



**Council of the District of Columbia
Committee on the Judiciary
Performance Oversight Hearing
Pre-Hearing Questions and Answers**



General Questions 21

**FY 2016 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 Management

AGENCY WORKLOAD MEASURES

Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual
Number of youth newly committed to DYRS by the D.C. Superior Court	174	156	128
Average Daily Population at Youth Services Center (YSC)	104	81.3	81.7
Average Length of Commitment	1044 Days	1094 Days	944 days
Average Daily Committed Population	605 youth	468 youth	365 youth

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



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youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior.

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

INITIATIVE 1.1: Implement gender-based programming strategies equivalent to best practices in other jurisdictions.

In FY 2016, DYRS will launch programs directed at our female and LGBT populations with the goal of increasing participation in Achievement Center Programs. We will review current agency practices and research best practices by December 15, 2015. Implementation and program launch will occur in January-March 2016. **Completion Date: June 30, 2016**

District Priority Area (Required): A Safer, Stronger DC;
District Priority Goal (If applicable): N/A

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

INITIATIVE 2.1: Create programming at New Beginnings focused on the Positive Youth Justice Domains.

In FY 2016, staff at New Beginnings will hold at least 8 campus-wide recreational events to include participation from both staff and youth. These activities will engage at least 20% of the youth at the facility in each event and focus on team building, fostering healthy relationships and strengthen team cohesiveness. **Completion Date: September 30, 2016**

District Priority Area (Required): A Safer, Stronger DC
District Priority Goal (If applicable): Make DC the safest big city in America

INITIATIVE 2.2.: Implement specialized behavioral health groups at New Beginnings.

In order to address the ongoing behavioral health needs of our committed youth, New Beginnings will offer three intensive, specialized behavioral health groups focused on the following issues: grief and loss, substance abuse, and trauma systems therapy. **Completion Date: September 30, 2016**

District Priority Area (Required): A Healthy Community
District Priority Goal (If applicable): Promote Health Equity

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



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INITIATIVE 3.1: Implement an aggressive strategy to assess and provide treatment to youth who need substance abuse services.

At intake 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. 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, 2016**

District Priority Area (Required): A Safer, Stronger DC

District Priority Goal (If applicable): Make DC the safest big city in America

INITIATIVE 3.2: Increase parental involvement in the DYRS Team Decision Making process.

In FY2015, DYRS launched a new family team meeting approach called Team Decision Making. We hold quarterly meetings with each committed youth for the duration of their commitment. In FY2016, we will focus our efforts on parental involvement in these very important meetings. In each meeting we review the CAFAS (Child and Adolescent Functional Assessment Scale) and create a treatment plan for the next 90 days. With increased parental support of the process, we believe we can also increase our overall family empowerment efforts for each youth. In order to do this, the TDM team will reach out to parents in advance of each meeting, ensure that meetings are held at times convenient for the family, and work with Case Managers to coordinate each meeting. Additionally, the agency will begin to use both *genograms* and *ecomaps* as part of our family empowerment efforts. **Completion Date: June 30, 2016**

District Priority Area (Required): A Safer, Stronger DC

District Priority Goal (If applicable): Make DC the safest big city in America



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KEY PERFORMANCE INDICATORS – Committed Services

Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Committed youth in out-of-state residential placements	18%	15.5%	12.75%	15.5%	15%	14.5%
Rate of injuries to youth from assaults at New Beginnings Youth Development Center per 1,000 bed nights ⁱ	6.0	6	6.83	6.0	5.5	5
Average caseload – case manager to committed youth ratio	15.4	22	10.82	22	20	19
Newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their Team Meeting and Success Plan	75%	95%	93.55%	95%	95%	95%
Recidivism rate for youth released from the DC Model Unit program within six months of the date of their release ⁱⁱ	27.8%	28%	35.85%	28%	26%	24%
Committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	90.6%	80%	92.81%	80%	85%	90%
Committed youth connected to school or work and a positive adult at six month intervals from the date of their release from the DC Model Unit Program ⁱⁱⁱ	94.5%	80%	92.73%	80%	85%	90%



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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: Operate secure facilities that are safe, humane, and address youth needs using a strengths-based approach.

INITIATIVE 1.1: Provide youth focused programming that supports youth's physical, emotional and social development by cultivating a sense of personal responsibility and modeling positive behavior.

Youth Service Center staff will develop meaningful programs to foster a culture that does not tolerate physical, emotional and sexual abuse or harassment. At least one program will be conducted each quarter. Facility staff will work together in teams to create the programming about decision making, conflict resolution, and teamwork, etc. as it relates to positive youth development. The goal of this initiative is to decrease the *youth on staff assaults* and the *youth on youth assaults* in the facility. **Completion date: August 31, 2016**

District Priority Area (Required): A Stronger, Safer DC

District Priority Goal (If applicable): Make DC the safest big city in America

OBJECTIVE 2: Provide individualized educational services and opportunities to youth in order to improve educational outcomes while reducing delinquent behavior and promoting safer communities.

INITIATIVE 2.1: Increase the number of family engagement activities within the Youth Service Center facility.

In order to increase youth and family empowerment, YSC will create opportunities for families to participate in activities with their youth on a regular basis. The YSC facility will offer quarterly family social events to include resource fairs. Also, monthly family game nights will be held in conjunction with the behavioral health groups held at the facility. **Completion Date: April 30, 2016**

District Priority Area (Required): A Healthy Community

District Priority Goal (If applicable): N/A



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KEY PERFORMANCE INDICATORS – Detained Services

Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
Rate of injuries to youth as a result of assaults at Youth Services Center per 1,000 bed nights ^{iv}	8.2	5.5	11.22	5.5	5.0	5.0
Youth receiving medical and mental health screening within four hours of admission to YSC ^v	79.2%	95%	74.24%	90%	92%	95%
Average daily ratio of direct care staff to youth during collection month.	1.6	1	2.14	0.95	0.95	0.95

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: The Case Management division will improve service delivery to all committed youth.

In FY 2015, the agency began a series of reforms in the Case Management Business Unit. In FY 2016 we will continue our efforts, in order to reduce staff turnover and achieve our targets for complete case management/service delivery. This includes:

- Launching a revised Case Management Manual. We will also provide training and technical assistance to all workers once the manual is released;
- Conducting Quarterly Booster Trainings on important case management topics and practices (such as CAFAS, setting goals with youth, and family engagement); and
- Providing Continuing Education and Professional Development opportunities on a quarterly basis for all social workers.

Completion Date: September 30, 2016

District Priority Area (Required): A Safer, Stronger DC



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District Priority Goal (If applicable): Make DC the safest big city in America

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

INITIATIVE 2.1: Drive the agency towards a “trauma-informed” approach in order to provide better care and individualized services to youth.

National trends have recently shifted towards a trauma-informed approach to service delivery within social service and government organizations. In FY16, DYRS will provide trauma-informed introductory training to all agency staff. Additionally, we will work towards implementing additional services and programs focused on the needs of youth with trauma in their past.

Completion Date: June 30, 2016

District Priority Area (Required): A Healthy Community

District Priority Goal (If applicable): Promote Health Equity

KEY PERFORMANCE INDICATORS – Office of the Director/Agency Management

Measures	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection
YDR positions vacant ^{vi}	6.75%	8%	6.12%	8%	7.5%	7.0%
YDR staff in full compliance with training requirements	70.7%	80%	92.98%	80%	84%	88%
Direct Care Staff Trained in Positive Youth Development	57.13%	90%	75%	90%	95%	100%
Number of Case Management Staff and Social Workers in Professional Development Training Track	Not Available	75%	7.41%	75% ^{vii}	75%	75%

ⁱ Industry Standard

ⁱⁱ Measures as a funding of involvement in a new offense

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

^{iv} Industry Standard

^v Efficiency

^{vi} ibid



^{vii} FY15 is the first year for this new KPI

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