



Department of Youth Rehabilitation Services DYRS (JZO)

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.

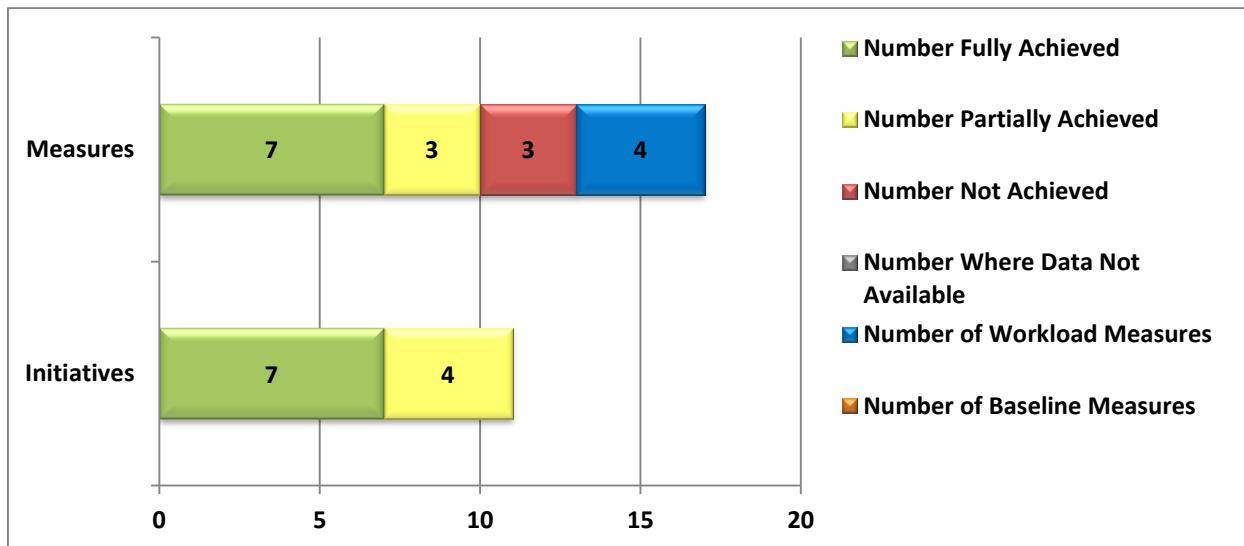
ACCOMPLISHMENTS

- ✓ Our Youth Assessment Unit was launched in May 2014 to provide the initial assessments and service/placement recommendations for all pre-committed youth from a centralized agency business unit.
- ✓ The brand new Youth Achievement Center opened in July 2014 and offers a centralized location (near Gallery Place) for agency services and unique programming for our community-based youth.
- ✓ A new client management database was implemented in September 2014. This system captures comprehensive data, client relationship information, performance measures and allows us to streamline our case planning for each committed youth.

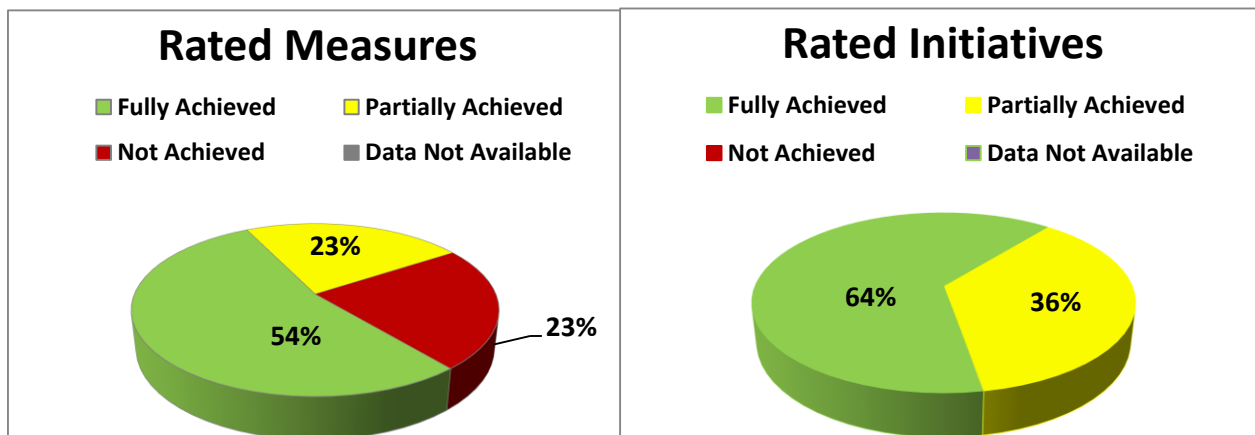


OVERVIEW AGENCY PERFORMANCE

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

- **Fully achieved.** DYRS continues to hold the Community-Based Residential Facilities to the standards we want to see for all our youth. This includes supporting family-centered activities and support services. Requirements for family participation are tracked monthly for each youth and each facility and documented by the licensed facilities in our client management database.

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.

- **Partially achieved.** DYRS began efforts to improve the substance abuse services (and monthly drug screening) for youth in the community during FY2014. This initiative will be continued in FY2015 with an aggressive strategy for both assessment and treatment of youth that may need either inpatient or outpatient substance abuse services.

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.

- **Fully achieved.** DYRS developed and implemented rigorous performance metrics (which now includes positive youth justice measures as well) for in-state Therapeutic Group Homes which increased the quality of service to youth at these facilities. DYRS deployed audit teams to collect all pertinent data in order to accurately assess the facilities. Additionally, all Community Based Residential Facilities, in-state and out of state are required to have a current Human Care Agreement that outlines the minimum standards required to operate a facility that housed DYRS youth.

INITIATIVE 2.2: Improve treatment outcomes for youth at New Beginnings Youth Development Center.

- **Fully Achieved.** The New Beginnings Youth Development Center implemented a System of Care that takes into consideration a youth's strengths as part of their treatment and success plan. Our model encompasses positive youth development practices, standardized family engagement, therapeutic initiatives, and educational/vocational opportunities. To ensure continuity of care, all youth will participate in quarterly Team Decision Making Meetings, which are informed by the city-wide assessment tool, the Child and Adolescent Functional Assessment Scale (CAFAS).



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

Fully Achieved, but ongoing. Our in-house dietician participated in several conference calls pertaining to this city-wide initiative with other District agencies to provide input and recommendations in formulating environmental specification guidance for Food Services establishments within the District of Columbia. According to her, DYRS is considered one of the leading agencies already having implemented some of the recommendations. The final contracting language is currently being developed and a go-live date is pending for some time in January. Training for essential employees in this area will be provided by the Office of Contracts and Procurement.

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.

Fully achieved. DYRS now pays service providers for each outcome achieved with a young person. A monthly committee meets to review the outcomes and make decisions about payment. Additionally, this model has helped to inform the positive youth outcomes the agency is measuring, as the agency standardized the implementation of Positive Youth Justice. The Request for Proposal for service agencies and lead agencies for FY 2015 continued this initiative, requiring all vendors to identify how they measure performance and outcomes. A training and technical assistance plan is in place to facilitate knowledge and skill development for all DYRS service providers.

INITIATIVE 3.2: Improve the image of DYRS youth in the community and the self-esteem of the youth themselves.

Partially achieved. This is an ongoing initiative that was established in FY 2013. As implementation of our Positive Youth Justice Model continues, DYRS will encourage involvement from our current and former youth in agency activities, our Youth Council and in our Achievement Center. Monthly meetings are held where the participating youth plan and coordinate activities, such as community service projects and volunteer opportunities in which all youth are encouraged to participate. The vision for FY 2015 includes expanding the Youth Council to youth that are no longer committed to the agency. A winter 2015 project is planned called the *Youth Closet* which will offer committed youth the opportunity to get referred by their caseworker for clothing when they leave a secure facility, re-enter the community or need an outfit for a job interview. This youth-led initiative will allow youth to serve as associates who staff and coordinate the agency efforts.

Detained Services

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.

Partially Achieved. DYRS has implemented a behavior management system (Token Economy) that helps to address youth behavior. We have not yet implemented the CBT (Cognitive Behavior Techniques) and are exploring this and other options for implementation in FY 2015.



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.

Partially Achieved. There was new school leadership during the 2014 academic year; we have a new Principal/Vice Principal. The agency has done preliminary assessment to identify areas of youth/teacher engagement and enhanced learning opportunities. DYRS continues to participate in the working group with DCPS to redesign the education model at the Youth Services Center. The Positive Youth Justice Model will allow us to measure the positive youth outcomes around the education practice domain beginning in FY 2015.

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

Fully Achieved. DYRS launched the new client management database in September 2014. All staff, vendors, service providers were trained on the system. There is ongoing technical support provided by the contracted software developer as part of their contract.

INITIATIVE 1.2: Mobile computing capability for Case Managers

Fully Achieved. All case managers now have a tablet PC, with Wi-Fi connection, to use while interacting with clients in the field or away from the office.



Key Performance Indicators – Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Committed Services								
●	1.1	% of committed youth in out-of-state residential placements	17.8%	13%		18%	72.24%	YOUTH AND FAMILY PROGRAMS
●	1.2	Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release	22.5	29		27.78%	104.40%	YOUTH AND FAMILY PROGRAMS
●	2.1	Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights	4.74	6.5		6.07	107.13%	YOUTH AND FAMILY PROGRAMS
●	3.1	Average Caseload - case manager to committed youth ratio	21.5	25		15.42	162.14%	AGENCY MANAGMENT PROGRAM
●	3.2	% 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	79%	95%		75%	78.95%	YOUTH AND FAMILY PROGRAMS
●	3.3	% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	61.3%	70%		90.64%	129.48%	STRATEGIC PLANNING & PERFORMANCE MGMT



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 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	85%	80%		94.52%	118.15%	STRATEGIC PLANNING & PERFORMANCE MGMT
Detained Services									
	●	2.1	% of youth receiving medical and mental health screening within four hours of admission to YSC	95.3%	95%		79.24%	83.41%	AGENCY MANAGEMENT PROGRAM
	●	2.2	Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights	8.4	6		8.15	73.60%	AGENCY MANAGEMENT PROGRAM
	●	2.3	Average daily ratio of direct care staff to youth during the collection month.	0.94	0.95		1.56	163.84%	AGENCY MANAGEMENT PROGRAM
Office of the Director									
	●	1.1	Percent of Youth Development Representative positions vacant	5.7%	8%		6.75%	118.55%	OFFICE OF THE DIRECTOR
	●	1.2	Percent of Youth Development Representative staff in full compliance with training requirements	64%	80%		70.67%	88.34%	OFFICE OF THE DIRECTOR
	●	1.3	Percent of Direct Care Staff Trained in Positive Youth Development	71%	90%		57.13%	63.48%	OFFICE OF THE DIRECTOR
	●	N/A	Number of youth newly committed to DYRS by the D.C. Superior Court	174	Target Not Required		156	Workload Measure Not Rated	OFFICE OF THE DIRECTOR



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	N/A	Average Daily Population at the Youth Services Center (YSC)	104	Target Not Required		81.3	Workload Measure Not Rated	OFFICE OF THE DIRECTOR
●	N/A	Average Length of Commitment	1,044	Target Not Required		1,094 days	Workload Measure Not Rated	OFFICE OF THE DIRECTOR
●	N/A	Average Daily Committed Population	655	Target Not Required		468	Workload Measure Not Rated	OFFICE OF THE DIRECTOR