

## **Department of Youth Rehabilitation Services DYRS (JZ)**

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### **MISSION**

The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

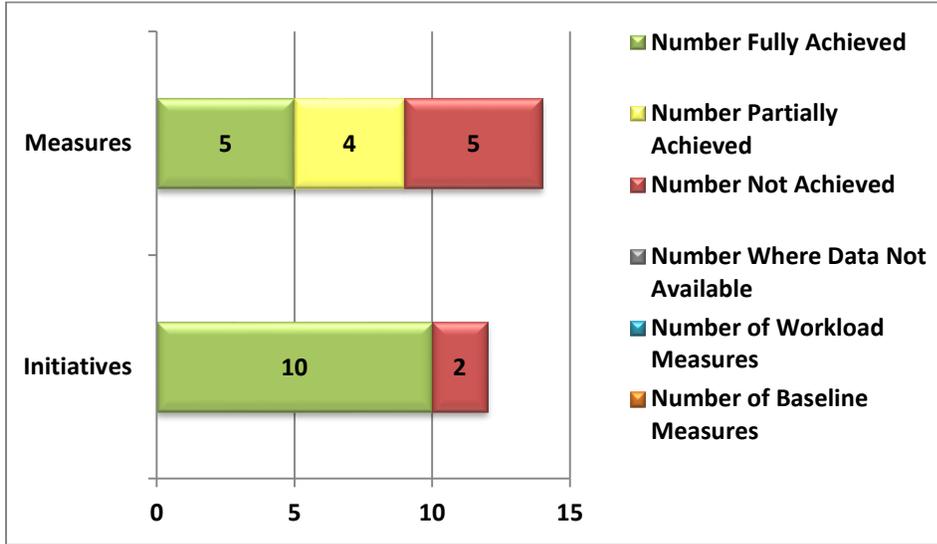
### **SUMMARY OF SERVICES**

The D.C. Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and stable secure residential and community-based programs to youth who have been committed to its care. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior. In addition, DYRS provides secure detention and effective detention alternative programs to detained youth who are placed under custody of the D.C. Superior Court's Division of Social Services. The program goal for youth in the detention alternatives is to ensure that youth appear for scheduled court hearings without being re-arrested.

### **ACCOMPLISHMENTS**

- ✓ In 2011, DYRS placed more than 80 youth in subsidized internships and more than 110 youth in work readiness training through the DYRS Education and Workforce Development program. In addition to receiving valuable work experiences, youth in the program receive academic support and workforce development programming. Since the inception of the program in 2009, DYRS has placed over 180 youth in paid internships, and assisted many others in securing post-program employment, receiving occupational training, and obtaining GEDs and high school diplomas.
- ✓ DYRS expanded the use of Global Positioning Systems (GPS) as an additional tool to monitor youth in the community. In 2009, zero DYRS youth were on GPS. Today, approximately 170 DYRS youth are monitored electronically through GPS.
- ✓ Through the DC YouthLink initiative (formerly known as the Lead Entity Service Coalition initiative), DYRS is ensuring that youth committed to the agency are receiving more services than ever before, and that community-based providers in every Ward are playing a bigger role in youth rehabilitation than ever before. Today, through DC YouthLink, about 30 community-based providers provide critical services to DYRS youth and their families. These services include academic support/tutoring/GED prep, family counseling, anger management, parenting skills, life skills development, individual therapy, creative arts, gang intervention, substance abuse treatment, workforce development, mentoring, and community service support. In 2009, only 6% of DYRS youth in the community received two or more services. Today, 71% of DYRS youth in the community receive two or more services.

## OVERVIEW OF AGENCY PERFORMANCE



## Performance Initiatives – Assessment Details

### Performance Assessment Key:

 Fully achieved     Partially achieved     Not achieved     Data not reported

### Committed Services Division

#### **OBJECTIVE 1: Provide proven community-based programs, services, supports and opportunities that help young people to turn their lives around, achieve and flourish.**

- **INITIATIVE 1.1: Fully implement a robust Graduated Sanctions and Rewards System for youth in the community.**

DYRS worked with a consultant on this initiative, the Center for Children’s Law and Policy (CCLP). As part of this joint effort, DYRS formed a Graduated Responses Committee comprised of a cross-section of agency and Lead Entity Service Coalition staff. Although not completed in FY 2011, DYRS is now in the final steps of issuing an updated Graduated Sanctions and Rewards System for youth in the community. The core output of this initiative is a Graduated Responses grid available to DYRS case managers, along with the provision of training for those who will utilize the system. The system will provide DYRS with an additional tool to hold youth accountable for their actions and incentivize their positive behavior.

Assessment: Partially achieved.

- **INITIATIVE 1.2: Expand the geographically-based “service coalitions” providing committed youth supervision and support in their communities.**

DYRS now has two Lead Entity organizations, and a Service Coalition network that spans all 8 (eight) wards, with service offerings in seven (7) Positive Youth Justice domains, from mentoring to substance abuse to workforce training. The results from the third quarter FY 2011 were published in the agency’s first ever Quarterly Report on the Lead Entity Service Coalition initiative. They indicate that youth linked to the Leads received an average of 3 community-based services, more than double the amount from the year before.

Assessment: Fully achieved.

#### **OBJECTIVE 2: Operate secure facilities that are safe, humane, and address youths’ needs by building on their strengths.**

- **INITIATIVE 2.1: Meet the requirements of the *Jerry M.* consent decree work plan specific to New Beginnings.**

In FY 2011, DYRS demonstrated continued improvement in meeting the requirements of the consent decree. Two key areas of programming were vacated by the court. First, the education program for DC Model youth was found in compliance with work plan requirements. Second, the requirement for exercise/physical activity was also ruled in compliance by the court.

DYRS made several other significant improvements to the facility’s physical plant and operations that have brought the agency into closer alignment with work plan standards. These include improved safety hardware at the facility, increased staffing ratios and streamlined dissemination of on-campus incidents to facility managers.

Assessment: Partially achieved.

**OBJECTIVE 3: Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.**

● **INITIATIVE 3.1: Continue measuring and reporting public safety outcomes for all committed youth, including youth recidivism, homicides and deaths.**

DYRS reported on public safety outcomes as part of its standard Key Performance Indicator reporting. The agency also included public safety outcome information in its first Lead Entity Quarterly Performance Report, and has responded to stakeholder and public requests for information on youth public safety outcomes.

Assessment: Fully Achieved

● **INITIATIVE 3.2: Measure and report outcomes of Positive Youth Development for all committed youth.**

DYRS, in collaboration with community partners, measured and reported on Positive Youth Development outcomes. The agency's Lead Entity Quarterly Performance Report provides the most comprehensive analysis of rehabilitative interventions along the six domains of PYD (health, work, education, community, creativity and relationships) available from any juvenile justice agency nationwide. The report shows exponential increases in the number of youth linked to services across the PYD domains, including a 2.4 fold increase in relationship-building services, a five-fold increase in education services, a 6.5 fold increase in workforce services, and 1.4 fold increase in health-related services.

Assessment: Fully Achieved.

***Detained Services Division***

**OBJECTIVE 1: Continue providing proven community-based programs, services, supports and opportunities that help young people to turn their lives around, achieve and flourish.**

● **INITIATIVE 1.1: Enhance detained youth shelter-care.**

After comprehensive planning and collaboration with various agencies and stakeholders from inside and outside DC government, new Family Reunification Homes were launched in late FY 2011 for youth awaiting completion of their court cases. The Family Reunification Homes are designed to focus on reunifying the youth with his or her family as quickly as possible in order to provide for the youth's supervision and care in the least restrictive environment consistent with public safety.

Assessment: Fully Achieved.

**OBJECTIVE 2: Continue operating secure facilities that are safe, humane and address youths' needs by building on their strengths.**

● **INITIATIVE 2.1: Exit the Youth Services Center from *Jerry M.* consent decree.**

There was significant progress in meeting the *Jerry M.* work plan requirements. Two significant work plan goals were vacated: requiring that the YSC predominantly hold detained youth; and ensuring that youth receive adequate daily exercise. The court-appointed monitor also produced a positive evaluation of the facility's education system and population management. Data show that DYRS has performed at required levels on other indicators, as well, though those have not yet been evaluated by the monitor. For example, the facility maintained a population at or below its capacity, with minimal exceptions, for the entirety of FY 2011.

Assessment: Not Achieved.

● **INITIATIVE 2.2: Continue ad hoc facility inspections of Youth Services Center conducted by the Facilities' Inspection Committee and meet the requirements of the *Jerry M.* consent decree.**

The ad hoc facilities' inspection committee is volunteer-based and comprised of non-DYRS

personnel. While the committee did not conduct inspections of YSC during FY 2011, the facility received external inspection through the Performance-based Standards initiative, regular site visits by the Court-appointed Special Arbiter in the *Jerry M.* case, and regular review from sister agencies such as the Department of Fire and Emergency Medical Services and the Department of Health. Assessment: Not Achieved.

**OBJECTIVE 3: Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.**

● **INITIATIVE 3.1: Measure and report public safety outcomes for youth in alternatives to secure detention.**

DYRS measured and reported on the public safety outcomes for youth in alternatives to secure detention through regularized quarterly data submissions to the City Administrator's Office. In FY 2011, 93% of youth in alternatives to detention successfully appeared in court without re-arrest. Assessment: Fully Achieved.

***Office of the Director/Agency Management***

**OBJECTIVE 1: Recruit and retain a professional staff capable of carrying out the mission and vision of the Department.**

● **INITIATIVE 1.1: Increase the educational level of the direct care staff.**

In FY 2011, DYRS continued to increase the educational level of its direct care staff. All new direct care hires to the agencies had a minimum of a college degree, including the approximately thirty new Youth Development Representatives brought on at DYRS facilities. Assessment: Fully Achieved.

**OBJECTIVE 2: Develop a performance driven culture and infrastructure focusing on improved outcomes for youth in our care and supported by a qualified and well-trained professional staff.**

● **INITIATIVE 2.1: Fully integrate Positive Youth Development principles in the performance outcomes and services provided by our Lead Entity Service Coalition partners.**

DYRS, in collaboration with community partners, measured and reported on positive youth development outcomes. The agency's first ever Lead Entity Quarterly Performance Report provides the most comprehensive analysis of rehabilitative interventions along the six domains of PYD (health, work, education, community, creativity and relationships) available from any juvenile justice agency nationwide. Assessment: Fully Achieved.

● **INITIATIVE 2.2: Continue institutionalizing and expanding the YouthStat performance management system to cover all core Departmental functions.**

In FY 2011, DYRS continued using the YouthStat model to manage performance across agency divisions. To expand the use of data-driven decision making throughout the agency, the DYRS Office of Research and Quality Assurance developed 'executive dashboards' providing managers with key up-to-the-minute data on their respective programs. DYRS also incorporated the YouthStat model into the oversight of the Lead Entity Service Coalition initiative. Assessment: Fully Achieved.

## Key Performance Indicators – Details

### Performance Assessment Key:

● Fully achieved  
 ● Partially achieved  
 ● Not achieved  
 ● Data not reported  
 ● Workload Measure

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
<b>Committed Services</b>								
●	1.1	% of committed youth in out-of-state residential placements	21%	20%		17.45%	114.60%	COMMITTED YOUTH SERVICES
●	2.1	Rate of injuries to youth as a result of assaults at NBYC	0	5.5		0.01	61069.15%	COMMITTED YOUTH SERVICES
●	2.2	% of youth receiving mental health screening within four hours of admission to New Beginnings	94%	95%		96.28%	101.35%	HEALTH SERVICES
●	3.1	Average Caseload - case manager to committed youth ratio	0	25		103	24.27%	COMMITTED YOUTH SERVICES
●	3.2	Percent of newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their YFTM action plan	0	95%		76.57%	80.60%	COMMITTED YOUTH SERVICES
●	3.3	Recidivism rate for DC Model youth six months from the date of their release (footnote = measured as a finding of involvement in a new offense).	0	20		31.22%	64.05%	COMMITTED YOUTH SERVICES
		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program

●	3.4	Percent of committed youth connected to school or work at six month intervals from the date of their enrollment in the service coalition.	0	0		42.95%	0%	COMMITTED YOUTH SERVICES
●	3.5	Percent of committed youth connected to school, work and positive adult six months from the date of their release from the DC Model Program.	0	80%		75%	93.75%	COMMITTED YOUTH SERVICES
<b>Detained Services</b>								
●	1.1	Average length of stay in secure detention awaiting placement in shelter home.	0	3		15.3	19.61%	DETAINED YOUTH SERVICES
●	1.2	Average length of stay in secure detention	0	21		88.5	23.73%	DETAINED YOUTH SERVICES
●	2.1	Rate of injuries to youth as a result of assaults at YSC	0	9.5		0.01	138905.11%	DETAINED YOUTH SERVICES
●	2.2	Percent of youth receiving mental health screening within four hours of admission to YSC	93	95		94.73%	99.72%	HEALTH SERVICES
●	3.1	Percent of youth completing detention alternatives without re-arrest or failure to appear in court.	0	95		92.66%	97.53%	DETAINED YOUTH SERVICES
<b>Office of the Director/Agency Management</b>								
●	1.1	Percent of newly hired YDR staff with at least 30 college credits	0	100		100%	100%	AGENCY MANAGMENT PROGRAM