

Department of Youth Rehabilitative Services DYRS (JZ)

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.

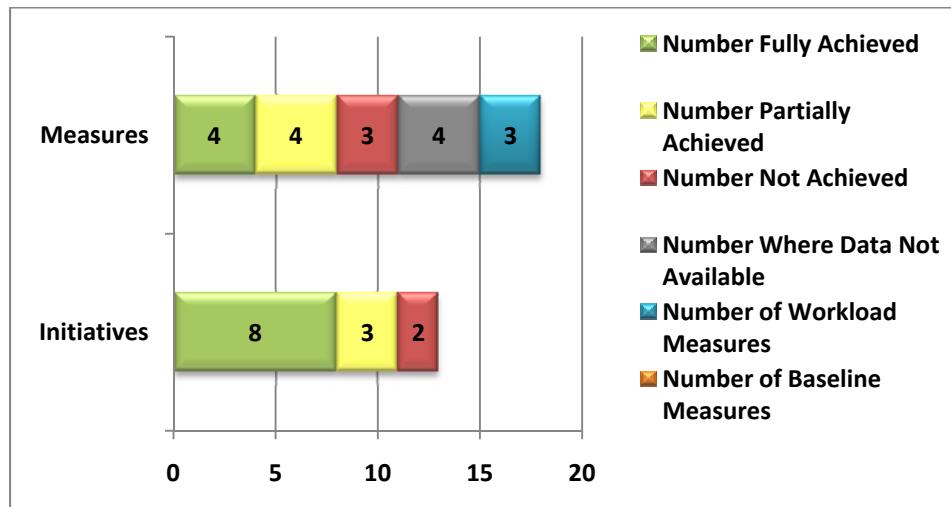
SUMMARY OF SERVICES

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.

ACCOMPLISHMENTS

1. Successfully Complete Candidacy for the Performance Based Standards (PbS) system of the Council of Juvenile Correctional Administrators
2. Secured grant funding to pilot a University-Based Girls Program (UBGP), a local, staff-secure, residential treatment and reentry initiative for committed girls ages 15 to 20
3. In compliance with 79% of Jerry M Work Plan indicators. Compliance in many of the remaining indicators is influenced by staff deployment and youth population.

OVERVIEW OF AGENCY PERFORMANCE



Performance Initiatives – Assessment Details

Performance Assessment Key:

 Fully achieved

 Partially achieved

 Not achieved

 Data not reported

COMMITTED SERVICES DIVISION

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 a university-based, staff-secure program to serve committed girls.**
DYRS secured funding to pilot a University-Based Girls Program (UBGP), a local, staff-secure, residential treatment and reentry initiative for eight committed girls ages 15-20. Through the UBGP services, girls will advance academically, increase their knowledge of the dangers of substance use and risky sexual behaviors, decrease exposure to dating violence, improve self-esteem, improve conflict resolution and coping skills, and improve life skills.
- **INITIATIVE 1.2: Implement geographically-based “service coalitions” to provide committed youth supervision, support, and opportunities 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. As of October 2010, the Lead Entities have been invited to 336 Youth Family Team Meetings and enrolled a total of 369 youth into community-based programs. In 2010, DYRS also established an internal Sub-Committee on Lead Entity Oversight. The sub-committee is tasked with expanding oversight responsibilities to all program service and administrative support areas within the agency and developing an outline of expectations, as well as, standardizing program responsibilities of and for both DYRS and the Lead Entities. The DYRS Subcommittee on Lead Entity Oversight has also begun developing a system of monitoring program operations and ensuring program quality.

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

- **INITIATIVE 2.1: Continue ad hoc facility inspections of New Beginning's Center conducted by the Citizens' Inspection Committee and meet the requirements of the Jerry M. consent decree work plan specific to New Beginnings.**
In the spring FY10, the Facilities Inspection Team, which is a committee of the DYRS Advisory

Board and co-chaired by Judge Eugene Hamilton and Professor Joseph Tulman, were trained on the guidelines for conducting facility assessments based on Juvenile Detention Alternative Standards (JDAI). In FY10, the committee conducted an assessment of the Youth Services Center and submitted the findings/comments to DYRS' management team. DYRS responded to the findings and agreed to make modifications, where necessary.

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 all committed youth.**

DYRS currently uses measures of recidivism among committed youth which is a key indicator for determining whether juvenile justice interventions are making a difference in preventing youth from committing additional crimes. Because significant differences exist in how recidivism is defined and measured over time, DYRS uses multiple methods for measuring these occurrences. Recidivism is not the only outcome measure for public safety that DYRS has employed. In 2010, DYRS began reporting on Positive Youth Development indicators such as education, workforce development and civic engagement which have also been shown to be positively related to youth well-being and lower rates of recidivism.
- **INITIATIVE 3.2: Measure and report outcomes of Positive Youth Development for all committed youth.**

To improve agency reporting, DYRS partnered with the Vera Institute of Justice, an independent, nonprofit organization, to provide feedback on how the agency could better track its performance. Over the course of the year senior managers from DYRS and representatives from Vera, met monthly to review its data collection systems and strategize with internal and external stakeholders, including representatives of the courts, the Metropolitan Police Department, Office of the Attorney General, the Lead Entities, and youth advocates. These efforts led DYRS, and other stakeholders, to define a set of outcome goals and necessary inputs that the agency can track as indicators of positive development for youth committed to the agency's care
- **INITIATIVE 3.3: Expand the complete case planning model for committed youth.**

The Case Planning Model for Committed youth has been expanded to include Global Positioning System (GPS) Services. GPS Services will be used to further support the agency's efforts to ensure public safety and as a sanction for non-compliant youth. The current Case Management Manual remains in effect and as a guide for Case Managers as they carry out their functions.

DETAINED SERVICES DIVISION

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.**

The agency released a Request for Proposal for Family Reunification services through the DC Office of Contracts and Procurement and 'Best and Final' budget proposals have been received from prospective providers. The agency is currently in the process of negotiating

the prospective provider's per child, per day, costs.

OBJECTIVE 2: Operate 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. 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. Currently, several indicators, including large muscle exercise and maintaining discrete populations have been endorsed as compliant by the Court-appointed monitor and await submission to the Court in order to be vacated.

● **INITIATIVE 2.2: Continue ad hoc facility inspections of Youth Services Center conducted by the Citizens' Inspection Committee and meet the requirements of the *Jerry M.* consent decree.**

In the spring FY10, the Facilities Inspection Team, which is a committee of the DYRS Advisory Board and co-chaired by Judge Eugene Hamilton and Professor Joseph Tulman, were trained on the guidelines for conducting facility assessments based on Juvenile Detention Alternative Standards (JDAI). In FY10, the committee conducted an assessment of the Youth Services Center and submitted the findings/comments to DYRS' management team. DYRS responded to the findings and agreed to make modifications, where necessary.

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.**

DYRS has participated in the Juvenile Detention Alternative Initiative (JDAI) since 2006. Since 2006, DYRS has operated at least three detention alternatives (Shelter Homes, an Evening Reporting Center and an Intensive Third Party Monitoring Program) for pre-trial youth with tremendous results. JDAI focuses on the juvenile detention component of the juvenile justice system because youth are often unnecessarily or inappropriately detained at great expense, with long-lasting negative consequences for both public safety and youth development. DYRS has been providing monthly reports to the JDAI Data Sharing Committee since July 2006. The monthly data report includes detailed information on program movement in and out of secure detention as well as the DYRS detention alternatives. This report also includes demographic data and outcome data by program (re-arrest and failure to appear (FTA) for court). Each year over 90% of youth have been successful in not being re-arrested or failing to appear for their court hearings.

OFFICE OF THE DIRECTOR

OBJECTIVE 1: Recruit and retain a professional staff capable of carrying out the mission and vision of

*Department of Youth Rehabilitation Services
Government of the District of Columbia*

FY10 Performance Accountability Report

the Department.

- **INITIATIVE 1.1: Increase the educational level of the direct care staff.**

In July 2009, DYRS began discussing educational programming opportunities for staff with the Workforce Development and Lifelong Learning Division of the Community College of the District of Columbia (CCDC). The primary objective of this partnership was to develop an agreement with CCDC to provide college level courses for direct care staff affected by new education requirements for their positions. Over 60 employees' (both DC residents and non-residents) expressed an interest in taking advantage of the opportunity. In August 2010, DYRS was informed that funding for the educational program was no longer available through DOES. In September of 2010, DYRS sought approximately \$78,000 in funding assistance from the Justice Grants Administration to launch the program and sustain it for one (1) year. The agency is continuing to identify other funding streams to support the program, though no funding has yet been uncovered.

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: Institutionalize and expand the YouthStat performance management system to cover all core Departmental functions.**

In FY 2010 YouthStats were held monthly to address key agency performance deficits. YouthStats focusing on meeting the requirements of the *Jerry M* consent decree were frequent and regularized, and have become a part of the agency performance culture, continuing through changes in leadership at the facilities and within the senior management team of the agency. The YouthStat system was also expanded to address non-*Jerry M* related performance deficits. Addressing the challenges associated with the post adjudicated awaiting placement youth population and addressing the ongoing facility staffing deficiencies were YouthStat topic areas that touched the broader set of core functions – from case management to budget – with an eye on better performance.

- **INITIATIVE 2.2: Successfully Complete Candidacy for the Performance Based Standards (PbS) system of the Council of Juvenile Correctional Administrators.**

As of January 2010 PbS is being implemented in 197 facilities across 27 states. In October 2009 DYRS completed its first round of data collection, submitting each of the 106 required indicators, crossing facility safety, health, justice, order, programming, security and reintegration for both YSC and New Beginnings. The process was repeated in April 2010. The agency has attained full membership status with the October 2010 data collection.

Key Performance Indicators – Details

Performance Assessment Key:

Fully achieved
 Partially achieved
 Not achieved
 Data not reported
 Workload Measure

	Measure Name	FY2009 YE Actual	FY2010 YE Target	FY2010 YE Actual	FY2010 YE Rating	Budget Program
COMMITTED SERVICES DIVISION						
●	Percent of committed youth in out-of-state residential placements	35	24	19.85%	120.92%	COMMITTED YOUTH SERVICES
●	Rate of injuries to youth as a result of assaults at NBYC	8.1	6	13.6	44.18%	AGENCY MANAGEMENT PROGRAM
●	Average caseload-casemanager to committed youth ratio.	23	25	31.14	80.28%	COMMITTED YOUTH SERVICES
●	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	72	90	85.98%	95.53%	
●	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).	35	20	34.43%	58.08%	COMMITTED YOUTH SERVICES
●	Percent of committed youth connected to school or work at six month intervals from the date of their enrollment in the service coalition.	0	0			COMMITTED YOUTH SERVICES
●	Percent of committed youth connected to school, work and positive adult six months from the date of their release from the DC Model Program.	69	75	79.58%	106.11%	COMMITTED YOUTH SERVICES

DETAINED SERVICES DIVISION						
1.1	Average length of stay in secure detention awaiting placement in shelter home.	5	4	6	66.67%	DETAINED SERVICES
1.2	Average length of stay in secure detention	23	22	21.75	101.15%	DETAINED SERVICES
2.1	Rate of injuries to youth as a result of assaults at YSC	10.9	10	10.35	96.62%	DETAINED SERVICES
3.1	Percent of youth completing detention alternatives without re-arrest or failure to appear in court.	95	95	93.02%	97.91%	DETAINED SERVICES
3.2	% of youth receiving medical and mental health screening within four hours of admission to YSC					
OFFICE OF THE DIRECTOR						
1.1	Percent of newly hired YDR staff with at least 30 college credits	NA	100%	100%	100%	Office of the Director
1.2	Number of youth newly committed to DYRS by the D.C. Superior Court	358		332		Committed Services
1.3	Number of cases disposed of by the D.C. Superior Court	NA	Baseline			
1.4	Average daily population at YSC	101		95		Detained Services
1.5	Average daily population for youth in DYRS detention alternatives	87		98		Detained Services
1.6	Number of petitions filed by the D.C. Superior Court	NA	NA			