with our policies and procedures. 30 youths are noted to have substance use related ICD-10 codes on their problem lists in FY23. Each of those youth were offered psychoeducation, individual and/or group therapy to address their risk behaviors in line with their individually assessed needs. Youth are also provided linkage to community resources/providers for ongoing treatment needs when appropriate/indicated. Cannabis use is the predominant presenting issue for our youth.

Each time a young person is willing to engage in education around their substance use we count it as a success. Successful treatment is teaching a young person alternative coping skills and teaching them about the impact of continued use on their established goals (e.g. vocational opportunities). Substance use does not occur in a vacuum, as such successful treatment occurs in the context of a comprehensive system of care that serves to mitigate overall risk factors that young people present with. This means treatment starts at the initial assessment with psychoeducation, which ensures youth who have a very brief length of stay will have had an intervention and continues into the comprehensive program where youth can engage in the services outlined in question #49. It is important to note that successful treatment occurs on a continuum, recovery is managed and ongoing, rather than a destination. Carceral settings serve as an artificial environment, to some degree removed from access to maladaptive coping skills that young people have access to in the community. As such, our secure environments serve as a starting point for young people in their recovery journeys that must be continued and supported in community treatment settings.

55. Is a liaison from the Department of Behavioral Health still being assigned to frequent the DYRS Achievement Centers? If so, how often does this liaison visit the Centers? Is there any discussion of adding additional liaisons?

Yes, two liaisons from DBH visit both Achievement Center locations bi-weekly to share resources for parents and the youth. They are also available as needed.

56. Please detail the behavioral health programs that DYRS offers in conjunction with other DC agencies. Please include the number of participants for each program.

DYRS partners with DBH to have two liaisons visit both Achievement Center locations bi-weekly to share resources for parents and the youth. One liaison meets with our Anchored in Strength Parent Support Group program and provides education to our families about the resources available to them through DBH. The other meets with youth and families to share resources available specific to substance abuse treatment needs. They both make themselves available as needed to assist with connecting the youth and families to those resources.

DYRS has partnered with CSS Child Guidance Clinic on two initiatives. The first was to have staff trained to facilitate Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), an evidence-based trauma treatment intervention that serves as one of our core programmatic offerings. This training initiative also included intentional

partnering with See Forever Foundation/Maya Angelou Academy. DYRS and MAA staff attended the training together to prepare for planned collaborative and integrated treatment activities for youth in secure settings. 5 staff attended and completed SPARCS training. DYRS also partnered with CSS Child Guidance Clinic to provide supportive Commercial Sexual Exploitation of Children (CSEC) focused services. Young people were able to receive peer mentoring through Restoring Ivy with 37 youth participating.

The Behavioral Health Team also maintains an integral partnership with our Credible Messenger agency, specifically Grow Up Grow Out. The GUGO Credible Messengers have participated in cross-training with behavioral health staff in the evidence-supported curricula that serve as our core programs, as well as our Think Trauma Training for Working with Justice-Involved Youth. Developed by The National Child Trauma Stress Network Juvenile Justice Consortium. This evidence-based training curriculum serves as a core component of teaching staff about trauma, mental health disorders, and working with young people within this context. As such, they consistently serve as program co-facilitators with the clinical mental health and restorative justice professionals. This partnership serves to destigmatize the programmatic offerings of mental health professionals that otherwise would likely have a higher refusal rate from our youth. This partnership has been invaluable and contributes to increased youth treatment engagement.

57. DYRS uses an electronic health records system to communicate with behavioral health staff. Which agencies are connected to this system? Is it simply internal or does it connect with external agencies/providers?

Fusion is the DYRS electronic health records system. It is an internal electronic health record. It is not connected to any entity outside of DYRS.

58. How is DYRS developing and implementing a strategy for improving the effectiveness and efficiency of its case management system?

The facility-based Core Support Teams (CST) operationalize the treatment goals identified by the care coordination teams' assessment of each youth's risks and needs based on the YLS/CMI. The goals and corresponding treatments to meet the identified goals are documented on each youth's Success Plan. This plan is a living document that frames, guides, and illustrates the treatment arc from entry into DYRS custody through discharge. It is regularly reviewed and updated as needed with input from the CST, the youth, the youth's family, and other identified stakeholders as necessary and appropriate. The universal and collective use of one plan for each youth ensures the consistency of and fidelity to each youth's plan which serves to support clear and effective case management. Additionally, intentional relationship building and communication with Health Services for Children with Special Need (HSCSN) leadership has improved the communication around identifying level of service and coordinating care for those youth.

Using this information, care coordination will develop a continuing plan for services based on the youth Success Plan.

59. How often does the de-escalation process reach the cool-down or confinement phase regarding youth cool down or room confinement? How long is the youth in their room before rejoining the general population?

The staff and managers receive training in verbal de-escalation during entry level training and once per year as a refresher through the Safe Crisis Management Training Curriculum. Staff utilize early intervention strategies to redirect youth when they engage in or present with adverse behaviors. The Core Support Team serves as part of the intervention strategy to redirect youth and prevent further incidents. These early intervention strategies are quite successful in preventing youth from being placed in room confinement, however a youth may be placed on room confinement for a brief period of time until he/she is able to contract for safety. Room confinement is used as a last resort for threatening behaviors.

- The average LOS for room confinement FY23 YSC was 58 minutes.
- The average LOS thus far FY24 is 82 minutes.
- The average LOS for room confinement NBYDC FY23 was 72 minutes.
- The average LOS for room confinement thus far FY24 is 60 minutes.

60. Does the agency still use isolation as a method of behavioral modification?

No. DYRS does not utilize room confinement as a means of behavior modification.

The Agency has developed a new policy on Room Confinement. All staff will be trained upon implementation within the next several weeks. Currently Room Confinement is only used when a youth presents as an imminent threat of physical harm to themselves or other individuals, have not responded to less restrictive methods of control, they have failed or cannot be reasonably implemented, or have escaped or attempted to escape. Both YSC and New Beginnings Youth Detention Center (NBYDC) have established behavior modification programs which all staff are trained on upon assignment to the secure programs division. Both the Horizon Behavior Modification Program (at NBYDC) and The TIER System (at YSC) build upon and promote/ develop pro social skills for our youth, identify and promote youth strengths, and encourages and motivate youth to maintain healthy relationships amongst their peers and staff.

61. Has DYRS considered implementing a Behavior Modification Unit?

DYRS seeks to use the most effective tools for positively impacting youth behavior and will continue to assess what tools and practices best align with achieving that goal.

Research has shown that Behavior Management Units, Behavior Modification Units, or Special Management Units can cause harm and run counter to rehabilitative goals. Best practice points to the need to ensure that behavioral interventions: 1) are temporary and have a defined time period; and 2) have a goal and clear plan for a youth's reintegration back into the general population unit.

DYRS works to create programs and foster a culture in which the tenets of teaching and eliciting desirable behaviors are at its core. This includes the programmatic and incentive offerings and progress structure. Currently DYRS is putting in place a classification tool that will identify youth in need of care plans that are individualized to meet their needs and are effective in addressing any behavioral challenges.

62. How many unique children and youth under DYRS custody were enrolled in Medicaid at the end of FY23 Q2 (3/31/23), FY23 Q3 (6/30/23), FY23 Q4 (9/30/23) and at the end of FY24 Q1 (12/31/23)? How many were diagnosed with “serious emotional disturbance,” as defined in federal and District law?

Youth who encounter the justice system and are ultimately referred to DYRS custody present quite similarly as other court-involved youth across the country. While less than a quarter of the population presents with a serious mental illness (e.g. a psychotic spectrum disorder), most present with some combination of symptoms of a mental health disorder or behaviors that impair their functioning in relationships, school, and other life domains. All DYRS youth are assessed for symptoms and criteria of mental health conditions with development of a clinical treatment plan to address any identified symptoms. (See answer to #51) What is most important about the clinical presentation of youth in DYRS custody is that most have lived lives marred by poverty, racism, and violence. Additionally, all have either directly experienced, witnessed, or been somehow exposed to traumatic events. As such, whether a youth meets criteria for a serious mental health disorder, all youth are provided with a therapeutic plan that addresses their unique presentation, risks, and needs.

DC Medicaid eligibility determinations are made on a case-by-case basis and are generally based on the legal guardian’s modified adjusted gross income (MAGI) and DC residency. DYRS staff works with legal guardians to aid in applying for DC Medicaid for their youth. Once the youth turn 18, they are no longer on the legal guardian’s plan and DYRS provides additional assistance for the youth to apply for DC Medicaid as a young adult.

63. How many children and youth under DYRS custody were referred for mental health assessment or treatment in FY23 and in FY24 to date?

- a. On average, how long did it take for DYRS to refer a child for this assessment or treatment after the child entered (or reentered) DYRS custody?**
- b. How many were referred to a District of Columbia Core Service Agency (CSA)? On average, how long did referrals to CSAs take?**

All youth (100%) admitted to secure settings receive a MAYSI 2 Screening within 4 hours of admission, followed by a full mental health intake assessment within 24 hours of admission. Once the assessment is completed, an initial treatment plan is created, and services are initiated without delay.

Core service agencies are the main resource for continuity of care in the community, and with a few exceptions, all community care is referred to a CSA. All youth who are

prescribed psychotropic medications are linked to a community provider before or at the time of discharge. If for some reason the linkage is not able to be made, which would only be possible when youth are not committed and have an unforeseen discharge date (especially if discharged after hours). In those cases, the community behavioral health staff will follow through with securing linkage. For all youth with a foreseeable discharge date, every effort is made to have initial appointments with the community provider prior to the youth's discharge. Our team seeks capacity information for CSAs regularly, which assists with minimizing wait times for referrals given we factor capacity into our referral decision making. The Behavioral Health department leadership also maintains communication with the DBH leadership responsible for oversight of the Access Helpline so that any challenges can be communicated and addressed effectively.

64. What are behavioral health services offered to youth under DYRS custody under the age of 21 diagnosed with severe emotional disturbance? What entities provide these services?

The following behavioral health services are provided by DYRS clinical staff: individual, group and family therapeutic interventions, therapeutic milieu activities, crisis intervention, psychiatric evaluation and medication management, substance abuse treatment as well as discharge planning. Additionally, the restorative justice team provides a wide range of restorative and healing services, practices, education, and intervention.

In addition to the breadth of clinical services provided to youth by the DYRS mental health staff, we have contracted or partnered specialized therapeutic interventions that every youth can engage in based on their individualized treatment needs. Examples of these include interventions for sexually deviant behaviors, complex sexual trauma histories, Animal Assisted therapy, functional family therapy and horticulture therapy.

In addition to the direct services provided to youth in secure settings, in the community setting, operating within the 450 H St NW and the 2101 MLK SE Achievement Centers, the clinical and restorative justice staff conduct psychoeducation groups, provide supportive counseling, wellness activities for youth and families, connect youth to needed mental health services with community providers, and provide a range of behavioral health resources to youth and families to optimize their success with long-term continuity of care in the community setting.

Placements

65. Please detail the strategy that DYRS is developing and implementing to tackling the following outcomes:

- a. Ensuring efficient and appropriate placement of youth into treatment programs
- b. Reducing the number of youths awaiting placement
- c. Reducing the length of stay for youth at the Youth Services Center
- d. Ensuring that youth are safely returning to the community

DYRS begins planning for youth to return to the community as soon as they are placed in a residential facility. DYRS will continue to hold TDM meetings to review youth progress and when a youth is close to completing a program, the care coordinator will prepare memos to include a Community Placement Agreement that will include all identified services for the youth and to ensure they are implemented prior to the youth release to the community.

DYRS has implemented the following steps to address the Awaiting Placement population:

- DYRS has implemented a weekly Awaiting Placement Review meeting with the Care Coordination teams to review youth that are held at YSC awaiting placement.
- DYRS is continuing to work on implementing the YLS tool to assist in identifying the needs of the youth. We are also working with our partners at Court Social Services to expedite the completion of court ordered psychological and psychiatric evaluations.
- DYRS has continued to meet and communicate with residential service providers in Maryland and several other jurisdictions to expand the inventory of residential programs in which the agency can refer and place youth to meet their identified needs. And continues to partner with OCP to expedite the procurement process for additional providers. Increasing the available residential resources for youth will allow DYRS to shorten the length of stay for youth Awaiting Placement.

66. How many unique children and youth under DYRS custody were referred for psychiatric hospitalization in FY23 and to date in FY24? What was the average length of hospital stay for these children and youth in FY23 and to date in FY24?

In FY23, three unique youths were referred for psychiatric hospitalization based on assessed clinical deterioration (average length of stay two days) and 13 unique youths were referred based on court order (average length of stay 16 days). In FY24 to date (1/24/24), three unique youths were referred for psychiatric hospitalization based on assessed clinical deterioration (average length of stay four days), and four unique youths were referred based on court order (average length of stay zero days). None of the youth were accepted by the Psychiatric Institute of Washington (PIW). DYRS is collaborating with PIW to develop strategies to support their operations so that they can meet the needs of DYRS youth.

67. How many unique children and youth under DYRS custody were placed in a psychiatric residential treatment facility (PRTF) in FY23 and to date in FY24? What was the average length of PRTF placement for these children and youth in FY23 and to date in FY24?

In FY23, 22 unique youth were placed in psychiatric residential facilities. In FY24, there were 13 unique youth placed in psychiatric residential treatment facilities. In FY23, the average length of stay in psychiatric residential facilities was 102.2 days. In FY24, the average length of stay in psychiatric residential facilities was 67 days.

68. How many unique children and youth under DYRS custody were placed in a non-PRTF residential placement in FY23 and to date in FY24? What was the average length of residential placement for these children and youth in FY23 and to date in FY24?

In FY23, 143 unique youth were placed in non-psychiatric residential placement, with an average length of stay of 146.23 days (Please note that some of the individual youth had multiple placement types). In FY24 to date, there were 96 unique youth placed in non-psychiatric residential treatment facilities, with an average length of stay of 63.96 days.

69. How many unique children and youth under DYRS custody were placed in a group home (or shelter home) placement in FY23 and to date in FY24? What was the average length of group home placement for these children and youth in FY23 and to date in FY24?

FY23 (October 1, 2022 through September 30, 2023)

Group Home/Shelter Home Facilities	CGC Buddy's Place (Shelter)	Umbrella E Street (Shelter)	Sasha Bruce Chloe (Shelter)	Sasha Bruce Reach (Shelter)	Universal Daybreak (Shelter)	Universal Grandma's House (Group Home)	Umbrella 50th Street (Group Home)	Totals
# of youth placed	75	113	116	99	46	1	16	466
Average Length of Stay	23 days	21 days	97 days	20 days	30 days	1 day	73 days	

FY24 (October 1, 2023 through December 22, 2023)

Group Home/Shelter Home Facilities	CGC Buddy's Place (Shelter)	Umbrella E Street (Shelter)	Sasha Bruce Chloe (Shelter)	Sasha Bruce Reach (Shelter)	Universal Daybreak (Shelter)	Universal Grandma's House (Group Home)	Umbrella 50th Street (Group Home)	Totals
# of youth placed	22	42	26	28	29	Offline	8	152
Average Length of Stay	23 days	19 days	18 days	22 days	20 days	N/A	66 days	

70. In the past, youth who have been evaluated and designated a lower level that does not require a secured facility may be detained and provided services at a level without a proper mandatory evaluation and hearing. Can you speak to this and placements in YSC for youth who are awaiting placement in a group home or independent facility?

Upon completion of their assessments, if a youth is identified for a medium level of care and is targeted for a Group Home or ILP, DYRS would explore shelter opportunities pending placement in the Group Home or the ILP program. Historically, there have been

instances where youths, evaluated and designated for a lower level not necessitating a secured facility, were, nonetheless, detained and provided services without a mandatory evaluation and hearing. Determining a committed youth's placement level involves considerations such as the youth's committing charge, the latest reports (psychological, psychiatric, psycho-educational, psycho-sexual, educational, etc.), and the DYRS team's assessment of the youth's needs. Following a comprehensive review of all relevant documentation, a placement decision is reached, deciding whether the youth should remain at home (low-level placement), be assigned to a group home or foster home (medium-level placement), or necessitate placement in a secured detention facility (high-level placement). It is important to note that, once committed to DYRS, placement determinations may occur without additional evaluations.

Regarding placements at the Youth Services Center (YSC) for youths awaiting placement in a group home or independent facility, those awaiting placement are typically recommended for high-level placements. Youths going to group home placements are generally placed promptly unless a waitlist affects the placement process.

71. How is DYRS developing and implementing a strategy to ensure that there are enough shelter and group home beds available to youth who need them? How is DYRS ensuring that youth shelter home and group home providers are of high quality?

The DYRS Contracts Performance Monitoring Unit Team provides ongoing monitoring of facilities. The Team collaborates with the Placement Team to analyze data, assess the demand for shelter and group home beds, explore options for additional facilities to come on board, and, if necessary, complete solicitations based on the placement need, as well as work with providers currently operating to increase their bed capacity to ensure bed availability.

Providers undergo a rigorous vetting process to meet the requirements to work with the at-risk juvenile population. Providers are required to be able to meet the specific needs of youth under their care, such as accreditations, licenses, criminal background checks, First Aid certifications (CPR, Heimlich Maneuver, Mouth to Mouth Resuscitation), CPMU Contract Administrators' monthly visits (Unscheduled Visits, Chart Reviews, Physical Plant Inspections, etc.), and quarterly Provider performance reviews, to ensure and maintain Provider contract compliance.

72. What is the number of youths placed in group homes currently? The number in independent living? Are there enough group homes and independent living facilities to meet the demand?

As of January 31, 2024, there were 36 youth placed. There are 27 youth placed in shelter care, six (6) in group home placements, and three (3) in out-of-state group home placements. DYRS has executed a human care agreement that will open a new group home that includes options for independent living. The projected date for the opening of this new placement is February 14, 2024. The Contracts and Performance Monitoring Unit (CPMU) working with the Placement Team, OCP, the Licensing Unit, and the Resource Allocations

Unit to bring on new providers to ensure the appropriate ratio of placement availability to meet the demand when and if necessary.

73. Can you describe the number of community-based facilities? How many group homes do you use? Is this sufficient?

Currently, there are five (5) community-based shelter homes, one (1) local group home, and two (2) out-of-state group homes under contract.

74. Were there any youth-on-youth, youth-on-staff, or staff-on-youth assaults at any of the group homes, residential placements, or shelter homes in FY23? If so, how many at each location?

Yes. Below is data from FY23 listed by placement:

CGC

Youth on Youth – 1 (May 2023)

NOTE: No Youth on Staff

Umbrella E St.

Youth on Youth – 4 (May 2023)

NOTE: No Youth on Staff

Umbrella 50th St.

Youth on Youth – 2 (April 2023)

Youth on Staff – 1 (April 2023)

Woodbourne

Youth on Youth – 3 (1 – April 2023/ 1 – June 2023/ 1- July 2023)

Youth on Staff – 3 (1- August 2023/ 2- June 2023)

Abraxas Academy

Youth on Staff – 3 (1- April 2023/ 2- May 2023)

NOTE: No Youth on Youth

Sasha Bruce Chloe (Girls):

March 2023 – Youth on Youth Assault = (1).

April 2023 – Youth on Youth Assault = (4).

May 2023 – Youth on Youth Assault = (3).

June 2023 – Youth on Youth Assault = (1).

July 2023 and August 2023 - *NOTE* There were no Youth on Youth assaults.

Total # of Youth on Youth Assaults = (9)

Sasha Bruce Reach (Boys):

March 2023 - There were no Youth on Youth assaults reported.

May 2023 - There were no Youth on Youth assaults reported.

June 2023 – Youth on Youth Assault = (1).
July 2023 – Youth on Youth Assault = (2).
August 2023 - There were no Youth on Youth assaults reported.
Total # of Youth on Youth Assaults = (3)

Universal Daybreak (Boys)

March 2023 – Youth on Youth Assault = (1).
April 2023 – August 2023 - There were no Y on Y assaults reported.
Total # of Youth on Youth Assaults = (1)

Sasha Bruce Chloe.

Youth on Youth – 1 (December 2022)
1 (January 2023)
3 (September 2023)
Total = 5 Youth on Youth

Sasha Bruce Reach.

Youth on Youth – 1 (October 2022)
1 (December 2022)
Total = 2 Youth on Youth

Universal Daybreak

Youth on Youth – 1 (October 2022)
Total = 1 Youth on Youth

Youth For Tomorrow

Youth on Youth – 1 (September 2023)
Total = 1 Youth on Youth

**NOTE* There were no Youth on Staff Assaults during this time frame. **

75. Youths placed in shelter home placements or on probation supervision are supervised by Superior Court Social Services Division. Are they completely removed from DYRS care under these circumstances? If not, how does DYRS still stay engaged with these youths?

No. The youth placed in the shelter are under the care of Court Social Services and they monitor the youth's progress while there. After placement, DYRS will only intervene in the event of a placement disruption. DYRS has; however, assisted with helping the shelters obtain medications and getting youth enrolled in school. DYRS contracts for the placement of the youth and not the care which falls to CSS/the shelter houses. DYRS will provide services such as credible messengers and services with the HRT team if requested by CSS. Also, if an incident occurs our restorative justice team has been offered or asked to intervene.

Education and Workforce Development

- 76. What educational programming is currently being provided to DYRS youth at New Beginnings and at the Youth Services Center? What strategy is DYRS developing and implementing to expand educational programming for DYRS youth and to meet the differing needs of the youth committed to its care?**
- a. How many students were enrolled in school at the Youth Services Center in SY23-24?**
 - b. How many students were enrolled in school at New Beginnings in SY23-24?**
 - c. What is the percentage of DYRS youth who received a GED/HS diploma and/or have enrolled in post-secondary institutions this past year?**
 - d. How many of these students transitioned into traditional schools? How many have transitioned into incarceration?**
 - e. What programming changes have been made to the education offerings at DYRS in FY23?**

Educational programming currently taking place at YSC is high school, GED, and students enrolled in post-secondary. At NBYDC educational programming consists of high school, and GED option. In FY23, 14 students graduated from YSC/NBYDC in FY 23. Eight students were enrolled in post-secondary. No changes to educational programming were made in FY23. Below is a breakdown of student enrollment at NBYDC and YSC.

Campus	YTD SY23-24	SY22-23	SY21-22
YSC	235	241	162
NBYDC	80	63	72

DYRS has made a commitment to ensuring all students receive high intensity tutoring (HIT). With many of the students entering YSC, and NBYDC being chronically truant while enrolled in community school, it is necessary to take the additional time students have while detained with DYRS to build their skill set.

- 77. What workforce development programming is currently being provided to DYRS youth at New Beginnings and at the Youth Services Center? What strategy is DYRS developing and implementing to expand workforce development programming for DYRS youth?**
- a. What percentage of DYRS youth participated in workforce development programming this past fiscal year? What is the percentage of those earning Workplace Development certificates?**
 - b. Are you tracking how the job certifications the youth received in the programs translate into employment? If yes, what are the numbers? If no, how do you plan to do so?**

c. Is there a plan to create a formal pipeline of DYRS youth to vocational programs outside of DYRS?

d. What programming changes have been made to the workforce development offerings at DYRS in FY23?

In FY23, 62% of youth participated in Job Readiness. Most of the DYRS youth express a desire for employment, however, before they are referred to an employer or an interview is scheduled, they must participate in the Job Readiness class to ensure they are ready for not only the interview, but to be gainfully employed. Workforce development specialists assist committed youth, post committed youth as well as community youth with obtaining and sustaining employment.

DYRS is tracking the number of certifications youth receive that translate to employment. Most youth participated in Job Readiness and Internships. Those programs did not provide certifications. However, seven youth participated in a program that resulted in industry certifications. The Job Readiness training entails the following training on how to:

- answer interview questions;
- create a professional resume;
- open and close an interview;
- develop soft skills; and
- learn professional etiquette.

The workforce team refers our youth to paid internships and matches them with industries in their areas of interest. The paid internships are six weeks. Some of them lead to employment opportunities and others are for work experience.

DYRS is currently partnering with the Collaborative of Workforce Development Specialist United Planning Organization, So Others Might Eat, and Edgewood/Brookland Family Support Collaborative. DYRS will refer youth to employment opportunities that best fit their wants. Additionally, DYRS will be meeting monthly, as well as collaborating with employers to identify employment opportunities. There haven't been any changes to DYRS workforce development program offerings in FY23, but agency efforts have been heightened by bringing on more programming that will potentially earn DYRS youth more employment credentials.

78. What is the number of committed youths placed in out-of-state facilities?

- a. What are the facilities that you use currently? Where are they located?**
- b. What educational challenges are faced by youth placed out of state?**

As of February 7, 2024, there are 18 committed youth placed in out of state facilities. DYRS utilizes shelter care, group homes (in and out of state), residential treatment facilities, extended family/foster care, and substance abuse providers. The facilities are nationwide consisting of the District of Columbia, Arizona, Nevada, Virginia, Maryland,

and Pennsylvania. DYRS works with out-of-state facilities to ensure that youth receive the educational services and support that they need during their period of placement.

79. During this past fiscal year, what is the number of committed youths that have been connected to education, work, or workforce training for at least six months? What type of jobs and training are they connected to? (Please include number of youths per job/training program)

DYRS is committed to strengthening our workforce development offerings and the tracking of workforce outcomes for youth that it serves. As a part of those efforts, DYRS is participating in the launch of the Office for Education through Employment within the Office of the Deputy Mayor for Education (DME). This newly created office will track the education and workforce outcomes of all district youth, with the plan to also include those involved with DYRS. Below is a breakdown of the FY23 data available.

Program	Program Name	Training Type	Number of Youth
Job Development	Lincoln College of Technology		1
Job Development	Universal Technical Institute	HVACR Technician	1

80. How many youths participated in the SYEP program The FY23?

In FY23, 52 youth participated in Marion Barry Summer Youth Employment Program (MBSYEP). The programs consisted of video/photography, drama, architectural design, and robotics.

81. How is DYRS planning to track the impact of educational programming and workforce development on youth outcomes, as well as the progress of job opportunities and education advancement of youths formerly in their care?

DYRS tracks educational outcomes by analyzing student data quarterly. The DYRS education team meets with the See Forever Foundation’s Maya Angelou education program administration to discuss student’s grades, and attendance. The DYRS education team also meets with care coordinators and credible messengers to discuss grades and attendance for students placed in the community. The DYRS workforce development team tracks outcomes by tracking the data on the number of youths who attend the workforce programs, the number of students who successfully complete the program, and the number of students who obtain employment. The post-committed team tracks youth who are no longer committed to the agency. Although post-committed services are voluntary, the team constantly communicates with these youth to determine their needs and assist with helping the youth get acclimated back into the community. If post-committed youth need any services in the community the post-committed services team assist with connecting them with resources and guide them through the process to ensure they are successful.

Please refer to the response to question 14 for additional details regarding the Office of Policy and Quality Assurance and the response to question 79.

Prevention and Programming

82. How does DYRS currently utilize the credible messenger program in its work?

- a. How many credible messengers are there?**
- b. What is the process for assigning youth a credible messenger?**
- c. How long do credible messengers usually work with each youth?**
- d. What is the rate of replacing or switching a credible messenger for youth after the original assignment?**

Credible Messengers work with youth throughout the duration of their commitments and if a youth decides to enroll in post commitment services. Credible Messengers are utilized across the agency in the following ways:

Credible Messengers and Behavioral Health

Credible Messengers have become integral partners in the behavioral health service delivery system. The Grow Up Grow Out (GUGO) Credible Messengers have participated in cross-training with behavioral health staff in the evidence-supported curricula that serve as our CORE programs, as well as our Think Trauma staff-facing training modules. As such, they consistently serve as program co-facilitators with the clinical mental health and restorative justice professionals. This partnership serves to destigmatize the programmatic offerings of mental health professionals that otherwise would likely have a higher refusal rate. This partnership has been invaluable and contributes to increased youth treatment engagement.

Credible Messengers and Community Programs and Services

There are 48 Credible Messengers assigned to DYRS youth and families in the community.

- ***What is a typical case load?*** The ratio is typically 1 mentor to 8 DYRS youth. However, there are variables that contribute to a fluctuation in the ratio including DCPS and DCPL youth assignments. Mentors assigned to the school's ratio may increase the assigned youth numbers.
- ***What supports/services do they provide for youth and families?*** One-on-one Mentoring sessions; Mentoring Groups, Family Engagement Services, Transportation, Job Readiness Skills/Employment, Housing Support (Resources, completing paperwork), Food Resources, MH resources, Youth/Family Activities/Outings, Holiday/Graduation support and resources.

- *How do they participate in community events focused on curtailing gun violence?* The CM Providers partake in community events within their Wards, staff volunteer for various events w/in the district as requested by the mayor.

Credible Messengers and Secure Programs

Credible Messengers are also assigned to DYRS youth at YSC, NBYDC, the Curfew Center and Community Re-entry. Below is a breakdown by location:

- YSC: 1.5
- NBYDC: 5
- Curfew Center: 2
- Community Re-Entry: .5

Credible Messenger Mentors are integrated into a youth's Core Support Team while placed at YSC or NBYDC's. Their role is to provide Coaching and mentoring youth to facilitate their progress towards the goals outlined w/in their Success Plan. Their role includes the following responsibilities:

- Collaborate and co-facilitate youth groups with MH staff and YDR's. (e.g., trauma-informed/healing centered care)
- Document youth engagement w/in the DYRS database-FAMCare
- Accompany youth throughout their day/evening scheduled and programming.
- Assist youth with crisis intervention and de-escalation strategies.
- Conduct Individual Transformative Mentoring sessions.
 - They participate in:
 - Restorative Justice and Mediation proceedings
 - Housing Assignment/Reassignment
 - Facility Transition Circles
 - Team Decision Meetings
 - Discharge Meetings

83. Please detail the growth of credible messengers outside of DYRS. Can you detail the outcomes of the credible messengers program at the four schools that were mentioned in last year's testimony: Kramer Middle School, Johnson Middle School, Eastern High School, and Dunbar High School? Why were these schools chosen as sites for this program? Has this program expanded outside of these schools? If so, where?

Over the past two years, the credible messenger initiative has grown and demonstrated impact. Specifically, 70% of the students that were placed on credible messenger caseloads showed improved grades and attendance at school. During the 2022-2023 school year, the credible messengers were in Kramer Middle, Johnson Middle, Eastern High, and Dunbar High. During the 2023-2024 school year, DCPS asked the credible messengers to be placed

in Kramer Middle, Johnson Middle, Cardozo Middle, McKinley Middle, and Sousa Middle. These schools were chosen to assist with mitigating some of the violence that is taking place in the schools. The program has expanded into Rosedale public library. Below is a breakdown of locations.

- **District Partners**
 - **DCPS** – 14 CMs assigned to DCPS
 - Cardoza Middle School - 3
 - Johnson Middle School - 3
 - Kramer Middle School - 3
 - McKinley Middle School - 4
 - Souza Middle School - 3
 - **CFSA** – 3 CMs (1 CM Provider) assigned to CFSA
 - **DCPL** – Currently 1 CM assigned to DCPL (1 CM Provider)
 - Rosedale Library (Note: In FY23, there were 3 assigned CMs to 2 DCPL's (Southwest and Rosedale)

84. Please detail the vision and incorporation of restorative justice within DYRS.

Restorative practices are used to both prevent and repair harm resulting from incidents that affect individuals and/or the community. When a harmful incident occurs in the facility, the matter is automatically referred to a Restorative Justice facilitator. If parties to an incident are willing, the Restorative Justice facilitator helps the parties meet, discuss the harm, and figure out how to bring about a resolution. Any party to the incident, however, may choose not to participate in the restorative process.

Restorative Justice is utilized as a tool to encourage, support, and rebuild trust and relationships with youth and families. Through our Restorative Justice program, we have been able to facilitate organic transitions for youth leaving New Beginnings, the Youth Services Center, and group homes. We have also been able to support DYRS youth in out-of-home placements when necessary. Some of the key ways in which Restorative practices have been infused in the daily work of DYRS:

- All staff are offered training on the basic tenets of Restorative Justice. Staff may also request to be given extensive training to become a Circle Facilitator.
- Healing Circles for youth and staff have worked well to improve healing and empathy that supports staff and youth dealing with tragedies, loss, and the traumatic effects of the pandemic.
- Through RJ we have connected and networked with sister agencies and external vendors, thus emphasizing the partnerships and capacity of stakeholders in the

community. Examples include collaborative engagement with OAG, DOC, MPD, and See Forever Foundation/MAA.

- A cohort of Title 16 youth were trained as Circle Facilitators to assist in leadership development, stakeholder ownership, and conflict resolution on the units.
- Community Programming Supports:
 - YOUR: Victim Impact Panel, overall consultation of Restorative Justice (RJ) language
 - Workforce Development: infusion of RJ
 - Health and Restoration Team: Infusion of RJ

Ongoing efforts and areas of further growth:

- Coaching and mobilization of Circle Facilitation with all trained staff. These trainings/refreshers restart in February.
- Expanding the holistic approach through continued integration with other therapeutic modalities by partnering with BH and CM.
- Increasing capacity to continue the work that we do in the most seamless way possible, as well as increase intentional presence in both facilities and the community, including expanding the scope of educational, psychosocial, and cultural learning opportunities for the youth.
- Implementation of the Rise, Expectations and Reflection circles. These circles are facilitated by unit staff and supported by the RJ team.
- Monthly departmental circles, focused on identifying team building strategies and maintaining effective communication.
- Channeling and expanding horticulture services both in the facilities and the community. The program is a collaboration with 450H, Youth Engagement services.
- Expanding the partnership with the OASIS, integrating healing and competency circles that enhance coexistence and community social values.
- DYRS formally created/expanded the RJ team, 4 FTEs of RJ devoted staff, 2 NBYDC & 2 YSC were allocated this past FY. Partnership with the Maya Angelou Academy RJ team, functions to organically address accountability and positive classroom norms and values.

85. Have there been plans to incorporate DYRS with the Mayor’s new “real-time crime center”? If so, please detail these plans.

DYRS is appreciative of the Mayor’s leadership in ensuring that there are the resources needed to ensure district residents and communities are safe. DYRS is partnering with governmental partners including law enforcement to further the Mayor’s goals. Specifically, DYRS is partnering with MPD’s THRIVE initiative to provide support in the community to drive down crime.

86. Please detail the OASIS program:

- a. How does the Oasis Program fit into DYRS’ focus on prevention and community-based intervention?**
- b. What are the ages of participants and how are they selected?**
- c. How many youths have been served by the Oasis Program?**
- d. How many families have been engaged through the Oasis Program?**
- e. How many school and/or community partners are engaged through the Oasis Program?**
- f. How are you tracking the impact of the Oasis Program on youth outcomes?**
- g. What types of programming does this program provide?**

DYRS was charged with standing up the Violence Prevention Initiative to work with young people identified in immediate risk for delinquency, and to provide them with immediate services and support. Launching in the Spring of 2023, DYRS began the Oasis Youth Leadership program, which collaborates with local stakeholders to provide intensive programming to youth who are at risk of involvement with the criminal justice system. With the goal of keeping these youth out of the criminal justice system and building upon their strengths and the strengths of their families to thrive.

The program has served 60 youth and their families since launching in the Spring of 2023. The program works with DC Public Schools and engages with school administrators to identify those youth on the campus that are most in need of behavioral and social support. DYRS has contracted with a community partner to support the mentoring and programming components that take place in the community. DYRS has a team member on the Oasis staff that works to collect pre and post assessments of youth who participate in the program using measurements from our theory of change.

Oasis programming is focused on its core outcomes that include, improved conflict resolution skills, expanded positive peer networking, strengthening family support, and increased dedication to school and community. Programming includes outdoor environmental learning on the Oasis Reserve Campus, with activities such as kayaking, ropes course team building, carpentry, and basic woodworking skill development, understanding the fundamentals of horticulture, and environmental science.

Oasis serves youth ages 10-16 through its Oasis Youth Leadership Program. In FY23, 60 youth and families were served. The Oasis team worked with four middle school campuses during FY23 and one community provider to provide mentoring support services.

The Oasis team is tracking the impact of the Oasis program on youth outcomes by implementing program activities that directly connect to strengthening youth protective factors. These factors are measured and monitored at multiple points throughout programming via the following: conducting pre and post assessments to measure growth, interviewing youth and key family members, conducting qualitative analysis on youth narratives (i.e. journal entries), interviews with key school personnel, and reviewing attendance records and academic records to track trends. This collection of methods allows staff to adapt programming to meet the unique needs of each youth and their family throughout their tenure with Oasis. Tracking outcomes in this manner are the wheels that move the Oasis theory of change along for each youth, as strengthening protective factors has proven to reduce risk of youth involvement with the criminal justice system.

- 87. How is the programming for the achievement center selected? What are the programs that are offered at the achievement centers?**
- a. How many unique participants have you had?**
 - b. Which programs have the highest number of participants, and which have the lowest number of participants?**

Programming is selected through an RFP process that was conducted in FY23. Providers who met the criteria for continuation were selected to provide services during FY24. The RFP process consists of following the DC Grant Making policy for publishing and awarding grants. DYRS published an RFP seeking proposals from entities to provide services to our youth within our Achievement Centers. Applicants were asked to submit their best proposals which were scored and graded on a rubric by a mix on internal DYRS and DC Government employees. Awards were granted to the highest scoring applicants.

FY23 MLK Achievement Center

Unique Community Participants (MLK)	441
Unique Post Committed (MLK)	72
Unique Committed (MLK)	56

FY23 450 H Street Achievement Center

Unique Community Participants (450 H St)	284
Unique Post-Committed (450 H St)	65

Unique Committed (450 H St)	34
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Barbering and the Music Studio have the highest participation (10-13 average monthly participants in FY23).

Cosmetology, Social-Emotional Wellness (Tumaini) and IT/Construction had the lowest engagement (1-6 average monthly participants in FY23).

Safety and Accountability in Care

88. What is the number of youth assaults at YSC? How many resulted in injuries?

FY23 Total Youth on Youth Assaults at YSC = 184

FY23 Total Youth on Youth Assaults at YSC resulting in injury = 67

FY24 to date Total Youth on Youth Assaults at YSC = 81

FY24 Total Youth on Youth Assaults to-date at YSC resulting in injury = 40

At YSC, the number of youths requiring off-grounds medical attention during youth-on-youth assault are:

YSC	FY23	FY24-to-date
# Residents sent to ER for Y/Y assaults	9	4

89. What is the number of youth assaults at New Beginnings? How many resulted in injuries?

In FY23, there were 117 youth on youth assaults of which 44 resulted in injuries. In FY24 to date there were 49 youth on youth assaults of which 19 resulted in injuries to youths.

At New Beginnings, the number of youths requiring off-grounds medical attention during youth-on-youth assault are:

NBYC	FY23	FY24-to-date
# Residents sent to ER for Y/Y assaults	5	2

90. How many arrests were made at DYRS facilities in the past fiscal year? What is your plan to decrease the use of arrests?

At YSC, in FY23, 17 youths were arrested. At NBYDC, in FY23, there was one arrest of three youths.

The plan to decrease youth arrests begins with empowering our youth to reduce their reliance on violent responses, these interventions include the implementation of Opportunity over Opps which is a collaboration with the Community Credible Messengers and Violence Interrupters. The goal of these interventions is to ensure that youth are having a deeper conversation around violence and reducing violent reactions. Additionally, we have developed a Youth Advisory Board accompanied with a Youth Voice policy to help address youth concerns to adult decision-makers.

Open Visitation has been implemented to enable youth to spend more time with their families. Multiple weekly activities such as skating, ice cream socials, basketball tournaments, Real Talk Sessions, game night, fitness programming, and other developmentally appropriate activities for adolescents. This helps to nurture and foster family engagement amongst the youth.

To increase frustration tolerance and emotional regulation skills, the Core Support team is engaged to conduct groups with youth on the living youth with the sole purpose to increase conflict resolution and emotional regulation skills. Each group is designed to increase awareness, problem solving skills, and pro-social responses.

Finally, all youth have access to the grievance process and are encouraged to use this method to resolve internal complaints.

91. What are the recidivism rates of youth who leave New Beginnings in FY23?

Of youth released from NBYDC in FY22, zero were re-committed to DYRS within one year from commitment expiration.

Of youth whose commitment expired in FY22, 5% were recommitted to DYRS within one year. **Note: This data includes ALL youth committed to DYRS irrespective of placement.*

92. What is the number of youth-on-staff assaults at YSC for FY23 and FY24 to date?

- FY23 Total Youth on Staff Assaults = 227
- FY23 Youth on Staff Assaults involving physical contact = 212
- FY23 Youth on Staff Assaults involving non-physical contact = 15.
- FY24 Total to-date Youth on Staff Assaults = 53
- FY24 to-date Youth on Staff Assaults involving physical contact = 50
- FY24 to-date Youth on Staff Assaults involving non-physical contact = 3

**Note: “assault” is defined as an attempt or effort with force or violence to injure, or a non-consensual and intentional (voluntary, on purpose, and not by mistake or accident) touching in a part of another person’s body that would cause fear, shame, humiliation, or mental anguish if done without consent. **

93. What is the number of youth-on-staff assaults at New Beginnings for FY23 and FY24 to date?

There was a total of 78 youth-on-staff assaults in FY23 and 25 for FY24 to date.

(There was no physical contact with staff in 26 of the 78 youth-on-staff assaults in FY23 and in 10 of the 25 youth-on-staff assaults in FY24 to date).

**Note: “assault” is defined as an attempt or effort with force or violence to injure, or a non-consensual and intentional (voluntary, on purpose, and not by mistake or accident) touching in a part of another person’s body that would cause fear, shame, humiliation, or mental anguish if done without consent. **

94. How many youth-on-staff assaults resulted in injuries of staff in FY23 and FY24 to date?

- At YSC - FY23 = 4.
- At YSC - FY24 to-date = 0.
- At NBYDC - FY23 = 4 youth-on-staff assaults resulting in injuries to staff.
- At NBYDC - FY24 to-date = 1 youth-on-staff assault resulting in injury to staff.

95. Have the consequences increased for students who attack and assault staff? If so, how?

The Agency takes a serious approach towards critical incidents. All critical incidents involving youth-on-staff assaults undergo a Senior Management Review process, and Administrators are promptly notified of such incidents. Pursuant to the Resident Code of Conduct Policy, any youth implicated in such assaults is subjected to a disciplinary hearing, and if substantiated, the youth is charged with a major rule violation. Upon completing an initial review of the incident, the Administrator makes the determination to contact the Metropolitan Police Department to pursue charges. There has been an increase in the number of youths charged with assault in FY24. The number of youths charged and rebooked for assault, increased by 10 in first quarter of FY24 versus the last quarter of FY23.

Secure Programs

FY	Youth Rebooked for Assault
FY24- Q1	14

FY23- Q4	4
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DYRS allows staff who have been assaulted by youth in custody to independently pursue charges.

96. Please place the number of youth-on-youth assaults and youth-on-staff assaults at both YSC and New Beginnings over the last five years in a chart.

Youth Services Center

FY	Y/Y Assaults	Y/S Assaults
FY24 to date	94	63
FY23	184	227
FY22	112	76
FY21	84	72
FY20	136	106
FY19	194	155

New Beginnings

FY	Y/Y	Y/S
FY24 to date	64	28
FY23	107	78
FY22	72	80
FY21	103	50
FY20	85	63
FY19	105	64

97. What is the procedure for responding to youth-on-staff assaults?

Implementation of Safe Crisis Management skills, with hopes of de-escalating the encounter. Separation of youth from staff person, and the youth is referred to medical. Restorative circle is conducted to reduce the harm that the event caused, and a referral is made to Behavioral Health. A Critical Incident Video Review is conducted to identify any corrective action and determine cause and effect.

The Administrators are required to conduct a Senior Management Review within 48 hours of all critical incidents to include youth on staff assaults. The Senior Management Review consists of video review, review of the incident reports, interviews with the youth and staff involved, and identification of the corrective action plan to prevent further incidents of aggression. Youth involved in these incidents are referred to the Core Support Team. Both

the youth and staff are offered the option to participate in the Restorative Justice Process in efforts to repair the harm caused. Youth are potentially subject to additional charges by MPD. Senior Managers are able to identify training needs for staff through the review. The Agency has developed the facility safety committee at YSC and NBYDC comprised of direct care staff, middle managers, administration, behavioral health, and case management. The Agency is committed to providing staff with training specific as to how to manage and engage young people who present with poor impulse control and a lack of emotional regulation skills. Administrators have increased their presence on the living units to coach and train staff in “real time” to decrease incidents and assist in fostering positive relationships between youth and staff.

98. What is your plan to decrease staff assaults?

- Safe Crisis Management training and refresher courses, as well as annual refresher.
- Incident Video Review, Corrective Action where appropriate.
- The establishment of an Orientation Unit at YSC to ensure consistent facilitation of orientation to the facility, rules, expectations, supportive services and guidelines during placement at DYRS facilities.
- Roll Call briefings, additional training, policy review an increase staff to youth ratio when deemed necessary, increase in supervisor rounds to provide coaching, redirection, and support.
- Continued utilization of the TIER behavior modification program and engaging MPD where warranted.
- Implementation of increased programming to decrease idle hours, up to and including a youth advisory board, youth roundtables, Core Groups, Opportunity over Opps sessions, and conflict resolution through Restorative Justice programming, supplemental programming and activities that are aligned with adolescent development.

Workplace and Racial Equity

99. How does the agency assess whether programs and services are equitably accessible to all District residents?

- a. **What were the results of any such assessments in FY23?**
- b. **What changes did the agency make in FY23 and FY24, to date, or does the agency plan to make in FY24 and beyond, to address identified inequities in access to programs and services?**
- c. **Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services?**

In FY24, DYRS is creating and staffing a new Quality Assurance Unit, which will assess the outcomes of all DYRS programs and services through an equity lens. In addition, in FY23 and in FY24 to date, DYRS participates in the Office of Racial Equity’s cohort program to strengthen equity work both within DYRS and across district government.

100. Does the agency have a racial or social equity statement or policy?

- a. If not, please explain why not.**
- b. If so:**
 - **Please provide a copy of that document or policy statement.**
 - **How was the policy formulated?**
 - **How is the policy used to inform agency decision-making?**
 - **Does the agency have a division or dedicated staff that administer and enforce this policy?**
 - **Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?**

DYRS Racial Equity Vision Statement

The Department of Youth Rehabilitation Services strives to ensure that all youth and families we serve have equitable access to resources that promote social-emotional and physical well-being, safety, and educational and vocational achievements.

We focus on being an agency where the culture and commitment created by our diverse staff promotes a safe, structured, stable, and supportive environment for youth, families, and staff, regardless of race and socioeconomic status, free of racism, violence, and other systems of oppression.

DYRS Racial Equity Action Team

Members consist of a diverse group of agency employees who meet monthly to discuss and develop agency racial equity activities. To date, the team has embarked on the following race equity activities:

- **Race Equity Survey** - As part of the race equity program, we created a racial equity assessment survey (REAS) for DYRS and made it available to all staff. We value the staff’s commitment to advancing racial equity in DYRS and believe the feedback is valuable to shaping the agency racial equity action plan (REAP).
- **SWOT Analysis** – Used as a framework to review assessment results to help better prioritize focus areas, plan for challenges, and build on strengths.
- **Racial Equity Vision Statement** – Developed to communicate the model of organizational change and advance racial equity at all levels of the agency.

Please refer to *Appendix E: DYRS Racial Equity* for additional information regarding DYRS racial equity initiatives to date.

101. The District defines racial equity as “the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for

residents of the District, particularly for persons of color and Black residents.” In the context of your mission and the District’s racial equity definition, what are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

DYRS is committed to ensuring that racial equity is a priority in every part of agency functions as we serve the needs of youth in our care. This commitment is demonstrated in the following areas of DYRS’ work: 1) The creation of the Office of Policy and Quality Assurance, which will monitor the delivery of all DYRS programs and services to ensure equitable accessibility.; 2) The creation of the Office of Policy and Quality Assurance, which will compose policies and procedures with an equity lens.; 3) The building up of staff competency in racial equity through trainings and professional development.

- 102. In your FY24 budget, which reductions may have burdened Black, Latinx, Indigenous, and other communities of color? What has your agency done or what will your agency be doing to mitigate any potential adverse impacts?**

DYRS works collaboratively with the Executive to identify agency budgetary needs to ensure sufficient resources for youth in our care. The FY24 reductions were concentrated in personnel services. DYRS maintains the agency’s commitment to the provision of rehabilitative services and a continuum of care for youth. Therefore, the agency will modify processes and procedures, organizational structures, staffing ratios, redistribute responsibilities, and leverage contractual services as needed when reductions occur.

- 103. Consider one area where your agency collects race information. How does your department use this data to inform decision making?**

DYRS does not use race information in decision making. Race information is collected for demographic purposes only.

- 104. How are communities of color engaged or consulted when your agency considers changes to programs or services? Provide one specific example from the past year.**

DYRS engages with youth and families on an ongoing basis to receive feedback regarding DYRS programs and services. Specifically, DYRS engages with families through Anchored in Strength, a program that provides support to families of DYRS youth and through Parent Watch. In addition, in FY24, DYRS is launching a new initiative to receive and respond to questions and feedback from youth at New Beginnings (NBYDC) and at the Youth Services Center (YSC) through an internal youth newsletter.

Additional Questions

- 105. Is the population of post-commitment youth who were either homeless or housing insecure rising?**

Every child in the care of DYRS upon release has a community placement agreement that details a plan for housing. No youth leaving DYRS care should be considered homeless. DYRS works to ensure that every youth's care plan includes a plan for housing.

106. Can you speak to your policies around young women who are victims of sex trafficking that are committed?

DYRS seeks to adhere to juvenile justice best practice when responding to the needs of youth who are commercially sexually trafficked. These best practices indicate that the most effective interventions are ones that address the underlying issues of youth in ways that do not require commitment to a juvenile justice agency.

107. Criminal Justice Coordinating Council (CJCC) and the National Institute of Criminal Justice Reform (NICJR) made recommendations on reducing gun violence in their Gun Violence Reduction Strategic Plan, which was released in May 2022. Are you familiar with this strategic plan? Have you incorporated any of its recommendations into the work and plan of DYRS and if so, which recommendations?

DYRS is a statutory member of the CJCC and works closely with CJCC on a range of public safety issues, including issues related to gun violence. DYRS looks forward to continuing this partnership and learning from other DMPSJ agencies and from CJCC research and recommendations.