



FY 2014 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 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. DYRS' key long-term public safety strategy is to help court-involved youth develop the skills and relationships they need to succeed as adults.

PERFORMANCE PLAN DIVISIONS ¹

- Committed Services
- Detained Services
- Office of the Director²

AGENCY WORKLOAD MEASURES

| Measures | FY 2011 Actual | FY 2012 Actual | FY 2013 YTD |
|--|-------------------|-------------------|----------------|
| Number of youth newly committed to DYRS by the D.C. Superior Court | 243 | 182 | 161 |
| Average Daily Population at the Youth Services Center (YSC) | 70 | 77 | 104 |
| Average Length of Commitment | 967 days | 994 days | 1049 days |
| Average Daily Committed Population | 1005 youth | 848 youth | 655 youth |

¹ For the Purpose of the FY14 Plan the agency added three new divisions by consolidating existing divisions from the prior fiscal year. The proposed division structure changes are provided in the Agency Realignment appendix to the proposed budget, which is located at www.cfo.dc.gov on the Annual Operating Budget and Capital Plan. The Performance Plan Divisions differ from the agency's Budget Divisions, so there is continuity with prior years as we report on our performance targets. The majority of the agency's budget and staffing fall under Youth and Family Programs, which contain both Committed Services and Detained Services.

² For the purpose of the FY14 Plan, (7000) Office of the Director includes (1000) Agency Management and (10F) Agency Financial Operations



Committed Services Division

SUMMARY OF SERVICES

The Committed Services Division is responsible for providing safe and secure residential and community-based programs to youth who have been committed to the agency's care by a DC Family Court judge following adjudication. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and reduce delinquent behavior.

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

INITIATIVE 1.1: Increase the number of family engagement services for youth placed in Community-Based Residential Facilities to prepare youth to succeed when they return home.

In FY14, DYRS will offer additional support services and family-centered activities for youth living in Community-Based Residential Facilities because we believe that a supportive and involved family greatly improves a youth's long-term chance for success. Intensive family-centered services often are essential for a youth to return home successfully. This is one facet of the agency's overall commitment to family engagement and family strengthening. **Completion Date: September, 2014.**

INITIATIVE 1.2: Improve follow-up substance abuse services for youths in the community with a focus on the first three months after the youth completes treatment.

In an effort to reduce reoffending criminal behavior associated with substance abuse, DYRS will work to establish a substance abuse support group for youth and their family. Research has consistently revealed that family involvement is a critical component of effective substance use treatment for youths. The period following treatment is imperative in consolidating the gains the youth made in treatment; most youths relapse in the first three months after treatment. Effective ongoing care services that involve the family significantly increase the youth's chances of successful, long-term recovery. **Completion Date: September, 2014.**

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

INITIATIVE 2.1: Increase the quality of services to youth at Community-Based Residential Facilities by implementing more rigorous performance measures to increase the providers' competency levels.

In an effort to increase the performance outcomes at Community-Based Residential Facilities, DYRS will be deploying new auditing teams, providing more technical support, and introducing more rigorous performance measures. DYRS will work with the community based organizations to ensure that appropriate services and supports are being pro-



vided to youth placed in Community-Based Residential Facilities. Completion Date: September, 2014.

INITIATIVE 2.2: Improve treatment outcomes for youth at New Beginnings Youth Development Center by encouraging positive decision-making ability, increasing family engagement, and building vocational skills while in residential care. Empirical research widely supports integrated approaches to service delivery for at-risk youth in order to improve their social and emotional outcomes. The agency's secure detention facility, New Beginnings Youth Development Center, has initiated a number of therapeutic programmatic reforms in an effort to address the full range of youth needs. A newly-formed therapeutic treatment leadership team is focusing on evidence-based youth interventions, including positive decision-making, family engagement, and vocational skill building. DYRS will collaborate with other District agencies and community partners to coordinate and implement these reforms. We will be collecting and analyzing outcome data in order to track progress. This is one component of a commitment for both facilities to offer effective, structured programming and services that include medical care, behavioral and mental health, and education. **Completion Date: September, 2014.**

INITIATIVE 2.3: Contribute to the Sustainable DC Plan action to develop the food industry into a strong and viable economic sector. (FD3.6)

Within FY14, the Office of Contracts and Procurement will facilitate a conversation with DYRS to explore alternative and sustainable approaches to buying food. OCP will be having similar discussions with other District agencies, such as DC Public Schools, that procure food. With OCP's guidance, we will research and compare best practices in order to increase government and institutional procurement of local foods. The agency spends approximately \$1 million annually on food. By 2032, the District plans to produce or obtain 25% of food within a 100-mile radius and will measure the percentage of total dollars spent on food that is from local sources. **Completion Date: September, 2014.**

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

INITIATIVE 3.1: Enhance the availability and use of positive and outcome-focused community-based services for DYRS youth through the DC YouthLink initiative.

Youth who are positively engaged in services that focus on developmental outcomes such as employment gain, educational gains, developing relationships with positive adults, and reduction in risky behaviors are more likely to keep on the right track. In that, DC YouthLink will continue to strengthen its core of community-based service partners through selecting a coalition of strong local organizations for contracts that begin on the first day of FY14. This initiative includes providing training and technical assistance to those service providers using the approaches of positive youth development and positive youth justice; introducing new services for youth that meet the changing needs of DYRS youth; and improving the model at every level through strategic planning, ongoing learning, and continuous improvement. **Completion Date: September, 2014.**



INITIATIVE 3.2: Improve the image of DYRS youth in the community – and the self-esteem of the youth themselves -- by teaching our young people to value and improve their communities through civic engagement and positive youth development.

We founded the DYRS Youth Council in FY13 on the premise of guiding our youth with a structured way to give back to the DC community. By September 2014, the youth in our Youth Council will have completed over 500 hours of community service in DC; completed two international service projects (amassing over 40 hours of community service each); and spoken on behalf of DYRS at meetings and forums—inspiring by example hundreds of DC young people to make better choices to improve their lives and their communities.

The Youth Council members have volunteered at DC Central Kitchen and have an ongoing relationship with the National Center for Children and Families. They will continue their focus of enriching their community by assisting in parks and playground restoration in the District, the Anacostia River clean-up efforts, and senior citizen partnerships. The members will broaden their perspectives by traveling to and helping an impoverished community in a developing county. They will complete 40 hours of a cultural immersion intensive community service project with an international organization that helps orphaned, abandoned, and disadvantaged children in rural Dominican Republic. Through this experience, the Youth Council members will build self-esteem through volunteering to help those less fortunate than themselves. Participation in the DYRS Youth Council is considered a privilege and requires the youth to demonstrate full compliance with all DYRS programming. **Completion Date: September 2014.**



KEY PERFORMANCE INDICATORS – Committed Services

| Measures | FY 2012 Actual | FY 2013 Target | FY 2013 YTD | FY 2014 Projection | FY 2015 Projection | FY 2016 Projections |
|--|----------------|----------------|-------------|--------------------|--------------------|---------------------|
| Percentage of committed youth in out-of-state residential placements | 18.54% | 15% | 17.84% | 13% | 10% | 10% |
| Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights ³ | 5.78 | 7.00 | 4.74 | 6.5 | 6.0 | 5.5 |
| Average caseload – case manager to committed youth ratio | 23.84 | 25 | 21.51 | 25 | 25 | 25 |
| Percentage of newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their Youth Family Team Meeting action plan | 86.26% | 95% | 79.07% | 95% | 95% | 95% |
| Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release ⁴ | 28.0% | 30% | 22.50% | 29% | 28% | 27% |
| Percentage of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition | 62.62% | 60% | 61.32% | 70% | 80% | 90% |
| Percentage 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 ⁵ | 70.66% | 80% | 85.00% | 80% | 80% | 80% |

³ Industry Standard - The Council of Juvenile Correctional Administrators benchmark facility performance against the field average for similar facilities nationwide using a system called Performance-based Standards.

⁴ Measured as a finding of involvement in a new offense

⁵ In school, GED or other educational program, employed or enrolled in workforce training program. Positive adult assessed by youth's case manager. The DC Model Unit is at New Beginnings Youth Development Center.



Detained Services Division

SUMMARY OF SERVICES

The Detained Services Division provides supervision, custody, and care of young people charged with a delinquent act in the District who are detained in a DYRS-run or -contracted facility while awaiting adjudication. 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: Maintain safe, humane secure facilities with positive programming that helps youth reach their potential.

INITIATIVE 1.1: Implement proven behavior management programs at the Youth Services Center for the facility residents.

Some youth at the Youth Services Center (YSC) exhibit compulsive and impulsive behavior. DYRS is implementing two evidence-based behavior modification systems known as Cognitive Behavior Techniques (CBT) and Token Economy to address this. After the direct care staff at YSC are trained on the two new programs, they will be able to manage resident behaviors through positive interactions as well as to hold the residents accountable using less intrusive consequence measures such as short-term cool-offs. A short-term cool-off allows the resident time to regain his or her composure in order to continue in daily activities. Each of the behavior management programs will help the resident achieve his or her potential. **Completion Date: September, 2014**

OBJECTIVE 2: Provide more individualized educational services and opportunities to youth in order to improve educational outcomes while reducing delinquent behavior and promoting safer communities.

INITIATIVE 2.1: Improve the education model at the Youth Services Center School.

The Youth Services Center (YSC) is a short-term facility that had an average length of stay of 19 days in FY12. Many youth who come into contact with DYRS have a history of truancy and grade retention. A study of 400 incarcerated ninth-graders found that in the year prior to incarceration those students had attended school barely half of the time and were failing most of their courses. In a facility with such a short average stay, the focus of the schools needs to be on reconnecting youth to school and educational opportunities, improving literacy and numeracy through individualized instruction, and meeting or providing comparable services to special education students as required by their Individualized Education Plans (IEPs). DYRS has convened a working group with the District of Columbia Public Schools (DCPS) to redesign the education model at the school at YSC to improve educational outcomes for youth. **Completion Date: September, 2014**



KEY PERFORMANCE INDICATORS – Detained Services

| Measures | FY 2012 Actual | FY2013 Target | FY 2013 YTD | FY 2014 Projection | FY 2015 Projection | FY1 2016 Projected |
|--|-------------------|------------------|----------------|-----------------------|-----------------------|-----------------------|
| Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights ⁶ | 6.17 | 6.5 | 8.39 | 6.0 | 5.5 | 5.5 |
| Percent of youth receiving medical and mental health screening within four hours of admission to YSC | 92.27% | 95% | 95.53% | 95% | 95% | 95% |
| Average daily ratio of direct care staff to youth during the collection month. | 1.05 | 1.00 | 0.94 | 0.95 | 0.95 | 0.95 |

⁶ Industry Standard -The Council of Juvenile Correctional Administrators benchmark facility performance against the field average for similar facilities nationwide using a system called Performance-based Standards.



*Office of the Director*⁷

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: Replace current legacy case management application with FAM-Care.

DYRS utilizes a case management system called “Harmony” (rebadged internally as the “Youth Empowerment System!” or “YES!”) as the primary method of logging, tracking, supporting and producing reports concerning the youth entrusted to the care of DYRS. Originally designed to monitor assisted-living clients, “YES!” has become outdated by rapid advances in technology and, particularly, mobile computing. The “Harmony” vendor has no plan to expand its capabilities, and the IT staff of DYRS does not have the resources or access to achieve this on its own.

FAMCare was designed and developed as a juvenile justice case management system. It has become the standard application of many state and county governments in major metropolitan areas throughout the U.S. Its robust architecture permits flexible and user-friendly customization by the end users, thus eliminating much of the need for IT involvement in customizing forms and ad-hoc reporting.

The basic FAMCare product provides several utilities that are not available in “YES!” such as the following:

- Scheduled reports,
- Alert notifications,
- Ad-hoc and customizable forms and report creation,
- Outlook calendar integration,
- Individualized case manager and executive dashboard reports,
- Data integrity validation, and
- Individual user and system-wide auditing.

Included in this initiative is the completion of a data warehouse (hosted by OCTO) that will tie into FAMCare. Establishment of the data warehouse will enable storage of historical and analytical data for long-term analysis. This will complete the second phase of a two-phase project (phase one was completed in FY2013 which consisted of the defining

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data storage elements, requirements analysis and preliminary testing). Phase two will complete the population of data and linking to the new FAMCare application.

Completion Date: September, 2014.

INITIATIVE 1.2: Mobile computing capability for Case Managers

DYRS Case Managers’ primary responsibility is to directly interface with their assigned youth. They visit them at our detention facilities as well as in their homes. They interact with parents and guardians on a regularly scheduled basis. They are required to take specific, defined case notes on each child and enter that information in the child’s case notes file within our case management system.

Currently, they spend approximately six hours in the field visiting their assigned youth (which can number as many as 10-15), hand write notes in a notebook and then return to their offices to enter their hand written notes into the case management application. Because they must spend the last two hours of their workday in the office, it detracts from their primary function of being in the field with their youth and reduces the number of cases they can accomplish in one day. Over a four week period, approximately 40 hours of field work (one work week) is lost re-entering hand written notes back at the office.

With the issuance of a tablet PC, they will be able to enter in case information directly to the case management application without having to spend two hours of their day re-entering the information at their desktops, which significantly increases their productivity and time in the field. Additionally, having a tablet PC will allow them to immediately access current case information while on the road instead of having to call back for assistance or drive to a DYRS facility to log into the application to pull case queries. It is estimated that the use of mobile computing will increase productivity for the Case Managers by 25%. **Completion Date: March, 2014.**

KEY PERFORMANCE INDICATORS – Office of the Director

| Measures | FY 2012 Actual | FY 2013 Target | FY 2013 YTD | FY 2014 Projection | FY 2015 Projection | FY 2016 Projection |
|---|----------------|----------------|-------------|--------------------|--------------------|--------------------|
| Percent of Youth Development Representative positions vacant ⁸ | N/A | 10% | 5.72% | 8% | 8% | 8% |
| Percent of Youth Development Representative staff in full compliance with training requirements | N/A | 80% | 64.07% | 80% | 80% | 80% |
| Percent of Direct Care Staff Trained in Positive Youth Development | N/A | 80% | 71.18% | 90% | 100% | 100% |

⁸ Efficiency indicator