



FY 2013 PERFORMANCE PLAN
Department of Youth Rehabilitation Services

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.

PERFORMANCE PLAN DIVISIONS

- Committed Services
- Detained Services
- Office of the Director

AGENCY WORKLOAD MEASURES

Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 YTD
Number of youth newly committed to DYRS by the D.C. Superior Court	332	243	180
Average Daily Population at YSC	88	70	77
Average Length of Commitment	915 Days	964 Days	989 Days
Average Daily Committed Population	975 youth	1004 youth	852 youth



Committed Services Division

SUMMARY OF SERVICES

The D.C. Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and 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.

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.

In an effort to reduce the amount of youth placed in RTC's we as an agency are instituting a new risk level measurement. The vast majority of studies find that incarceration is no more effective than probation or alternative sanctions in reducing the criminality of adjudicated youth and a number of well-designed studies suggest that correctional placements actually exacerbate criminality.

We have constructed a review panel for all youth being referred to an RTC. DYRS will work with the community based organizations to ensure that appropriate services and supports are being provided to the youth through the service coalitions.

Completion Date: September 2013.

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

The Workforce Investment Council (WIC) has been working to align the work of its Youth Investment Council (YIC) with *Raise DC*. Together, *Raise DC* and the WIC will form a "Youth Employment Change Network" that will serve both as a subcommittee for *Raise DC* that focusses on youth employment issues District-wide, as well as the District's Youth Investment Committee (YIC), under the Workforce Investment Act (WIA). Concurrently, DOES will develop a comprehensive, citywide action plan to increase wrap-around support to the District's disconnected youth population. Disconnected youth are young people who have dropped out of high school, are transitioning from foster care or the juvenile justice system, are runaways, or are homeless, consistently unemployed or underemployed.

A representative from DYRS will sit on the Youth Employment Change Network, and collaborate with DOES and other sister agencies to promote the employment of the District's court-involved youth. **Completion Date: September 2013.**



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.

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. Once all data has been collected and analyzed, each participating facility is ranked between Levels 1 through 4. In Fiscal Year 2011 New Beginnings began its PbS participation as a Level 1 facility, then improved to a Level 2. In Fiscal Year 2012, New Beginnings sustained its Level 2 Status. New Beginnings undertook several initiatives to raise its Level, including enhanced physical and mental health screenings for youth entering the facility and periodic physical fitness evaluations for residents. In the upcoming fiscal year New Beginnings intends to raise its score to become a Level 3 facility by improving its safety, order, health and security indicators. **Completion Date: September 2013.**

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.

For the last six years the agency has focused on collecting accurate public safety data regarding the youth in our care. In 2013, the agency will work to place more public-safety related performance data on the agency's public website. This will include a newly developed Community Based Residential Facility scorecard.

Completion Date: September 2013.

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

In designing its oversight plan for the community-based care, DYRS has drawn heavily from the evidence-based Positive Youth Justice framework developed by a team of researchers led by Jeffery Butts, Executive Director of the Criminal Justice Research and the Evaluation Center at John Jay College of Criminal Justice in New York City. The framework builds on the substantial body of evidence supporting Positive Youth Development (PYD) as a general strategy for helping young people transition to a positive adulthood. Most PYD research, though, focuses on youth outside of the juvenile justice system. Mr. Butts and his colleagues, in their research surrounding Positive Youth Justice, tailor what we know about PYD to the specific needs of court-involved youth. Their research, presented in the paper, "Positive Youth Justice: Framing Justice



Interventions Using the Concepts of Positive Youth Development,” recommends six domains for engaging court-involved youth: Relationships, Education, Work, Health, Creativity, and Community. These domains have shaped the outcome measurements for the Lead Entity initiative.

In FY 2012, DYRS launched a first-of-its-kind youth survey to gauge the impact of DYRS programs on youth’s sense of personal growth and development. In FY 2013, DYRS intends to expand on its robust outcome reporting for the Lead Entities by incorporating the feedback derived from the youth surveys. **Completion Date: September 2013.**



KEY PERFORMANCE INDICATORS – Committed Services

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of committed youth in out-of-state residential placements	17%	15%	19%	15%	13%	10%
Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights ¹	9.0	8.0	6.12	7.0	6.5	6.0
Average caseload – case manager to committed youth ratio	26	25	25.2	25	25	25
% 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	77%	90%	88%	95%	95%	95%
Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release ²	31%	30%	34%	30%	29%	28%
% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	43%	40%	60%	60%	70%	80%
% 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 ³	76%	80%	71%	80%	80%	80%

¹ Industry Standard

² Measured as a finding of involvement in a new offense

³ In school, GED or other educational program, employed or enrolled in workforce training program. Positive adult assessed by youth's case manager.



Detained Services Division

SUMMARY OF SERVICES

The DC Department of Youth Rehabilitation Services 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 alternative programs is to ensure that youth appear for scheduled court hearings without being re-arrested.

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.

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 performance indicators at the YSC to PbS, and then receives a performance report from the CJCA benchmarking our performance against the field averages for each performance area. Once all data has been collected and analyzed, each participating facility is ranked between Levels 1 through 4. In Fiscal Year 2011 YSC began its PbS participation as a Level 1 facility. In Fiscal Year 2012, YSC intend raised its score to become a Level 2 facility by improving its incident classification process. In Fiscal Year 2013, DYRS would like YSC to rise to a Level 3 facility by improving its safety, order, health and security indicators. **Completion Date: June 2013.**

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.

The DC Gateway Project is a collaborative of child- and family-serving agencies across the District that seeks to expand and strengthen the System of Care to ensure that young people in the District are gain improved access to mental health services in a timely and appropriate manner. One of the main goals of the project is to maximize District resources in service delivery and ensure that there is "No wrong door" for youth with serious emotional disturbance to access mental health services. Many of the youth that come in contact with DYRS are living with serious emotional disturbance, making DYRS an important partner in the project. In particular, YSC is often a first point-of-contact for youth experiencing mental health problems and DYRS anticipates that it will serve as one of many "one-stop-shops" for accessing mental health services. FY2013 is the first year of the project and to begin DYRS will be an active participant in the Executive Team as well as the Management Team and each of the three Subcommittees: Best Practices, System Resources, and Social Marketing. DYRS will also participate in collaborative and



planning efforts to expand the System of Care. This will include Memoranda of Agreement and the identification of training and technical assistance needs. Completion Date: September 2013.

KEY PERFORMANCE INDICATORS – Detained Services

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights ⁴	6.8	7.0	4.76	6.5	6.0	5.5
% of youth receiving medical and mental health screening within four hours of admission to YSC ⁵	94.7%	95%	93%	95%	95%	95%

⁴ Industry Standard

⁵ Efficiency



Office of the Director

SUMMARY OF SERVICES

The Office of the Director provides leadership and guidance to the Agency, in addition to building partnerships and fostering collaboration, coordination and communication among agencies and other stakeholders that have contact with court-involved youth and their families to improve public safety and outcomes for youth.

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

The current data systems required to keep track of the agency's youth population are large, complex and susceptible to significant slowdowns and stoppages as the quantity of data grows every day. DYRS's primary youth-focused data system is the Youth Empowerment System (YES), which tracks each youth's individual case history, case disposition, program enrollments, program activities, assessments, unusual incidents and progress notes. YES was intentionally built for ease of data entry and to facilitate basic operational program management.

DYRS plans to partner with the Office of the Chief Technology Officer (OCTO) to build a 'data warehouse' that would provide a platform for enhanced data analysis and the buttress efforts to integrate data within DYRS and across other system stakeholders. DYRS hopes to capitalize on the latest Data Warehouse technology to facilitate and automate its growing data requirements. DYRS plans to use the Data Warehouse to provide a repository for managers and decision makers to easily and rapidly extract information to answer questions specific to their role in the care of the youth within the agency.

DYRS expects to see key outcomes in four primary areas. First, improved practices and procedures. The new business intelligence environment will enable DYRS users, managers, and executives to gain a better understanding of the data they have within the agency, and will give every group the information they need to make informed decisions.

The availability of "dashboards" that provide real-time data to direct care staff will better equip them to manage day-to-day care of DYRS youth. Likewise, the agency's managers and partner organizations will be able to leverage the agency's newly harnessed data to provide timely, data-informed oversight of care givers. And executive-level decision makers will have more refined data available to buttress high level policy decisions.

At an operational scale, it is foreseen that the data warehouse will cut back on the number of hours DYRS and stakeholder staff spend aggregating and integrating data – a development that will allow for streamlining of juvenile justice systems.



The second expected outcome will be enhanced program evaluation. DYRS expects that the data warehouse will allow the agency to enhance its current program evaluation processes. While current efforts generally require painstaking data aggregation efforts, the data warehouse will pave the way for faster automated reporting that allow more time for data analysis.

The third anticipated outcome is expanded information sharing. The data warehouse will create a safe environment for integrating diverse data systems. With Title II resources, DYRS will begin by linking its own internal data systems and combining these data sources with databases sister agencies, such as the Office of the State Superintendent for Education, and the Department of Mental Health. **Completion Date: June 2013.**

KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2011 Actual	FY 2012 Target	FY 2012 YTD	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
% of YDR positions vacant ⁶	N/A	N/A	N/A	10% (Baseline)	8%	8%
% of YDR staff in full compliance with training requirements	N/A	N/A	N/A	80% (Baseline)	80%	80%
% of Direct Care Staff Trained in Positive Youth Development	N/A	N/A	N/A	80% (Baseline)	90%	100%

⁶ Efficiency indicator