



## FY09 PERFORMANCE PLAN Department of Youth Rehabilitation Services

### 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.

### **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: Implement Family Reunification Homes to provide short-term shelter to detained youth.<sup>1</sup>**

Negative implications around shelter care for detained youth include but are not limited to: long waiting lists for shelter homes, youth languishing in shelter care due to excessive lengths of stay, unlicensed shelter homes, poorly developed program models, and DYRS-incurred court fines associated with the above issues. DYRS seeks to resolve these issues by replacing the current shelter homes with Family Reunification Homes. The Family Reunification Home model will meet the needs of detained youth by providing short-term, small, home-like congregate care. There are two major goals of Family Reunification Homes: 1) to quickly and successfully reunify youth with their families, in order to prevent youth from languishing in congregate care, and 2) to prevent recidivism and failure to appear in court by connecting youth with educational, workforce development and other positive youth development opportunities that build off the strengths of youth and that reasonably relate to their return to court without being re-arrested. Family Reunification Homes are a type of detention alternative that will support the District of Columbia's detention reform efforts that are facilitated through the Juvenile Detention Alternatives Initiative (JDAI).

#### **INITIATIVE 1.2: Implement a university-based, staff-secure program to serve committed girls.**

Currently, DYRS does not have any local program slots available for committed girls in a secure or staff-secure setting. Rather than establish secure care beds for girls, DYRS will develop a staff-secure program co-located on a university campus that will connect girls to a wide array of services and supports offered by the academic community. DYRS will offer gender-specific programming within the university-based program with the support of 24-hour youth development specialists.

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<sup>1</sup> "Detained Youth" refers to those youth whose case has not yet been disposed of and are awaiting the resolution of their case.



**INITIATIVE 1.3: Implement geographically-based “Service Coalitions” to provide committed youth supervision, supports and opportunities in their communities.**

In mid-FY09, DYRS will partner with two vendors (called Lead Agencies) to create geographically based “service coalitions.” These Lead Agencies will be responsible for marshalling and coordinating all service providers in their respective geographic area in order to provide the widest possible array of services, supports and opportunities to committed youth and their families in their home neighborhoods. Service Coalitions will provide a more robust continuum of care, provide better transitional planning and services when youth are returning from out-of-home placements, as well as keep treatment dollars from being spent outside the District.

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

**INITIATIVE 2.1: Transition staff and youth from the existing Oak Hill Center to the new facility.**

In November of 2005, DYRS received foundation funding to partner with the Missouri Youth Services Institute (MYSI) to transform Oak Hill Youth Center from a correctional model to a rehabilitative and therapeutic model. The Missouri Model is highly regarded and boasts some of the lowest recidivism rates in the nation. To date, most direct care staff at Oak Hill have been trained in the new DC Model<sup>2</sup>, DYRS’ adaptation of the Missouri Model. DYRS initiated these reforms within the prison-like structure that is Oak Hill.

The new facility, to be completed in January of FY09, will be ideal for therapeutic and positive youth development programming, such as group builders. Through group builders, Youth Development Specialists engage youth to build a sense of community and a strong peer culture. The new facility will offer open spaces for family programming, ample indoor and outdoor recreational spaces and state-of-the-art facilities for educational and workforce development programming, including studios, labs and a theatre.

**INITIATIVE 2.2: Continue ad hoc facility inspections of Oak Hill Youth Center and Youth Services Center Conducted by the Citizens’ Oversight Committee and meet the requirements of the *Jerry M.* consent decree concerning Environmental, Health and Safety inspections and abatement.**

In order to sustain the reforms of the secure care facilities, it is important to shine light on the system and allow concerned citizens, field experts, advocates and other stakeholders to assess our facilities’ strengths and opportunities for improvement. Trained by the Center for Children’s Law and Policy, the Citizens’ Oversight Committee will open up our facilities to public scrutiny. This committee will help guide agency reform efforts to improve secure care and create a system of accountability.

Systematic inspections by appropriate DC regulatory agencies, including Department of Health, Department of Regulatory Affairs and DC Fire and Emergency Medical Services ensure the health and safety of youth and staff at DYRS secure facilities. DYRS will collaborate with these agencies so that meaningful inspections are conducted by these outside agencies and any deficiencies found are abated in a timely manner.

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<sup>2</sup> The “DC Model” program is a 6-12 month secure custody rehabilitation program for high-risk youth who committed serious offenses.



**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.**

**INITIATIVE 3.1: Expand the Youth-Family Team Meeting<sup>3</sup> model to all committed youth.**

In 2005, DYRS formed an Improvement Team to develop recommendations for case planning and service delivery. This group consisted of both a wide range of DYRS employees, other government partners (DMH, CFSA, PDS and OAG) as well as a large contingent of community stakeholders (Collaborative Council, Consortium for Youth Services and other advocates and providers). This group recommended adopting a family group conferencing model, which we refer to as Youth-Family Team Meetings (YFTM). Youth-Family Team Meetings assess the youth's strengths and needs, involving family members, educators, mentors, community-based service providers and anyone else the young person identifies as a support. Youth-Family Team Meetings are convened at several critical points: 1) when a youth enters the juvenile justice system; 2) when a youth is preparing for aftercare; and 3) when a youth's placement in the community is in jeopardy. Youth-Family Team Meetings ensure seamless service delivery, strong family involvement and a strength-based approach that will minimize disruption in young persons' lives and provide them with opportunities to succeed. In FY09, DYRS will expand its YFTM capacity to ensure that each committed youth participates in the YFTM process according to the performance measures required in the Committed Case Management Manual.

**INITIATIVE 3.2: Implement a Continuous Quality Improvement (CQI) Program that focuses on positive youth development outcomes for youth.**

Continuous Quality Improvement is a process of identifying, describing, and analyzing strengths and problems and testing, implementing, learning from and revising solutions. Under this framework, organizational collaboration becomes the means to improving case practice. Transforming to a Continuous Quality Improvement system involves a change in the agency's culture from authority-driven to consensus-driven, from internal competition to cooperation, from problem-centered to visionary and from working as individuals to working in teams. In FY09, DYRS will continue to work toward implementing a CQI approach that:

- Engages both staff and external stakeholders in reviewing and improving practice;
- Allows for an assessment of needed resources and a strategy to identify and provide those resources;
- Incorporates concrete strategies for embedding a CQI approach into the culture of the agency; and
- Systematically uses results to improve policy, practice, and programs.

**OBJECTIVE 4: Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.**

**INITIATIVE 4.1: Measure and report on public safety outcomes for youth in alternatives to secure detention and for all committed youth.**

All of the Objectives and Initiatives above are designed to increase public safety. In FY09, DYRS will report on the key public safety outcomes for all youth under the agency's supervision. This includes re-arrest and failure to appear for youth in detention alternatives and re-arrest for committed youth.

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<sup>3</sup> "Youth Family Team Meetings (YFTM)" is the process by which a young person's strengths and needs are identified so that the appropriate supervision and services are provided to protect public safety and meet their needs.



**PROPOSED KEY PERFORMANCE INDICATORS**

Measure	FY07 Actual	FY08 Target	FY08 YE Actual	FY09 Projection	FY10 Projection	FY11 Projection
<b>Objective 1</b>						
Percent of committed youth in out-of-state residential placements	14%	12.5%	9%	12.5%	10	TBD
Percent 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	New Measure	Baseline	33%	90%	92%	TBD
Average length of stay in secure detention awaiting placement in shelter home	11 days	7 days	4 days	6 days	5 days	TBD
Average length of stay in secure detention	26 days	25 days	21 days	25 days	23 days	TBD
<b>Objective 2</b>						
Average daily population at YSC	89	80	86	75	75	TBD
Rate of injuries to youth as a result of assaults at YSC and OHYC	New measure	Baseline	133	0	0	TBD
Rate of youth on youth assaults at YSC and OHYC	New measure	Baseline	---	0	0	TBD
<b>Objective 3</b>						
Average caseload - case manager to committed youth ratio	30	25	28	25	23	TBD
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	New Measure	35%	56%	50%	85%	TBD
<b>Objective 4</b>						
Recidivism rate for all committed youth at six month intervals from the date of their commitment or release to community (footnote=Measured as a finding of involvement in a new offense)	Data Analysis Pending	Baseline	24%	16%	14%	TBD
Percent of youth completing detention alternatives without re-arrest and failure to appear in court	93%	92%	92%	94%	95%	TBD