

FY 2015 Performance Accountability Report Department of Youth Rehabilitation Services

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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 youth who are placed under the custody of the D.C. Superior Court's Division of Social Services.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DYRS performance in FY 2015 by listing DYRS's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

The top three accomplishments of DYRS in FY 2015 are as follows:

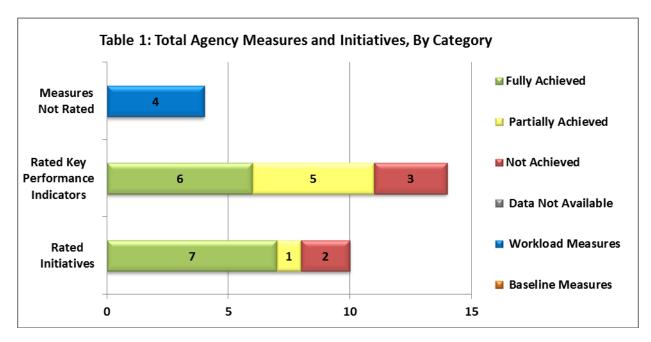
- ✓ DYRS implemented the use of Team Decision Making meetings as part of our Complete Case Planning Process for all youth committed to DYRS. Meetings occur every 90 days while youth is committed.
- ✓ All required DYRS Case Management, New Beginnings and Treatment Team staff are fully trained in the Child and Adolescent Functional Assessment Scale (CAFAS) which is the tool used for all children in DC DYRS, DBH, DHS, and CFSA as part of the city-wide System of Care Grant.

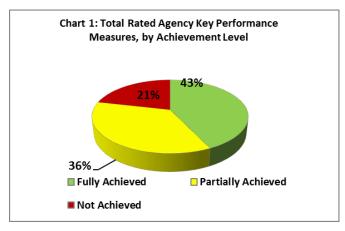


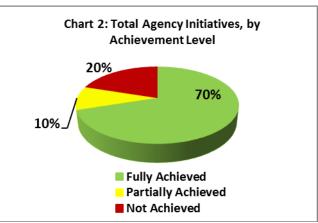
✓ DYRS started offering DCYouthLink services within the New Beginnings Youth Development Center. This connects youth to services before they actually complete the New Beginnings and step-down to another placement type. This will also likely include Family Counseling services.

SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the DYRS made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.









Default KPI Rating:

>= 100% Fully Achieved

75 - 99.99% Partially Achieved

< 75% Not Achieved

In FY 2015, DYRS fully achieved seventy percent of its initiatives and almost half of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DYRS uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DYRS' objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DYRS made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for DYRS in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Committed Services Division

OBJECTIVE 1: Provide proven community-based programs, services, supports and opportunities that prepare youth to succeed.

INITIATIVE 1.1: Increase the number of family reunification services for youth placed in Community-Based Residential Facilities to prepare youth to succeed when they return home.

Intensive family-centered services often are essential for a youth to return home successfully. We will offer additional support services and family-centered activities for youth living in Community-Based Residential Facilities because we believe that a supportive and involved family greatly improves a youth's long-term chance for success. This is one facet of the agency's overall commitment to family engagement and family strengthening. **Completion Date: December 31, 2014**

Performance Assessment Key: Fully Achieved. In FY15 DYRS was able to implement new activities at our Achievement Center as part of this initiative. The Youth, Family, and Staff Circle, which underwent a transformation this year, to be more inclusive, occurs on Monday evening once a month at the Achievement Center. Additionally, as part of our DCYouthLink



program we were able to sponsor several youth/family summer activities including day trips, overnight camping trips and weeklong college tours.

INITIATIVE 1.2: Implement a new family/team meeting program using the "Team Decision Making" Model

In FY2015 the agency will begin using a new program called the "Team Decision Making" Model to facilitate the planning process for a youth in our agency. This will include completing the Child and Adolescent Functional Assessment Scale (CAFAS) every 90 days, scheduling the team meeting (with relevant DYRS staff, youth and their families) using our online scheduling program and focusing each meeting on the successful completion of the Youth Development Plan.

Completion Date: October 31, 2014

Performance Assessment Key: Fully Achieved. The agency fully implemented the Team Decision Making (TDM) model within the agency, whereby youth participate in a meeting that includes family, mentors and supportive adults every 90 days while they are committed. In FY15, DYRS conducted over 550 meetings that set the stage for talking about youth strengths, needs and leads to setting meaningful goals through the development of a Success Plan, which is then used to refer them to services, programs and workforce development services.

INITIATIVE 1.3: Implement an aggressive strategy to assess and provide treatment to youth who need substance abuse services.

At intake a youth will be assessed for substance use and abuse. A drug test will also be given. If there is a positive result, and based on the findings from our screening tool, an assessment will be made to determine if intervention is needed. A youth may be referred to either inpatient or outpatient services. In FY 2015, an agreement with APRA (Addiction Prevention and Recovery Administration) will allow for DYRS and our service providers to access real-time information about the treatment and programming for individual youth. This will be used by social workers to track and monitor participation and completion of programs. **Completion Date: February 28, 2015**

Performance Assessment Key: Partially Achieved. Although the agency refers youth to substance abuse services as needed, this initiative was not fully completed in FY15. The agency was not able to fully develop their agreement with APRA for the referral services, nor did they put together the comprehensive plan of how they would screen and assess. However, in order to address the needs of our youth, we still refer them to providers that provide substance abuse service treatment through DCYouthLink on an individual basis, per the results of their GAIN-SS and GAIN-I assessments.

OBJECTIVE 2: Operate secure facilities that are safe, humane, and address youths' needs using a strengths-based approach.



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.

During FY2015, the agency will implement new performance measures for Community-Based Residential Facilities based on Positive Youth Outcomes, which will be finalized and used in FY15, that align with agency goals and industry standards. This will enhance our efforts to measure the effectiveness of these facilities. With the launch of a new database system (agency-wide), we will be able to obtain more accurate data and address any issues with our providers more quickly. We will provide training on the system and monitor the data entry each week. **Completion Date: September 30, 2015**

Performance Assessment Key: Fully Achieved. DYRS aligned the performance measures for Community-Based Residential Facilities (CBRFs) with our Positive Youth Justice Outcomes in FY15. We incorporated the outcomes into each contract and have been using this since Q2 for any new or revised contracts. This will allow us to more accurately track and measure the outcomes for each youth that is placed at a CBRF at any time during their commitment.

INITIATIVE 2.2: Improve outcomes for youth at the New Beginnings Youth Development Center and the Youth Services Center by encouraging positive decision-making ability, increasing family engagement, and building vocational skills while in residential care through the expansion of our DC YouthLink services in the secure facilities

In FY15, DYRS will begin offering services through DCYouthLink at our New Beginnings Youth Development Center as well as at the Youth Services Center. This initiative is intended to connect youth to vital resources and community-based programs prior to their release from the facility. This is one component of a commitment for both facilities to offer effective, structured programming and services that include medical care, behavioral and mental health, and education. **Completion Date: December 31, 2014**

Performance Assessment Key: Fully Achieved. DYRS started offering DCYouthLink services within the New Beginnings Youth Development Center (NBYDC). This connects youth to services before they actually complete the New Beginnings and step-down to another placement type. This includes in house activities beginning at Level 2. This will also likely include Family Counseling services beginning at Level 4. At the Level 6 Team Decision Meeting youth are linked with a Care Coordinator that makes the referrals to the Service Providers that will be working with youth after they are discharged from the New Beginnings Program. This is allows for DYRS and DCYL to schedule a meeting within one day of the discharge with all the Service Providers so that there is not a delay providing youth services during their placement transition.



OBJECTIVE 3: Provide services, supports and opportunities to young people that will reduce their delinquent behavior and promote public safety.

INITIATIVE 3.1: Improve the image of DYRS youth in the community – and the self-esteem of the youth themselves -- by teaching our young people to value and improve their communities through civic engagement and positive youth development (Age-Friendly DC Goal: Domains 5 & 6).

We founded the DYRS Youth Council in FY13 on the premise of guiding our youth with a structured way to give back to the DC community. By September 2014, the youth in our Youth Council will have completed over 500 hours of community service in DC; completed two international service projects (amassing over 40 hours of community service each); and spoken on behalf of DYRS at meetings and forums—inspiring by example hundreds of DC young people to make better choices to improve their lives and their communities.

The Youth Council members have volunteered at DC Central Kitchen and have an ongoing relationship with the National Center for Children and Families. They will continue their focus of enriching their community by assisting in parks and playground restoration in the District, the Anacostia River clean-up efforts, and senior citizen partnerships. The members will broaden their perspectives by traveling to and helping an impoverished community in a developing county. They will complete 40 hours of a cultural immersion intensive community service project with an international organization that helps orphaned, abandoned, and disadvantaged children in rural Dominican Republic. Through this experience, the Youth Council members will build self-esteem through volunteering to help those less fortunate than themselves.

Participation in the DYRS Youth Council is considered a privilege and requires the youth to demonstrate full compliance with all DYRS programming.

Completion Date: Ongoing.

Performance Assessment Key: Fully Achieved. In FY15 the DYRS Youth Council members participated in more than 40 activities; 26 of them were community service activities. We currently have about 14 regular participating members.

The activities included participating in the DYRS Youth, Family, and Staff monthly which operates similar to an advisory board using the circle process. Youth Council members participated in the Juvenile Justice Summit- Youth Leadership Track Debrief in 2014, in the DC Juvenile Justice Advisory Group meetings, and attended a Trampoline Park activity, Paddle Night on the Anacostia River, and the Anacostia Community Museum Poetry Slam.

The Youth Council members volunteered with planning the 2015 Juvenile Justice Summit-Youth Leadership Track from April to September of this year, they participated in the DC Youth Move Kick-Off, established the DYRS Clothing Closet- to meet emergency clothing needs



of our young people, and Youth Council meetings. Our members also participated in the Youth Law Fair, volunteered at Food & Friends, Christ House, Bread for the City, Capital Area Food Bank, Washington Parks and People- cultivating and community garden in NE, and with DC Central Kitchen- gleaning at a local farm. Members volunteered with We Are Family Senior Outreach- delivering groceries to seniors in the North Capital area, iCare's Back to School event at DC General Family Shelter- serving lunch, and entertaining children, and hosted a Know Your Rights event with the ACLU at the Achievement Center.



KEY PERFORMANCE INDICATORS— Committed Services

KEI	PERFUR	MANCE INDICATORS	– committe	a Services				
	КРІ	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual	FY 2015 YE Rating	Budget Program
	1.1	% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	90.5%	80%	Not Applicable	92.81%	116.01%	Youth and Family Programs
	1.2	% 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	96.4%	80%	Not Applicable	92.73%	115.91%	Youth and Family Programs
	2.1	% of committed youth in out-of-state residential placements	18.6%	15.5%	Not Applicable	12.75%	121.60%	Youth and Family Programs
	2.2	Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights	5.12	6.0	Not Applicable	6.83	87.90%	Youth and Family Programs
	3.1	Average caseload – case manager to committed youth ratio	15.26	22	Not Applicable	10.82	203.41%	Youth and Family Programs
	3.2	% of newly committed youth that undergo a	80.3%	95%	Not Applicable	93.55%	98.47%	Youth and Family



	complete case planning process and are in placements and receiving services consistent with their Youth Family Team Meeting action plan						Programs
3.3	Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release	26.4%	28%	Not Applicable	35.85%	78.11%	Youth and Family Programs

Detained Services Division

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

INITIATIVE 1.1: Implement Cognitive Behavior Techniques at the Youth Services Center and New Beginnings Youth Development Center.

The Token Economy is now in place at both facilities. However, the Cognitive Behavior Techniques (CBT) has not been fully implemented and will therefore carry over into the next fiscal year. Staff will complete training and know how to use the technique to manage resident behaviors through positive interactions as well as to hold the residents accountable, using less intrusive consequence measures such as short-term cool-offs. A short-term cool-off allows the resident time to regain his or her composure and reset to continue in the daily programming activities. **Completion Date: March 31, 2015**

Performance Assessment Key: Not Achieved. Cognitive Behavior Techniques were not implemented in either of the secure facilities during FY 2015. However, the token economy remains in effect.

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 and exit the remaining education items in the Jerry M Consent Decree work plan

DYRS continues to convene and support a working group with the District of Columbia Public Schools (DCPS) to support the education model at the school at YSC to both improve



educational outcomes for youth and to exit the remaining education items in the Jerry M work plan. In the 2014 fiscal year, the working group supported exciting changes at YSC. Principal Sonycree Lee of the adult Jail's Incarcerated Youth Program was named the new principal at YSC. She brings extensive experience providing education services to special education populations, working with youth in a short term facility, and using technology to support continuity of education services. The working group developed and is using a common measurement tool to evaluate the school's progress and support professional development. The working group is exploring additional tools for integrating measurement and data into the daily operations of the school. Finally, the working group's renewed focus on credit attainment have resulted in a rejuvenated blended learning model and increased course offerings.

Completion Date: Ongoing as required by Jerry M Consent Decree

Performance Assessment Key: Fully Achieved. All of the education indicators in the Jerry M. Work Plan have been vacated from the lawsuit pursuant to the May 4, 2015 final order approving the settlement agreement. The new leadership at the YSC School has facilitated major improvements within the school with respect to individualized education and the provision of related services to youth based on their individualized education plans (IEPs). A May-June 2015 audit revealed an overall compliance rate of 85% for providing related services according to youths' IEPs.

KEY PERFORMANCE INDICATORS— Detained Services

КРІ	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
1.1	Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights	6.56	5.5	Not Applicable	11.22	49.02%	Youth and Family Programs
1.2	% of youth receiving medical and mental health screening within four hours of admission to YSC	78.8%	95%	Not Applicable	74.24%	78.15%	Youth and Family Programs
1.3	Average daily ratio of direct care staff to youth during collection month.	TBD	0.95	Not Applicable	2.14	214.33%	Youth and Family Programs



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: Recruit and Retain Licensed Social Workers

DYRS will implement a 3-year Professional Development Track for Social Workers to invest in its team of Social Workers. Using an aggressive training schedule, new and current social workers will be exposed to intense training within their first year. This includes agency core processes and core competencies for the position, Within 30 days, they will have completed training in basic competencies so they can do their jobs effectively. In year two, social workers will be asked to participate in at least one work group for an agency project or initiative. Training will continue with 'Clinical" Case Management as the focus. There will be ongoing supervision for anyone preparing to be a "licensed" social worker.

The agency will look into the potential of a "career ladder" for the Licensed Social Worker who obtains further training or certifications (such as NASW, AYD, and CEUs). In year three, the staff will be asked to participate in an activity such as a "Train the Trainer" course within the agency to develop and hone their leadership skills. We will measure the overall success through the SMART Goal Evaluation Process and measuring staff retention rates.

Completion Date: September 30, 2015 (and each year after through September 2017)

Performance Assessment Key: Not Achieved. While the agency offered a specific "new hire" training track for our Social Workers, we did not create or implement the Professional Development Track. This was due to the leadership changes and organizational restructuring at the agency. In FY2016 a myriad of courses and trainings will be offered to our staff, including Social Workers, focused on trauma-informed care, data-driven decision making, and positive youth development.

OBJECTIVE 2: Oversee the implementation of agency-wide priorities.

INITIATIVE 2.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment. **Completion Date: April 2015**



Performance Assessment Key: Fully Achieved. DYRS completed the assessment and submitted to DDOE in FY15.

KEY PERFORMANCE INDICATORS- Office of the Director

 T PERFORMANCE INDICATORS— Office of the Director							
КРІ	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
1.1	Percent of YDR positions vacant	6.5%	8%	Not Applicable	6.12%	130.69%	Youth and Family Programs
1.2	Percent of YDR staff in full compliance with training requirements	66.8%	80%	Not Applicable	74.15%	92.68%	Agency Management Program
1.3	Percent of Direct Care Staff Trained in Positive Youth Development	67.3%	90%	Not Applicable	63.25%	70.28%	Agency Management Program
1.4	Number of Case Management Staff and Social Workers in Professional Development Training Track	N/A	75%	Not Applicable	7.41%	9.88%	Agency Management Program

WORKLOAD MEASURES - APPENDIX

WORKLOAD MEASURES

Measure	FY 2013 YE	FY 2014 YE	FY 2015 YE	Budget			
Name	Actual	Actual	Actual	Program			
Number of youth newly committed to DYRS by the D.C. Superior Court	174	134	128	Committed Services			



Average Daily Population at YSC	104	82	81.7	Detained Services
Average Length of Commitment	1044 Days	1111 Days	944 days	Committed Services
Average Daily Committed Population	605 youth	480 youth	365 youth	Committed Services