



Department of Youth Rehabilitation 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 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.

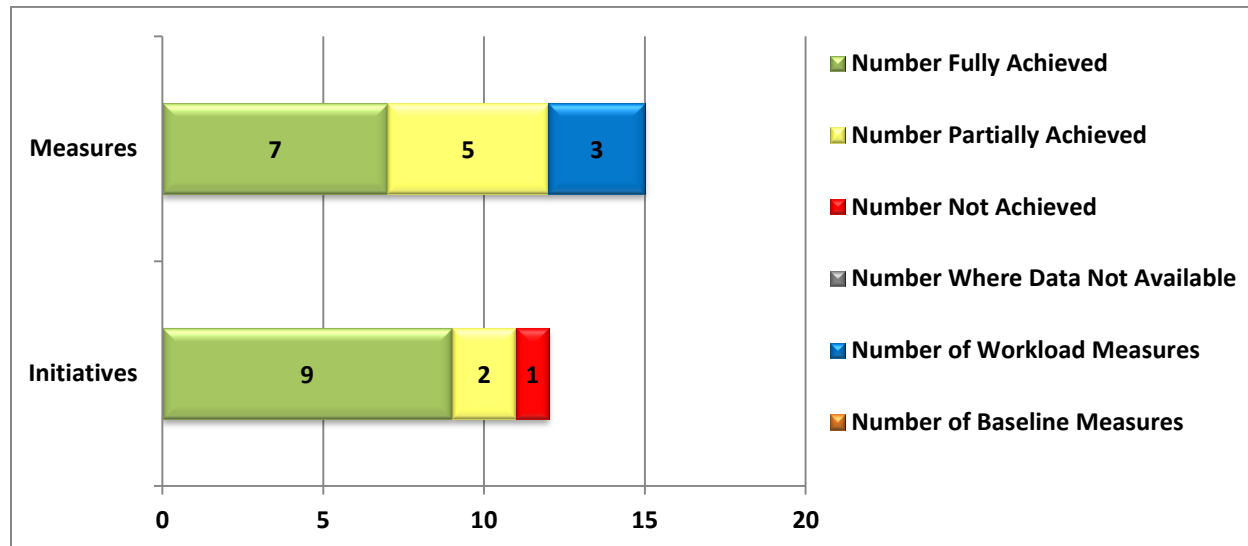
ACCOMPLISHMENTS

- ✓ **Enhanced Job Readiness Program:** 295 DYRS youth were connected to job readiness training in the community during FY2012. This represents a 50% increase from FY2011, when 200 youth received such services. Ninety-nine DYRS youth earned vocational certificates and 150 youth gained experience working in government offices, restaurants, technology companies, and small businesses, and 99 professional certifications were awarded to DYRS youth in areas such as Microsoft Office, barbering, construction, and the culinary arts.
- ✓ **Reduced re-arrest rates:** The agency's overall re-arrest rate fell by 37% between calendar years 2011 and 2012. This downward trend was equally true across all major offense types, including violent offenses (-32%) and robberies/attempted robberies (-43%). As a result of these declines, in 2012 DYRS youth represented a significantly smaller portion of overall arrests in the District than in 2011.
- ✓ **Reduced RTC Usage** - A Residential Treatment Center (RTC) is a secure treatment facility for youth with specific mental health, behavioral, or substance abuse needs. RTCs provide specialized educational and behavioral modification programs in a structured, supervised environment. Depending on the treatment progress of the individual youth, RTC placements typically last from six to 12 months. Many RTCs are located outside the Washington D.C. metropolitan area. In keeping with its goal of keeping youth and resources in the District, DYRS has made it a priority to reduce the number of youth at RTCs. During the course of FY2012, the average daily RTC population declined by 45%. The percentage of youth placed in an RTC dropped steadily during the last half of FY2012, from a peak of 21% in March to a low of 14% in September.

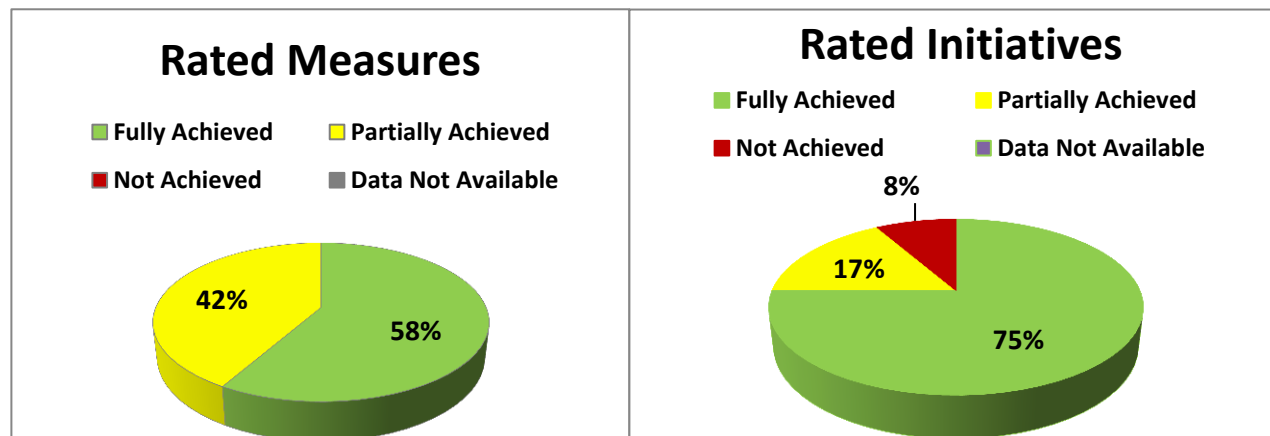


OVERALL OF AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details


Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Agency Management


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.


-  **Fully Achieved:** All YDR and SYDR staff hired by DYRS in FY2012 met the educational requirements.

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

-  **Partially Achieved:** The Positive Youth Justice indicators were not fully incorporated into the contracts for group home providers. However, DYRS did significantly expand its oversight of community-based residential facilities in FY2012. The agency launched the Community-Based Residential Facility Scorecard, which evaluated the performance of each group home on public safety and successful program completion outcomes. The initiative spurred the establishment of regular meetings with group home providers and DYRS agency management to communicate expectations, share effective strategies, and improve outcomes for DYRS youth.


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

-  **Fully Achieved:** DYRS continued its use of the YouthStat model for performance management. The agency built on the data available with each DC YouthLink Quarterly Performance Report to conduct data-driven discussions on how to enhance service provision. These conversations involved DYRS Case Management staff, DC YouthLink representatives, and other agency executives.

Committed Services

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.

-  **Fully Achieved:** DYRS implemented the Graduated Sanctions and Rewards system in the spring of 2012. Since then, formal training was conducted for all case managers and relevant staff. In addition, the Chief of Committed services and the Program Manager for case management reviewed data concerning the implementation of the system among staff to ensure proper use. For example, prior to the initiation of a revocation hearing, a Case Manager must provide proof they have implemented graduated sanctions. This documentation must be included in the



revocation hearing packet. The Case Management Division continues to work with staff to implement rewards for youth that may have completed a program or achieved a significant accomplishment. The Public Safety department also submits names of youth that have successfully completed the GPS program to the Chief of Committed Services for rewards. DYRS continues to strive to reward youth for their hard work.

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

- **Fully Achieved:** DYRS successfully expanded its usage of community-based providers. For the first time since the launch of DC YouthLink, more than half the youth under DYRS supervision were in community-based settings receiving services.

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

- **Partially Achieved:** 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. For the April 2012 data collection cycle, New Beginnings maintained a strong Level 2 status and has implemented several initiatives to improve to level 3 by April 2013. One of the most critical initiatives that have been implemented is the establishment of a diverse Facility Improvement Planning (FIP) Team that analyzes PBS data and other historical data to develop initiatives to address all areas of concern. Therefore due to this focused effort on facility improvement, in the upcoming fiscal year New Beginnings intends to raise its score to become a Level 3 facility.

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.

- **Fully Achieved:** DYRS successfully published the agency’s first ever Annual Performance Report in March 2012. The report provides a compendium of public safety, positive youth development, and administrative data reflecting the agency’s overall performance. This included an update to the agency’s recidivism data, which had last been updated in 2010. DYRS also produced its first mid-year public safety report, which provided data on arrests, abscondence and deadly violence. A public document, the mid-year report found that overall arrests of DYRS youth were down 39% from the prior year, with decreases in every crime category. Ascendances and involvement in deadly violence were also dramatically down. DYRS successfully published the agency’s first ever Annual Performance Report in March 2012. The report provides a compendium of public safety, positive youth development, and administrative data reflecting the agency’s overall performance. This included an update to the agency’s recidivism data, which had last been updated in 2010. DYRS also produced its first mid-year public safety report, which provided data on arrests,



ascendance and deadly violence. A public document, the mid-year report found that overall arrests of DYRS youth were down 39% from the prior year, with decreases in every crime category. Ascendances and involvement in deadly violence were also dramatically down.

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

- **Fully Achieved:** DYRS successfully expanded the number of positive youth outcomes it is able to report in quarterly DC YouthLink reports. New this year were school graduation and GRE rates and the number of youth receiving work certifications, job trainings, and new jobs. These outcomes are available on the DYRS website through the DC YouthLink Quarterly Performance Reports.

Detained Services

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.

- **Fully Achieved:** (1) The family re-unification homes must have a license in good standing as outlined in DCMR 29, Chapter 62 and follow all applicable regulations; (2) contract administrators conducts monthly site inspections to verify compliance of the requirements outlined in the Human Care Agreement; (3) the family re-unification homes receive quarterly training from DYRS Office of Licensing, Contracting and Compliance; (4) DYRS conducts monthly meetings with Family Re-unification Homes to discuss concerns and avenues to improve services to youth; and (5) invoices submitted for payment must include a “Menu of Services” for each youth listed on the invoice to detail the services provided for the billing period.

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

- **Fully Achieved:** YSC worked diligently and was successful in improving the majority of data elements entered in accurately ahead of the deadline. The April 2012 data collection was the best yet in terms of accurately reflecting facility performance at YSC. In the both the October and April review periods, YSC achieved Level 2 status.

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.

- **Not Achieved** - the agency was unsuccessful in partnering with the Center for Children's Law and Policy to conduct a facility inspection during FY2012. In FY2012 the agency made progress in its compliance with the Jerry M Consent Decree, but did not meet all requirements necessary for vacature of the lawsuit.



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.

- **Fully Achieved:** DYRS continued to 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.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget Program
Committed Services								
	1.1	% of committed youth in out-of-state residential placements	17%	15%	15%	18.54%	80.89%	Committed Services
	2.1	Rate of injuries to youth as a result of assaults at NBYC per 1,000 bed nights	9	8	8	5.78	138.37%	Committed Services
	3.1	Average Caseload - case manager to committed youth ratio	26	25	25	23.84	104.88%	Committed 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	77%	90%	90%	86.26%	95.85%	Committed Services
	3.3	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).	31%	30%	30%	28%	107.14%	Committed Services



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
●	3.4	Percent of committed youth connected to school or work at six month intervals from the date of their enrollment in the service coalition.	43%	40%	40%	62.62%	156.55%	Committed Services
●	3.5	Percent of committed youth connected to school, work and positive adult six months from the date of their release from the DC Model Program.	76%	80%	80%	70.66%	88.33%	Committed Services
Detained Services								
●	1.1	Average length of stay in secure detention awaiting placement in shelter home.	3.8	3.5	3.5	2.57	136.23%	Detained Services
●	2.1	Rate of injuries to youth as a result of assaults at YSC	6.8	7	7	6.17	113.46%	Detained Services
●	2.2	Percent of youth receiving medical and mental health screening within four hours of admission to YSC	94.7	95	95	92.27%	97.12%	Detained Services
●	3.1	Percent of youth completing detention alternatives without re-arrest or failure to appear in court.	93	95	95	94.70%	99.68%	Detained Services



	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program
Agency Management								
●	1.1	Percent of newly hired YDR staff with at least 30 college credits	100%	100%	100%	100%	100%	Chief Operating Officer
●	N/A	Number of youth newly committed to DYRS by the D.C. Superior Court	NA	NA		182	Workload Measurement (Not rated)	Insert budget program division
●	N/A	Average daily population at YSC	NA	NA		77	Workload Measurement (Not rated)	Insert budget program division
●	N/A	Average length of stay in secure detention for detained youth	NA	NA		21.5	Workload Measurement (Not rated)	Insert budget program division