



## Department of Youth Rehabilitative 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 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.

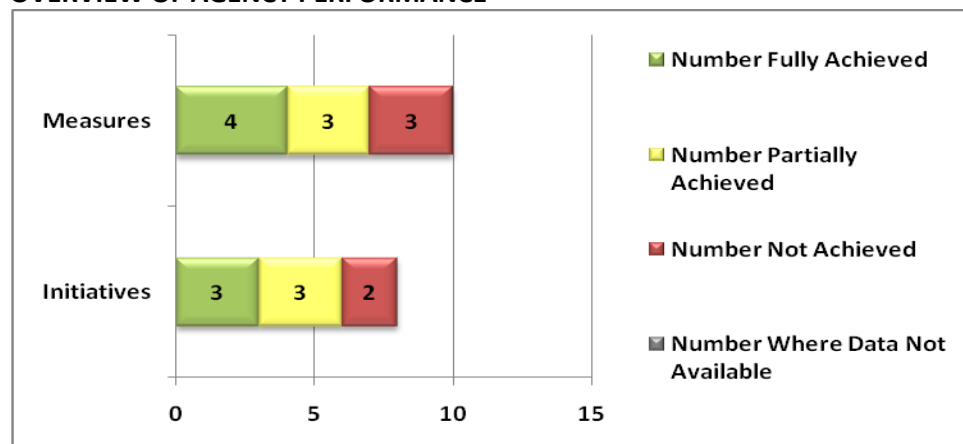
### AGENCY OBJECTIVES

1. Provide proven community-based programs, services, supports and opportunities that help 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. Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.

### ACCOMPLISHMENTS

- ✓ Closed the outdated Oak Hill Youth Center and replaced it with the New Beginnings Youth Development Center
- ✓ In collaboration with the Children's Youth Investment Trust, launched community-based Lead Entity Service Coalitions to provide a wide spectrum of services, supports and opportunities to committed youth.
- ✓ Instituted new Positive Education Requirement for Youth Development Representatives to improve the quality of the agency staff who work directly with youth in secure facilities.

### OVERVIEW OF AGENCY PERFORMANCE






## Performance Initiatives – Assessment Details

### Performance Assessment Key:


-  Fully achieved     Partially achieved     Not achieved     Data not reported

### 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>**

-  The FRH solicitation was announced to the public on October 2, 2009. Implementation was delayed due to unforeseen issues with the contracting and procurement process.

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


- This initiative is in progress and we plan to open the program January 1, 2010. Due to budget pressures, the funding for a full RFP was not possible. RMUD has developed a community-based model that will allow for partnership with sister agencies for therapeutic and educational services, while DYRS pays for the room and board. The development of this alternative model has been time-consuming.
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#### **INITIATIVE 1.3: Implement geographically-based “Service Coalitions” to provide committed youth supervision, supports and opportunities in their communities.**

- In collaboration with the Children’s Youth Investment Trust, launched community based Lead Entity Service Coalitions to provide a wide spectrum of services, supports and opportunities to committed youth. Two lead entities have been selected: Progressive Life Center, Inc. leads Region II which serves youth from Wards 1 through 6 and the Lead Entity for Wards 7 and 8 (Region I) is the East of the River Clergy Police Community Partnership.
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### 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.**

-  Oak Hill fully closed on May 29, 2009. During the months of April and May staff were transitioned to the New Beginnings Youth Development Center. Staff were oriented to the new facility and trained on procedures and protocols relevant to the new facility.

#### **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.**

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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.



The Facilities Inspection Committee has been integrated into the DYRS Advisory Board, and made a subcommittee of that entity (and is now co-chaired by Judge Eugene Hamilton and Professor Joseph Tulman). A training session is scheduled for January and the committee will be conducting an inspection of NB in early 2010. In 2009, DYRS facilities were inspected by DYRS' QA Division, DOH, FEMS, and DCRA, as well as by the Special Arbiter in the Jerry M lawsuit. In addition, DYRS is now participating in the Performance Based Standards initiative, a nationally recognized program to monitor conditions in juvenile facilities.

**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>2</sup> model to all committed youth.**

The YFTM (Youth Family Team Meeting) department currently is responsible for ensuring that every newly committed youth receives a Youth Family Team Meeting. Initially, one of the primary vehicles for ensuring that this occurs was through the pre-commitment process. DYRS worked collaboratively throughout FY 2009 with Court Social Services to receive timely “Notices” when youth are being recommended for commitment at disposition. While we were successful in this collaboration, there were times when youth were committed without DYRS being notified and/ or youths were placed in out of the District facilities immediately following disposition due to population pressures. One of the remedies for this occurrence was the regionalization of YFTM facilitators. Each case management unit now has a facilitator assigned specifically for their unit as the point of contact for each youth that is newly committed. Each facilitator tracks referred and completed YFTMs and a Data Analyst in the YFTM department generates a monthly report for compliance. This has assisted us in improvements in tracking the initiation of family engagement and completion of various YFTM meetings. In regard to youths that are already committed, the YFTM department works collaboratively with the DYRS case management units to ensure that YFTMs are held at critical decision making junctures as indicated in the key performance indicator. This includes but is not limited to YFTMs for youth in the community that need more robust community based services, youth returning from out of state placement and emergent situations that support the team for a team intervention. The Lead Entity/Service Coalitions have begun to attend YFTMs to resource the recommendations for all youth recommended for home placement. YFTMs are also being convened for youths in need of more structure and support, lest they be recommended for revocation. Furthermore, in FY 2009, the YFTM department hired four YFTM coordinators who will be assigned to case management units in January 2010 to be the recipient for all YFTM referrals. They will collaborate with DYRS case management to prepare the youth, family and stakeholders as well as enacting as the liaison between DYRS and the Lead Entities/Service Coalition. With the support of YFTM coordinators, the compliance rate for ensuring that newly committed youth should increase.

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

DYRS has made significant improvements in its CQI process. DYRS implemented the

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<sup>2</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.



"YouthStat" performance management system in January 2009. YouthStat is a series of monthly data-driven decision-making meeting between the Agency Director and each executive team member that reviews performance, solves problems and identifies new areas for improvement. YouthStat has allowed the agency to closely monitor compliance with the Jerry M. Work Plan as well as to provide timely and in depth technical assistance to all divisions. DYRS has also engaged with the Lead Entity Service Coalitions, Vera Institute of Justice and Dr. Jeff Butts to create Positive Youth Development Outcome Measures for the Lead Entity Service Coalitions. The District is to our knowledge the first juvenile justice agency in the country to develop Positive Youth Development Outcome Measures.

**OBJECTIVE 4: PROVIDE SERVICES, SUPPORTS AND OPPORTUNITIES TO YOUNG PEOPLE THAT WILL REDUCE THEIR DELINQUENT BEHAVIOR AND PROMOTE PUBLIC SAFETY.**

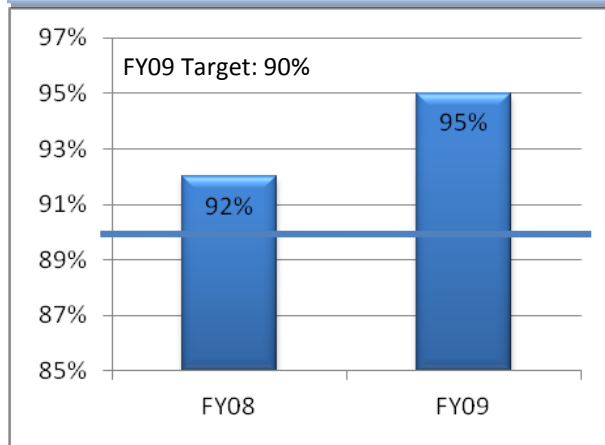
**INITIATIVE 4.1: Measure and report on public safety outcomes for youth in alternatives to secure detention and for all committed youth.**

- Recidivism data for detention alternatives is tracked on a monthly basis for the Juvenile Detention Alternative Initiative (JDAI) Data Sharing Committee. This data is also one of DYRS' KPI's and is reported quarterly.



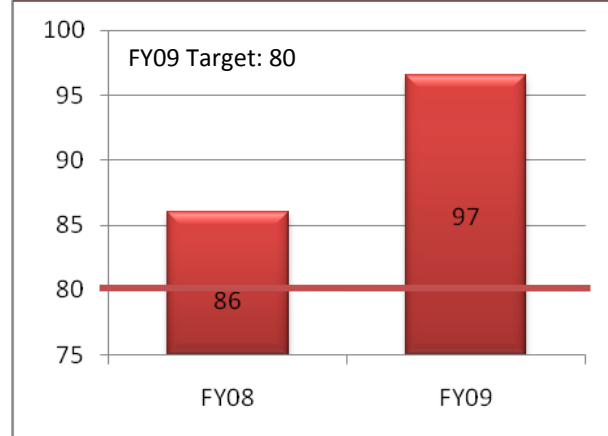
## Key Performance Indicators – Highlights

From Objective 1: Percent of youth completing detention alternatives without re-arrest or failure to appear in court.



**FULLY ACHIEVED**

From Objective 2: Average daily population at YSC



**NOT ACHIEVED**

### More About These Indicators:

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

DYRS's alternatives to secure detention include shelter homes, intensive third-party monitoring ("ITPM"), and evening reporting centers. Between January 2006 and November 2009, over 4000 youth have been enrolled in a DYRS detention alternative. Only 5% of youth were re-arrested and only 2% failed to appear for their court hearing. These rates are considered excellent by national standards.

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

The key external factor influencing this indicator is the utilization of detention alternatives. There were consistently vacancies in these programs. DYRS operates the detention alternatives; however, the agency does not decide when detention alternatives are used.

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

DYRS worked on a number of initiatives to reduce the population. DYRS worked with stakeholders to increase the number of detention alternative slots available and to modify programs to better meet the needs of the court. Worked closely with other executive branch agencies to generate strategies for lowering the use of detention that can be carried out by the District government agencies.

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

There are several factors that contribute to the population at YSC on any given day. These include (1) juvenile delinquency; (2) juvenile diversions and arrests; (3) petition decisions by the Office of Attorney General ("OAG"); (4) utilization of secure detention by judges; (5) YSC alternatives for youth under the care of the Child and Family Services Agency ("CFSA"); and (6) efficiencies in juvenile case processing post-adjudication/pre-disposition, and (iv) timeliness of court-ordered evaluations.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

	Measure Name	FY2008 YE Actual	FY2009 YE Target	FY2009 YE Actual	FY2009 YE Rating	Budget Program
●	1.1 Percent of committed youth in out-of-state residential placements.	9	12.5	24.57%	50.88%	COMMITTED YOUTH SERVICES
●	1.2 Percent of committed youth connected to school, work and positive adult six months from the date of their release from the DC Model Program.	33	100	80.31%	80.31%	COMMITTED YOUTH SERVICES
●	1.3 Percent of youth completing detention alternatives without re-arrest or failure to appear in court.	92	90	95.07%	105.63%	DETAINED YOUTH SERVICES
●	2.1 Average daily population at YSC	86	80	96.50	82.90%	DETAINED YOUTH SERVICES
●	2.2 Rate of injuries to youth as a result of assaults at YSC and OHYC (per month)	11	7	10.10	69.31%	AGENCY MANAGEMENT SUPPORT
●	3.1 Average caseload- case manager to committed youth ratio.	28	25	28.46	87.84%	COMMITTED YOUTH SERVICES
●	3.2 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	56	65	69.28%	106.58%	COMMITTED YOUTH SERVICES
●	4.1 Recidivism rate for DC Model youth six months from the date of their release (footnote = measured as a finding of involvement in a new offense).	24	16	34.30%	46.65%	COMMITTED YOUTH SERVICES
●	4.2 Average length of stay in secure detention	21	25	23	108.70%	DETAINED YOUTH SERVICES
●	4.3 Average length of stay in secure detention awaiting placement in shelter home.	4	7	2.5	280%	DETAINED YOUTH SERVICES