



## 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 homelike environment consistent with public safety.

#### SUMMARY OF SERVICES

DYRS 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 detention alternatives is to ensure that youth appear for scheduled court hearings without being re-arrested.

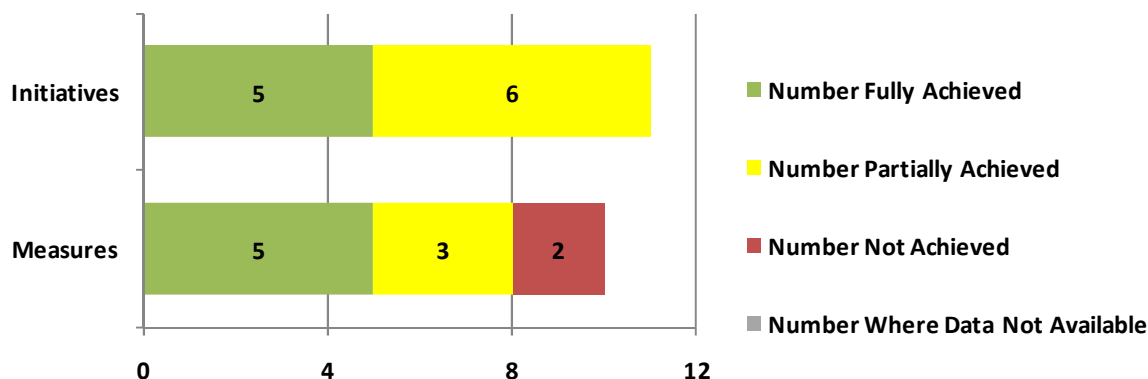
#### AGENCY OBJECTIVES

1. Provide proven community-based programs, services, supports and opportunities that protect public safety and develop young people to turn their lives around, achieve and flourish.
2. Operate secure facilities that are safe, humane and address youths' needs by building on their strengths.
3. 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.
4. Achieve consensus among interagency, DC Superior Court and community-based stakeholders on DYRS reform efforts, thus enabling effective and durable change.

#### 2 KEY ACCOMPLISHMENTS

- ✓ 92% of youth successfully completed their detention alternative without re-arrest or failure to appear in court.
- ✓ Average caseload was 28 committed youth per case manager.

#### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details




### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

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




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-  **INITIATIVE 1.1: Develop and implement Family Reunification Homes to provide short-term shelter to detained youth.**  
**Partially Achieved.** The development of the service proposal was completed in FY08. Initial implementation is anticipated in the second quarter of FY09 with full implementation anticipated by the fourth quarter.
-  **INITIATIVE 1.2: Build a sustainable array of Evidence-Based Practices (EBPs) for committed youth.**  
**Fully Achieved.** DYRS has completed the implementation of three evidence-based practices (EBPs): Functional Family Therapy, Multi-Systemic Therapy and Multi-Disciplinary Treatment Foster Care. Outcomes are promising for all three EBPs.
-  **INITIATIVE 1.3: Create a university-based, staff secure program to serve committed girls.**  
**Partially Achieved.** The effort to expand services to committed girls is delayed indefinitely as a result of budget rescissions. Implementation in FY09 is subject to budget appropriation.

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

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-  **INITIATIVE 2.1: Complete construction of a replacement to the Oak Hill Youth Center that is small, homelike and rehabilitative.**  
**Partially Achieved.** Construction of the new facility is scheduled to be completed January 23, 2009.
-  **INITIATIVE 2.2: Initiate, at least twice yearly, ad hoc facility inspections of Oak Hill Youth Center and Youth Services Center by the Citizens' Oversight Committee.**  
**Partially Achieved.** Inspection at the Youth Services Center was completed in the fourth quarter of FY08. Facility inspection of Oak Hill Youth Center will be completed in FY09.
-  **INITIATIVE 2.3: Further integrate a rigorous strength-based non-traditional school aligned to DC public school standards at the OHYC campus for committed youth and its community-based Transition Centers.**  
**Fully Achieved.** The transition school for See Forever Community-Based Re-Integration Program has operated successfully with plans for expanding capacity. Challenges persist in complete transition to traditional schools from the transition program.



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**OBJECTIVE 3: 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.**

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- **INITIATIVE 3.1: Expand the Youth Family Team Meeting model to all committed youth.**  
**Fully Achieved.** DYRS completed FTMs for all youth committed to their care with FTMs occurring at each stage during the supervision. Improvements in timeliness and planning decisions are in progress.
- **INITIATIVE 3.2: Implement a Continuous Quality Improvement (CQI) Program that focuses on Positive Youth Development outcomes for youth.**  
**Partially Achieved.** Agency practice has benefited from continued utilization of and enhancements to the case management information system. Full development of research plans to evaluate practice is anticipated in FY09.
- **INITIATIVE 3.3: Improve case management system to enhance service delivery.**  
**Fully Achieved.** The hiring of additional staff has resulted in caseloads decreases by nearly 10 cases per week. DYRS moved case management units into the Ward 8 community to enhance youth supervision and access to services.

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**OBJECTIVE 4: Achieve consensus among interagency, DC Superior Court and community-based stakeholders on DYRS reform efforts, thus enabling effective and durable change.**

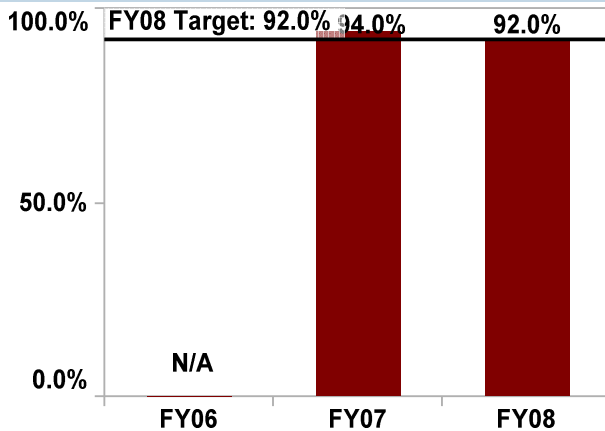
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- **INITIATIVE 4.1: Expand positive youth development training.**  
**Fully Achieved.** In FY08, over 100 additional staff persons were trained in advancing youth development.
- **INITIATIVE 4.2: Increase interagency collaboration to support detention reform.**  
**Partially Achieved.** Enhancements were made to alternatives to detention. Additionally, speedy trail and expedited case processing began.



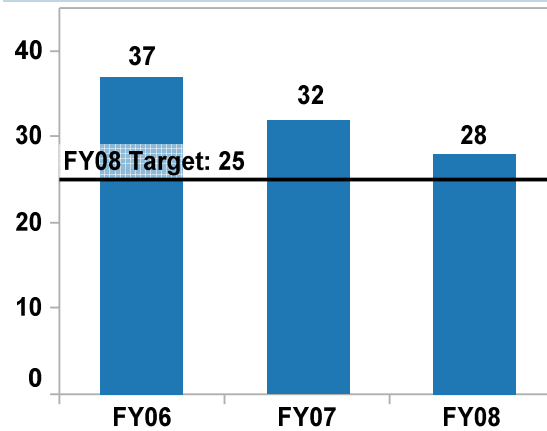
## Key Performance Indicators – Highlights

**From Objective 1: % of Youth Compl. Detention Alternatives Without Re-arrest**



  
**FULLY ACHIEVED**  


**From Objective 3: Avg Caseload - Case Mgr To Committed Youth Ratio**



  
**PARTIALLY ACHIEVED**  


### More About These Indicators:

#### *How did the agency's actions affect this indicator?*

- DYRS Director and Chief of Detained Services continued to work collaboratively with juvenile justice stakeholders to advocate for system-wide reforms, including expedited case processing, speedy trial, enhancements to the alternatives to detention continuum, etc.
- DYRS has continued to utilize detention alternatives such as Evening Reporting Centers and Intensive Third Party Monitoring, both of which are highlighted as best practices.

#### *What external factors influenced this indicator?*

- Speedy trial legislation was enacted that shortened the time youth spend in shelter care and increased the likelihood that they appear for trial.
- Shelter facilities do not provide rehabilitation services --- they are a holding environment.

#### *How did the agency's actions affect this indicator?*

- DYRS hired a total of 13 new case managers over the past two years and now has 28 case-carrying positions funded.
- Four of the five case management supervisors have also been hired in the past year – giving the case management division a new, energetic team of motivated youth workers and managers.
- DYRS has rewritten the Case Management Manual, which significantly raises the accountability of staff and has trained all case managers using the new manual.

#### *What external factors influenced this indicator?*

- DYRS has been able to keep the caseworker to caseload ratio down even though the number of new commitments to DYRS increased 37% between FY 2007 and FY2008.
- One reason for the increase is that DYRS is currently undergoing a series of reforms and has expanded its continuum of services over the past two years.



## Key Performance Indicators – Details

### Performance Assessment Key:

- Fully achieved     
 ● Partially achieved     
 ● Not achieved     
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
<b>OBJECTIVE 1: Provide proven community-based programs, services, supports and opportunities that protect public safety and develop young people to turn their lives around, achieve and flourish.</b>					
<span style="color: green;">●</span> % of committed youth in out-of-state residential placements . . . . .	N/A	11.0%	12.5%	9.0%	12.5%
<span style="color: red;">●</span> % of committed youth connected to school, work and positive adult at six month intervals from the date of their release from the DC Model program . . . .	N/A	N/A	65%	33%	100%
<span style="color: green;">●</span> % of youth completing detention alternatives without re-arrest and failure to appear in court. . . . .	N/A	94%	92%	92%	90%
<b>OBJECTIVE 2: Operate secure facilities that are safe, humane and address youths' needs by building on their strengths.</b>					
<span style="color: yellow;">●</span> Average daily population at YSC . . . . .	78	89	80	86	80
<span style="color: red;">●</span> Rate of injuries to youth as a result of assaults at YSC and OHYC (per month) . . . . .	N/A	N/A	7	11	7
<b>OBJECTIVE 3: 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.</b>					
<span style="color: yellow;">●</span> Average caseload - case manager to committed youth ratio . . . . .	37	32	25	28	25
<span style="color: green;">●</span> % of newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their YFTM action plan. . . . .	N/A	N/A	35%	56%	45%
<b>OBJECTIVE 4: Achieve consensus among interagency, DC Superior Court and community-based stakeholders on DYRS reform efforts, thus enabling effective and durable change.</b>					
<span style="color: yellow;">●</span> Recidivism rate for DC-model youth at six month intervals from the date of their release (footnote=Measured as a finding of involvement in a new offense). . . . .	N/A	N/A	18%	24%	16%
<span style="color: green;">●</span> Average length of stay in secure detention . . . . .	36	25	26	21	25
<span style="color: green;">●</span> Average length of stay in secure detention awaiting placement in shelter home . . . . .	N/A	16	8	4	7