



FY 2012 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 court-involved youth. 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 WORKLOAD MEASURES

Measure	FY2009 Actual	FY2010 Actual	FY2011 Actual
Number of youth newly committed to DYRS by the D.C. Superior Court	358	332	243
Average daily population at YSC	94	88	70
Average daily population for youth in DYRS detention alternatives	86	102	90
Average length of stay in secure detention for detained youth	23 days	23 days	22.6 Days



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 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 along with incentives for positive 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 2012.

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

INITIATIVE 2.1: Achieve Performance-based Standards Level 3 Status for the New Beginnings Youth Development Center

Through the Performance-based Standards program (PbS), administered by the Council of Juvenile Corrections Administrators (CJCA), DYRS is able to compare the efficiency and effectiveness of its facility-based operations with other facilities across the country. Bi-annually, in April and October, DYRS submits performance data on upwards of 100 New Beginnings performance indicators, and then receives a performance report from the CJCA benchmarking our performance against the field averages for each performance area. Once all data has been collected and analyzed, each participating facility is ranked between Levels 1 through 4. In Fiscal Year 2011 New Beginnings began its PbS participation as a Level 1 facility, then improved to a Level 2. In the upcoming fiscal year New Beginnings intends to raise its score to become a Level 3 facility by improving its safety, order, health and security indicators.

Target Completion Date: June 2012

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 six years the agency has focused on collecting accurate public safety data regarding the youth in our care. In 2012, the agency will work to place more public-safety related performance data on the agency's public website. This will include updating previous recidivism data. DYRS will also issue the agency's first ever Annual Report which will include this data and other indicators of performance.

Target Completion Date: September 2012

INITIATIVE 3.2: Measure and report outcomes of Positive Youth Justice. These include, but aren't limited to, milestone achievements in school, work, and personal relationships.

In designing its oversight plan for the community-based care, DYRS has drawn heavily from the evidence-based Positive Youth Justice framework developed by a team of researchers led by Jeffery Butts, Executive Director of the Criminal Justice Research and the Evaluation Center at John Jay College of Criminal Justice in New York City. The framework builds on the substantial body of evidence supporting Positive Youth Development (PYD) as a general strategy for helping young people transition to a positive adulthood. Most PYD research, though, focuses on youth outside of the juvenile justice system. Mr. Butts and his colleagues, in their research surrounding Positive Youth Justice, tailor what we know about PYD to the specific needs of court-involved youth. Their research, presented in the paper, "Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development," recommends six domains for engaging court-involved youth: Relationships, Education, Work, Health, Creativity, and Community. These domains have shaped the outcome measurements for the Lead Entity initiative.

DYRS intends to expand on its robust output reporting for the Lead Entities to begin measuring milestone achievements for youth in community-based placements. These include the number of youth attaining high school credentials, number of youth employed, and the number of youth reporting stronger interpersonal relationships in their lives. In FY12 the agency will begin posting quarterly performance reports for its Lead Entity initiative on the agency website.

Target Completion Date: September 2012



KEY PERFORMANCE INDICATORS – Committed Services

Measure	FY 10 Actual	FY11 Projection	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
% of committed youth in out-of-state residential placements	21%	20%	17%	15%	13%	13%
Rate of injuries to youth from assaults at NBYDC per 1,000 bed nights	13.1	8.0	9.0	8.0	7.75	7.5
Average caseload – case manager to committed youth ratio	31	25	26	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	72%	90%	77%	90%	95%	95%
Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release ¹	35%	20%	31%	30%	28%	27%
% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	NA	NA	43%	40%	50%	60%
% 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 ²	80%	80%	76%	80%	80%	80%

¹ Measured as a finding of involvement in a new offense

² 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

DYRS will enhance shelter care for detained youth through the development of Family Reunification Homes, shifting the agency from large congregate care placements to smaller, more therapeutic settings for our court-involved young people. Through the award of new contracts Family Reunification Homes will be fully implemented and monitored.

Target Completion Date: September 2012

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

INITIATIVE 2.1: Achieve Performance-based Standards Level 2 Status for the Youth Services Center

Through the Performance-based Standards program (PbS), administered by the Council of Juvenile Corrections Administrators (CJCA), DYRS is able to compare the efficiency and effectiveness of its facility-based operations with other facilities across the country. Bi-annually, in April and October, DYRS submits performance data on upwards of 100 performance indicators at the YSC to PbS, and then receives a performance report from the CJCA benchmarking our performance against the field averages for each performance area. Once all data has been collected and analyzed, each participating facility is ranked between Levels 1 through 4. In Fiscal Year 2011 YSC began its PbS participation as a Level 1 facility. In the upcoming fiscal year YSC intends to raise its score to become a Level 2 facility by improving its safety, order, health and security indicators.

Target Completion Date: June 2012

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 FY10, 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 2012

KEY PERFORMANCE INDICATORS – Detained Services

	FY 10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Average length of stay in secure detention awaiting placement in shelter home	5 Days	4 Days	3.8 Days	3.5 Days	3.0 Days	2.5 Days
Rate of injuries to youth as a result of assaults at YSC per 1,000 bed nights	10.9	10.0	6.8*	7.0	6.5	6.0
% of youth receiving medical and mental health screening within four hours of admission to YSC	97%	95%	94.7%	95%	95%	95%
% of youth completing detention alternatives without re-arrest or failure to appear in court	93%	95%	93%	95%	95%	95%

**3rd and 4th quarter data requires re-validation*



Office of the Director

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.

OBJECTIVE 1: Develop a performance driven culture and infrastructure focusing on improving outcomes for youth in our care and supported by a qualified and well-trained professional staff.

INITIATIVE 1.1: Integrate Positive Youth Justice outcome measures into contracts for group home providers within DYRS's residential continuum of care.

In FY 2011, DYRS had many Human Care Agreements (HCAs) with group home providers for youth with a medium level of restrictiveness who are unable to reside in their home environment for an abbreviated period of time. These placements are intended to be respite opportunities for young people who require additional support in the area of time management, education, life skills and behavioral health. Group Homes with HCAs minimally provide on-site life skills coaching, case management services, attendance monitoring, group and individual counseling. These placements offer a foundation of support to a young person who is either returning from a more restrictive residential placement or for youth requiring increased organization and skill building out of the home.

DYRS has developed several areas of competence for group home providers in which we will measure outcomes for their service provision. We expect our group homes to provide exemplary care and are interested in measuring outcomes in areas such as school attendance, abscondence and youth participation in therapeutic services.

Target Completion Date: September 2012

INITIATIVE 1.2: Continue institutionalizing and expanding the YouthStat performance management system to cover community-based services

YouthStat is a performance management system that draws on the 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. 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 and 2011, DYRS expanded YouthStat to cover functions of the agency not currently subjected to the YouthStat process, such as the office of Human Resources and the Lead Entity initiative.



In 2012, DYRS will use YouthStat to target community-based services, including DYRS's Case Management functions, as well as the care provided by community partners. The performance of the Lead Entities, partnering organizations, and DYRS itself will be subject to quarterly, data-focused review by the Director and other top managers.

Target Completion Date: June 2012

KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY 10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Percent of newly hired YDR staff with at least 30 college credits.	100%	100%	100%	100%	100%	100%