



## Department of Youth Rehabilitation 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 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.

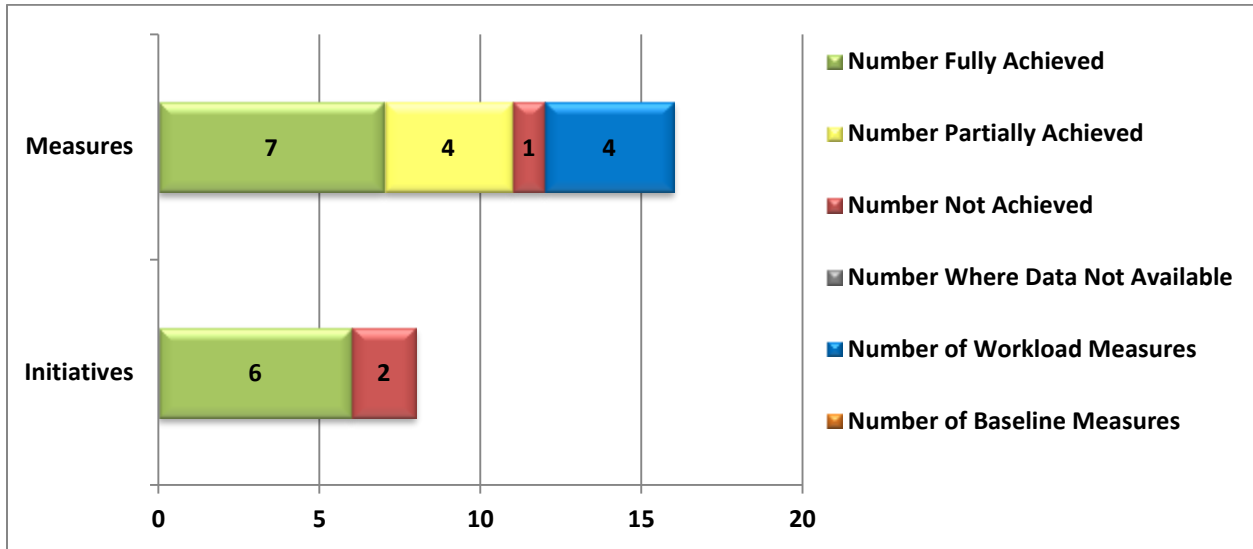
### ACCOMPLISHMENTS

- ✓ The National Criminal Justice Association (NCJA) recognized the District for a key component of its juvenile justice reform, DC YouthLink. The DC YouthLink initiative won the award for Outstanding Criminal Justice Program at the NCJA National Forum on Criminal Justice in Chicago. The award is based on DC's achievements in improving the life chances for its court-involved youth and reducing the likelihood of their re-offending.
- ✓ DYRS kept more youth closer to home by reducing the number of youth in out-of-state residential placements.
- ✓ Recidivism was 45% for youth who were committed in FY2008 and has dropped to 29% for youth committed in FY2011 and who've spent at least a year in the community. This represents the lowest point for recidivism rates in five years.

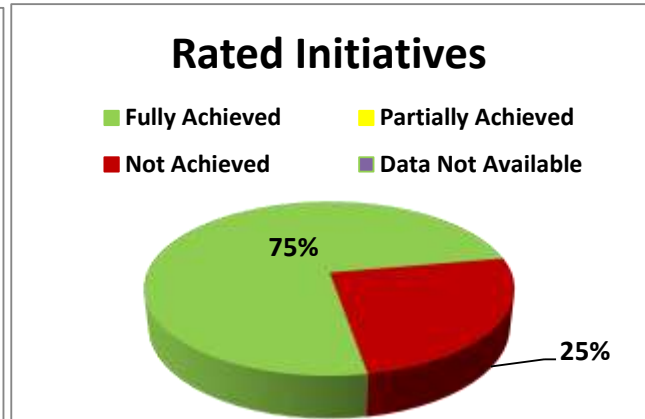
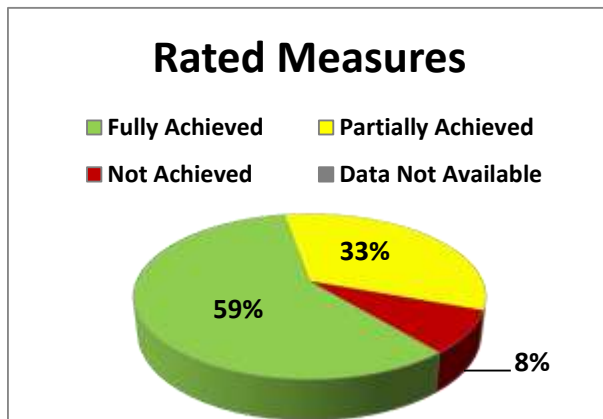


**OVERVIEW AGENCY PERFORMANCE**

**TOTAL MEASURES AND INITIATIVES**



**RATED MEASURES AND INITIATIVES**




**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 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

### 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: Reduce the number of youth placed in residential treatment facilities by increasing the scope of services in the community.**

- **Fully achieved.** DYRS's use of residential facilities decreased in FY13, both in terms of raw youth counts and percentages. In addition, service availability to community youth increased significantly.

**INITIATIVE 1.2: Contribute to the Raise DC effort to form a Youth Employment Change Network and provide wrap-around services for disconnected youth.**

- **Fully achieved.** DYRS has had great involvement in the initiatives providing multiple agency staff for various areas and committees of the initiative. DYRS Director Neil Stanley sits on the WIC board and has backed the initiative from its inception. DYRS has committed statistical, educational and workforce development staff to multiple committees and management staff to the areas of disconnected youth discussions and the YECN effort to align District agencies and the local non-profit sector services to youth. DYRS data and shared experience of running DC YouthLink services has helped to increase communication and problem solving between government and CBOs on behalf of the disconnected youth population in the city. DYRS continues to staff the YECN and provide any requested data and resources and will continue to work to implement all recommended actions to better opportunities for youth in the juvenile justice system and for disconnected youth citywide.

**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.**

- **Not achieved.** The facilities performance, as indicated by the results of the October 2013 data collection review, with Performance based Standards demonstrated a performance level of very strong Level 2 facilities. Both facilities demonstrated sustained performance on multiple critical outcome measures and marked in improvement compared to the previous evaluation period of April, 2013. Both facilities demonstrated better than the field average in over 70% of the critical outcome measures reviewed. The field average set by participating PBS facilities in October of 2013 would have required an 80% performance rating for the critical outcome measures to achieve a Level 3 determination.



**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.**

**Fully achieved.** The agency now places numerous public safety data indicators on its public website. This data includes the following information - violent offenses, drug offenses, property offenses, other offenses such as PINS, reconviction rates, re-arrest rates, and re-arrest rates by offense type.

- Please visit the following link for a more thorough description - <http://dyrs.dc.gov/page/public-safety-indicators>

**INITIATIVE 3.2: Measure and report outcomes of Positive Youth Development, including, but not limited to, milestone achievements in school, work, and personal relationships.**

**Fully achieved.** In FY 2013, DYRS implemented the feedback derived from these surveys to more accurately tailor each treatment plan to the specific youth. The agency understands that a “one size fits all” does not work with our population. For some youth, attaining a high school credential may be the next important milestone, for other, older youth; the top priority may be workforce training. The work done with these surveys better assists the agency in understanding the specific needs of each youth committed to our care. Furthermore, the agency tracks workforce achievements including professional certificates earned, internships completed, and unsubsidized employment gained. From an education standpoint, the agency tracks the achievement of high school diplomas, GEDs, higher education enrollments, professional certification courses, and educational advancements such as literacy gains. Along with the aforementioned work and education metrics, DC YouthLink also tracks the following – relationship with a caring adult, health gains, creativity accomplishments, and community achievements.

**Detained Services**

**OBJECTIVE 1: Continue operating secure facilities that are safe, humane and address youths’ needs by building on their strengths.**

**INITIATIVE 1.1: Achieve Performance-based Standards Level 3 Status for the Youth Services Center.**

- **Not achieved.** The facilities performance, as indicated by the results of the October 2013 data collection review, with Performance based Standards demonstrated a performance level of very strong Level 2 facilities. Both facilities demonstrated sustained performance on multiple critical outcome measures and marked in improvement compared to the previous evaluation period of April, 2013. Both facilities demonstrated better than the field average in over 70% of the critical outcome measures reviewed. The field average set by participating PBS facilities in October of 2013 would have required an 80% performance rating for the critical outcome measures to achieve a Level 3 determination.



**OBJECTIVE 2: Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.**

**INITIATIVE 2.1: Initiate System of Care.**

**Fully achieved.** In early FY13, DYRS, DBH, and CSS worked closely to determine how young people are currently connected to behavioral health services when they arrive at YSC. Currently, DYRS and CSS regularly contact the Access Helpline to connect young people and their families to behavioral health services. However, once a young person leaves YSC, there is no guarantee that they will attend the appointment or follow-up on care.

DYRS and DBH determined that young people would benefit more from an initiative to encourage them to attend behavioral health appointments. Drawing from DBH's success with peer support

- specialists and evidence that indicates that youth and families trust the advice of other youth and families who have similar experiences, DYRS began participating in the DC Gateway Project's initiative to expand their peer support specialist certification. During FY13 and into FY14, DYRS's family engagement coordinator also began exploring the possibility of hiring peer advocates who would be available to youth and families at different stages of engagement with the agency.

DYRS plans to continue to participate in the DC Gateway Project's refinement of their peer support specialist training to ensure that it can be applied in a juvenile justice setting. DYRS also plans to continue exploring the possibility of hiring or contracting with trained peer support specialists in the short term.

**Office of the Director**

**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: INITIATIVE 1.1: Expand the agency's data reporting capabilities through the creation of a data warehouse.**

- **Fully Achieved.** DYRS completed the data warehouse in FY13 and used this data to improve agency oversight. DYRS will continue to leverage the best available data to improve agency outcomes moving in FY14 and beyond.



## Key Performance Indicators – Details

### Performance Assessment Key:

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

KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
<b>Committed Services</b>								
●	<b>1.1</b>	% of committed youth in out-of-state residential placements	19%	15%		18.63%	80.50%	COMMITTED YOUTH SERVICES
●	<b>1.2</b>	Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release	34%	30%		20.75%	144.55%	COMMITTED YOUTH SERVICES
●	<b>2.1</b>	Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights	6.12%	7%		4.86%	144.16%	COMMITTED YOUTH SERVICES
●	<b>3.1</b>	Average Caseload - case manager to committed youth ratio	25.2	25		21.17	118.08%	COMMITTED YOUTH SERVICES
●	<b>3.2</b>	% 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	88%	95%		84.48%	88.93%	COMMITTED YOUTH SERVICES
●	<b>3.3</b>	% of committed youth connected to school or work at six-month intervals from the date of their enrollment in the Service Coalition	60%	60%		66.86%	111.43%	COMMITTED YOUTH SERVICES



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
	●	3.4	% 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	71%	80%		85.45%	106.82%	COMMITTED YOUTH SERVICES
<b>Detained Services</b>									
	●	1.1 <sup>1</sup>	Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights	4.76%	6.5%		9.39%	69.21%	DETAINED YOUTH SERVICES
	●	2.1	% of youth receiving medical and mental health screening within four hours of admission to YSC	93%	95%		98.19%	103.36%	DETAINED YOUTH SERVICES
<b>Office of the Director</b>									
	●	1.1	% of YDR positions vacant	Not collected until FY 13	10%		5.97%	167.46%	RESOURCE MANAGEMENT & UTILIZATION DIV
	●	1.2	% of YDR staff in full compliance with training requirements	Not collected until FY 13	80%		66.71%	83.39%	RESOURCE MANAGEMENT & UTILIZATION DIV
	●	1.3	% of Direct Care Staff Trained in Positive Youth Development	Not collected until FY 13	80%		74.03%	92.54%	AGENCY MANAGEMENT PROGRAM
	●	N/A	Number of youth newly committed to DYRS by the D.C. Superior Court	180	Target Not Required		174	Workload Measure Not Rated	COMMITTED YOUTH SERVICES
	●	N/A	Average Daily Population at YSC	77	Target Not Required		104.5	Workload Measure Not Rated	DETAINED YOUTH SERVICES
	●	N/A	Average Length of Commitment	989	Target Not Required		1,044.3	Workload Measure Not Rated	COMMITTED YOUTH SERVICES
	●	N/A	Average Daily Committed Population	852	Target Not Required		604.9	Workload Measure Not Rated	COMMITTED YOUTH SERVICES

<sup>1</sup> The Rate of injuries metric for Detained youth was impacted by a significant increase in the average daily population at the Youth Services Center (see the second Workload Measure: FY12 average of 77 youth per day; FY13 average of 104.5 youth per day).