



FY2011 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.

PERFORMANCE PLAN DIVISIONS

- Committed Services
- Detained Services
- Office of the Director/Agency Management

AGENCY WORKLOAD MEASURES

Measure	FY2008 Actual	FY2009 Actual	FY2010 YTD
Number of youth newly committed to DYRS by the D.C. Superior Court	340	358	305 ¹
Average daily population at YSC	86	94	88
Average daily population for youth in DYRS detention alternatives ²	108	86	102 ³
Number of petitions filed by the Office of the Attorney General	3,499 ⁴	Not Available	Not Available

¹ Through August 31, 2010

² Industry standard: <http://www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative/AboutJDAI.aspx>

³ Through August 31, 2010

⁴ This data comes from D.C. Superior Court and is for CY 2008.



Committed Services Division

SUMMARY OF SERVICES

The D.C. Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and 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.

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 will work with the Lead Entities to ensure that appropriate services and supports are being provided to the youth through the service coalitions. DYRS will implement a sanctions grid that will be widely distributed among all DYRS youth and families and will provide them with advanced knowledge of the consequences of negative behavior. The Community Placement Agreements will be shared with and signed by the parent/guardian. This will empower the youth to be responsible for their actions and any resulting consequences.

Target Completion Date: June 2011.

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

DYRS is enhancing its core service delivery strategies for committed youth by empowering the East of the River Clergy Police Community Partnership (ERCPCP) and Progressive Life Center (PLC), to design, organize, manage, and broker a continuum of services, supports, and opportunities through a network of community-based service providers - our Regional Service Coalitions. Each Lead Entity has developed a cadre of providers or a Regional Service Coalition that offers youth traditional and non-traditional services including mentoring, tutoring, workforce development, vocational training, arts/music programming, sports and recreation, parenting support, third-party monitoring, and more.

This initiative enjoys the joint oversight and management of DYRS and the Children’s Youth Investment Trust Corporation, with the Trust providing oversight for the administrative and fiscal functions of the Lead Entities and serving as a fiscal intermediary on behalf of DYRS. DYRS is providing direct programmatic oversight of Lead Entity startup, programs implementation monitoring, evaluation, auditing, and quality assurance (including youth, service, and program outcomes).

In FY2011, DYRS will work with each Lead Entity to increase the number of youth connected to community-based services, to expand and diversify Regional Coalition service providers, and to develop and enhance systems and processes to ensure quality service delivery.



Target Completion Date: September 2011.

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 2010 DYRS made significant strides in coming into compliance with all aspects of the consent decree specific to New Beginnings. As of September 1, 2010, the facility had brought 34 of the 44 specific indicators (77%) up to compliance level for the previous 3 months consecutively – up from 45% at this time last year. The court-appointed monitor confirmed that several indicators, including most school-related indicators and exercise requirements for the youth were verifiably ready for removal from the work plan.

For FY2011, agency and facility managers will focus on bringing the final 8 indicators into compliance while maintaining the strong performance of the other 34. In contrast with the gains made in FY2010, which were largely improvements in facility operations, management will focus primarily strategies targeting staffing levels, including lowering levels of “unavailable for work”, improving staff training levels, and lowering overtime, while ensuring that the facility maintains appropriate staffing levels at all times.

Target Completion Date: September 2011.

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.

For the last 5 years the agency has focused on collecting accurate public safety data regarding the youth in our care. In FY2011, the agency will make a greater effort to share the results of its research with all stakeholders, including the Council of the District of Columbia, the Executive Office of the Mayor and the public. The results of agency investigations will be shared with the public through the agency's new “Issue Briefs” which communicate the agency's data and strategies regarding juvenile-justice related topics that are of interest to the public.

Target Completion Date: September 2011

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

To improve agency reporting, DYRS contracted with the Vera Institute of Justice, an independent, nonprofit organization, to provide feedback on how the agency could better track its performance. These include, but are not limited to, connection to a positive adult, connection to school, and connection to work. In FY2011 DYRS will receive the initial Vera report and act on all or most of the recommendations

Target Completion Date: September 2011



PROPOSED KEY PERFORMANCE INDICATORS – Committed Services

Measure	FY2009 Target	FY 2009 Actual	FY2010 Projection	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of committed youth in out-of-state residential placements	12.5%	35%	24%	21%	20%	15%	15%
Rate of injuries to youth from assaults at NBYC	Baseline	8.1	6.0	13.1	8.0	7.75	7.5
Average caseload – case manager to committed youth ratio	25	23	25	31	25	25	25
% of newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their YFTM action plan	50%	72%	90%	85%	95%	98%	98%
Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release ⁵	16%	35%	20%	35%	20%	20%	20%
% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	Not Available	Not Available	Baseline	Not Available	TBD	TBD	TBD
% of committed youth connected to school, work and positive adult at six month intervals from the date of their release from the DC Model Unit Program ⁶	90%	69%	75%	80%	80%	90%	90%

⁵ Measured as a finding of involvement in a new offense;
Industry standard: <http://cjca.net/cjcaresources/15/CJCA-Recidivism-WhitePaper.pdf>

⁶ In school, GED or other educational program, employed or enrolled in workforce training program. Positive adult assessed by youth’s case manager.



Detained Services Division

SUMMARY OF SERVICES

The DC Department of Youth Rehabilitation Services 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 alternative programs is to ensure that youth appear for scheduled court hearings without being re-arrested.

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.

Consistent with the District of Columbia's detention reform efforts, DYRS seeks to improve its community-based youth shelter care for pretrial/predisposition youth, by implementing a Family Reunification (FRM) model. Unlike the already existing youth shelters, the FRMs will provide an array of supports and services to youth that directly involves the youths' families, in short-term, small home-like congregate care. There are two major goals of the FRMs: 1) to quickly and successfully reunify youth with their families, in order to prevent them 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 activities. The Request for Proposals for these services were issued and 'Best and Final' budget proposals have been received from prospective providers. The Office of Contracts and Procurement, in collaboration with DYRS, are currently in the process of negotiating the prospective provider's per child, per day, costs. In FY2011, DYRS will finalize negotiations with perspective providers and begin implementing the Family Reunification initiative.

Target Completion Date: February 2011

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.

Enhanced monitoring and evaluation by Detained Services and the Office of Research and Quality Assurance has led to improvements in the YSC's service delivery, as well as DYRS' documentation of those improvements. DYRS believes that it is currently at or near the performance standards for almost all *Jerry M.* Work Plan indicators. Continued improvements will trigger DYRS to solicit evaluations by the court-appointed Special Arbiter on both the mandatory and conditional Work Plan requirements established in the *Jerry M.* consent decree. When the Special Arbiter finds the YSC in compliance with each indicator, that part of the Work Plan can be struck. Having the YSC exit the Work Plan will liberate the agency from fines associated with the *Jerry M.* lawsuit and allow YSC managers to focus their attention on priorities defined by the Department's executive staff. As of September 1, 2010, Detained Services has brought forty-two (42)



of the forty-eight (48) specific Jerry M. indicators up to compliance for the previous 3 months consecutively. This is an 88% improvement, up from 37% in September 2009.

In FY 2011, Detained Services will comply with the remaining 6 *Jerry M.* indicator's not achieved in FY 2010. Most of the remaining Jerry M indicators are driven by the facility population. In FY2011, the agency will work with other stakeholders to maintain a population below the facility's maximum capacity. This will include regular meetings with Executive branch agencies facilitated by the Office of the City Administrator (OCA) targeted specifically at managing population pressures at the facility.

Target Completion Date: September 2011

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.

To sustain the reforms of the secure care facilities, it is important to highlight the system and allow concerned citizens, field experts, advocates and other stakeholders to assess DYRS facilities' strengths and opportunities for improvements. Trained by the Center for Children's Law and Policy, the Facilities' Inspection Committee, which consists of community, academic, law enforcement, legal and public leaders, will open up DYRS facilities to public scrutiny on an annual basis. This committee will help guide agency reform efforts to improve secure care and create an enhanced system of accountability. In the spring FY 2010 the Facilities Inspection Committee of the DYRS Advisory Board conducted in assessment of the Youth Services Center. In FY 2011, DYRS will review and evaluate the committee's final 2010 inspection report and modify services/programs where feasible.

Target Completion Date: September 2011

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.

In FY2010, and annually thereafter, DYRS will report key public safety outcomes for detained youth under the agency's supervision. This includes re-arrest and failure to appear for youth in detention alternatives. The data is available through the DYRS Quality Assurance Division and is reported through the data sharing committee of the local Juvenile Detention Alternatives Initiative (JDAI) Work Group.

Target Completion Date: September 2011



PROPOSED KEY PERFORMANCE INDICATORS – Detained Services

Measure	FY2009 Target	FY2009 Actual	FY2010 Projection	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Average length of stay in secure detention awaiting placement in shelter home	6 days	5 days	4 Days	6 Days	3 Days	2 Days	2 Days
Average length of stay in secure detention	25 days	23 days	22 Days	23 Days	21 Days	20 Days	19 Days
Rate of injuries to youth as a result of assaults at YSC	Baseline	10.9	10.0	11.4	9.5	9.0	8.75
% of youth receiving medical and mental health screening within four hours of admission to YSC	New Measure	87%	95%	97%	95%	95%	95%
% of youth completing detention alternatives without re-arrest and failure to appear in court	94%	95%	95%	93%	95%	95%	95%



Office of the Director/Agency Management

SUMMARY OF SERVICES

The Office of the Director provides leadership and guidance to the Agency, in addition to building partnerships and fostering collaboration, coordination and communication among agencies and other stakeholders that have contact with court-involved youth and their families to improve public safety and outcomes for youth. The functional areas of the Office of the Director include communications, information technology, research and quality assurance, human resources, health services, contracting and procurement, budgeting, training, internal investigations and legal services.

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.

DYRS is now working in collaboration with DOES to secure funding through the federal allocation of Workforce Investment Act (WIA) funds in order to cover the costs of tuition, fees, books, and preparatory course work and curriculum development for existing DYRS staff who do not meet the new education requirements and are District residents, thereby investing in staff who were with the agency when the new standards were put in place in 2009 and who want to improve their skill set, qualify for promotional opportunities, and advance their careers and ultimately better serve our youth. We will also work with UDC to provide college-level courses on-site at our two secure facilities, and ultimately to develop an Associate's Degree or Certificate in Positive Youth Development for Youth Care Workers, which will be the first of its kind in the juvenile justice field in the country. This initiative has already drawn interest from other jurisdictions interested in replicating our approach. These efforts combined with increased and improved training of staff, will result in a more professionalized staff better able to meet the goals of the Department.

Target Completion Date: May 2011

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 is continuing our efforts to have the tenets of Positive Youth Development (PYD) be the foundation for the philosophy, architecture, programming, and practices throughout the agency. With funding from the JEHT Foundation, DYRS commissioned Dr. Jeffrey Butts of the University of Chicago to develop a framework for integrating PYD with our juvenile justice reform efforts. These areas include: Social attachment and the protective factor of belonging; Work/employment; Skill acquisition and organized activities; Education and opportunities for learning; Civic engagement; Personal expression and the



arts; and, Physical activities. DYRS and the Lead Entities have developed and continue to refine, with the assistance of Dr. Butts and the Vera Institute of Justice (funded through a JGA grant) outcome measures in each of these domains for the PYD efforts being made with the youth through the Service Coalitions, as well as in the critical ultimate outcome of public safety.

In FY 2011, DYRS will begin measuring positive youth development principles in the community based programs and services offered by the Lead Entity and Regional Service Coalition partners. DYRS will measure PYD activities within three domains; workforce development, school and connection to a positive adult. The service coalitions will enter data directly in the Youth Empowerment System (YES!). DYRS research staff will collect and measure engagement of PYD activities for youth enrolled in the service coalitions using a combination of aggregate reports and case notes. DYRS will make this information available to other stakeholders through a quarterly report on agency KPIs and workload measures.

Target Completion Date: June 2011

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

YouthStat is a performance management system that draws on a department's data and performance standards as the underpinning for improving the department's service delivery. YouthStat uses Positive Youth Development, Executive Priorities, the DYRS Performance Plan, the Jerry M consent decree, and basic business process principles to determine which data points will drive the conversation. The YouthStat process is more than just data collection – it is founded on frequent, regularized, data-driven meetings with the head of each DYRS division that establish clear expectations for the executive team member and propels the Department down the path of performance driven decision-making. It is a platform for accountability, meaningful follow-up and timely intervention into problem areas. In 2009, DYRS inaugurated YouthStat with the heads of Detained Services, Committed Services, the Office of the Deputy Director, the Office of the Chief of Staff, and the Office of Research and Quality Assurance. In 2010, DYRS expanded YouthStat to cover functions of the agency not currently subjected to the YouthStat process.

In FY2011, DYRS will use YouthStat to target specific, high priority agency performance deficits, such as responding to staffing shortfalls at DYRS facilities, and ensuring that youth are connected to appropriate behavioral health services while in the community.

Target Completion Date: June 2011



PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY2008 Actual	FY09 Actual	FY10 Projection	FY10 YTD	FY11 Projection	FY12 Projection
Percent of newly hired YDR staff with at least 30 college credits.	Not available	100% ⁷	100%	100%	100%	100%

⁷ Reflects hires made since the 30 college credit requirement was implemented.