



**FY 2015 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 youth who are placed under the custody of the D.C. Superior Court's Division of Social Services.

**PERFORMANCE PLAN DIVISIONS**

- Committed Services
- Detained Services
- Office of the Director

**AGENCY WORKLOAD MEASURES**

<b>Measures</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 YTD<sup>1</sup></b>
Number of youth newly committed to DYRS by the D.C. Superior Court	182	174	134
Average Daily Population at YSC	77	104	82
Average Length of Commitment	994 Days	1044 Days	1111 Days
Average Daily Committed Population	850 youth	605 youth	480 youth

<sup>1</sup> Data is current as of 8/1/2014. Year-end data available by 10/17/2014.



## *Committed Services Division*

### **SUMMARY OF SERVICES**

The Committed Services Division provides secure detention and effective detention alternative programs to youth who are placed under custody of DYRS. 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 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**

#### **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**

#### **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**



**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**

**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**

**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.**



## KEY PERFORMANCE INDICATORS – Committed Services

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>2</sup>	FY 2015 Target	FY 2016 Projection	FY 2017 Projection
% of committed youth in out-of-state residential placements	18.6%	13%	18.6%	15.5%	15	14.5%
Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights <sup>3</sup>	4.86	6.5	5.12	6.0	5.5	5
Average caseload – case manager to committed youth ratio	21.1	25	15.26	22	20	19
% 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	84.5%	95%	80.3%	95%	88%	90%
Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release <sup>4</sup>	23%	29%	26.4%	28%	26%	24%
% of committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	66.9%	70%	90.5%	80%	85%	90%
% 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 <sup>5</sup>	85.5%	80%	96.4%	80%	85%	90%

<sup>2</sup> Data is current as of 8/1/2014. Year-end data available by 10/17/2014.

<sup>3</sup> Industry Standard

<sup>4</sup> Measured as a finding of involvement in a new offense

<sup>5</sup> 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 Detained Services Division provides supervision, custody, and care of young people charged with a delinquent act in the District who are detained in a DYRS-run or DYRS-contracted facility while awaiting adjudication. 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: 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**

**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**



## KEY PERFORMANCE INDICATORS – Detained Services

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>6</sup>	FY 2015 Target	FY 2016 Projection	FY 2017 Projection
Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights <sup>7</sup>	9.39	6.0	6.56	5.5	5.0	5.0
% of youth receiving medical and mental health screening within four hours of admission to YSC <sup>8</sup>	98.2%	95%	78.8%	95%	95%	95%
Average daily ratio of direct care staff to youth during collection month.	TBD	TBD	TBD	0.95	0.95	0.95

<sup>6</sup> Data is current as of 8/1/2014. Year-end data available by 10/17/2014.

<sup>7</sup> Industry Standard

<sup>8</sup> 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: 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)**

**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**





## KEY PERFORMANCE INDICATORS – Office of the Director

Measures	FY 2013 Actual	FY 2014 Target	FY 2014 YTD <sup>9</sup>	FY 2015 Target	FY 2016 Projection	FY 2017 Projection
% of YDR positions vacant <sup>10</sup>	5.97%	8%	6.5%	8%	7.5%	7.0%
% of YDR staff in full compliance with training requirements	66.7%	80%	66.8%	80%	84%	88%
% of Direct Care Staff Trained in Positive Youth Development	N/A	90%	67.3%	90%	95%	100%
Number of Case Management Staff and Social Workers in Professional Development Training Track	N/A	N/A	N/A	75% <sup>11</sup>	75%	75%

<sup>9</sup> Data is current as of 8/1/2014. Year-end data available by 10/17/2014.

<sup>10</sup> Efficiency indicator

<sup>11</sup> FY15 is the first year for this new KPI