

DISTRICT OF COLUMBIA

DEPARTMENT OF YOUTH REHABILITATION SERVICES



FISCAL YEAR 2012 ANNUAL PERFORMANCE REPORT





ANNUAL PERFORMANCE REPORT FISCAL YEAR 2012

Government of the District of Columbia Department of Youth Rehabilitation Services

Vincent C. Gray, Mayor

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The artwork and poetry you see in this report are original pieces by DYRS youth.



Table of Contents

Executive summary.....	6
Section I: Inside DYRS.....	9
About DYRS.....	10
DYRS programs and services.....	10
Section II: The DYRS Approach	15
Achieving our strategic goals	16
The Strategic Plan for FY2013-2014.....	16
Our approach to preparing youth to succeed.....	17
Our approach to promoting safe communities	20
Our approach to promoting safe facilities	23
Section III: DC YouthLink.....	25
Promoting public safety, preparing youth to succeed, and investing in the District	26
How does DC YouthLink work?	27
DC YouthLink outcomes and accomplishments.....	28
Section IV: DYRS Management Strategies	33
Pursuing efficient and effective management	34
Building and maintaining a strong staff.....	34
Being fiscally responsible	36
Section V: Public Safety Outcomes and Other Data.....	39
Public safety outcomes	40
Population statistics and trends.....	49
DC YouthLink data	57
Performance-based Standards.....	60
Section VI: Key Terms and Acronyms	65

DYRS Youth in FY2012

Youth succeeding at work

324

DYRS youth linked to job readiness training

183

DYRS youth connected to internships and unsubsidized work in restaurants, government offices, nonprofits, and tech companies

117

Vocational certificates earned by DYRS youth in Microsoft Office, culinary arts, high-tech cabling, sales, home health services

Youth succeeding at education

190

DYRS youth received educational support services such as tutoring and GED prep

46

DYRS youth earned their high school diploma or GED

12

DYRS youth enrolled in colleges and universities such as Delaware State, Morgan State, UDC, Potomac College, West Virginia University

Youth succeeding in health

278

DYRS youth linked to community-based mental and physical health services

72

DYRS youth connected with outpatient substance abuse treatment or counseling through DC YouthLink

Youth succeeding in relationships

504

DYRS youth paired with positive adults through DC YouthLink

53

DYRS youth receiving family support or parenting classes

Youth succeeding in creativity

29

DYRS youth enrolled in programs in theater, photography, and the arts

13

DYRS youth trained in the visual arts and music combined with work opportunities and community service

Youth succeeding in community engagement

31

DYRS youth gained experience in landscaping, auto mechanics, or green technologies through *Earn, Learn, Grow*. This included the youth providing 24 elderly and disabled residents with complimentary grass cutting

75

DYRS youth completed a gang intervention and violence prevention program

100

DYRS youth participated in the Juvenile Delinquency Prevention Summer Call-in Initiative to keep youth on the right track over the summer





VINCENT C. GRAY
MAYOR

When I took office as Mayor, I envisioned a city that works as one to improve job creation and economic growth, quality education, fiscal stability, and safe communities. I am pleased to report that we have a safer, stronger city today.

The results contained in the Department of Youth Rehabilitation Services' Fiscal Year 2012 Annual Performance Report demonstrate that we can create safe communities by helping the District of Columbia's court-involved youth succeed. More than ever before, DYRS youth are connected to jobs, earning high school diplomas, going to college, and participating in positive activities in their home neighborhoods. At the same time, recidivism levels are at a five-year low. These gains reflect the value of cross-agency partnerships and investments in our communities that create a network of supports and services for court-involved young people and their families.

I applaud the people at DYRS and the agency's partners whose hard work, dedication, and collaborative spirit improves the quality of life for youth, communities, and our city as a whole.

A handwritten signature in black ink that reads "Vincent C. Gray".



Dear District Resident,

I am pleased to present the Department of Youth Rehabilitation Services' Annual Performance Report for Fiscal Year 2012. The agency is committed to promoting public safety through the effective rehabilitation of the youth in our care.

DYRS is increasingly seen as a model by juvenile justice experts nationwide for effectively rehabilitating youth. Our agency is applying evidence-based approaches, best practices, and promising programs to promote long-term public safety. We are holding youth accountable and working with them on a successful transition from adolescence to adulthood. We want what every caregiver wants for their child: a good education, job and vocational training, and a feeling of belonging in their community.

It is gratifying to see that public safety gains are being achieved while more DYRS youth than ever before are attaining a GED, participating in mentoring programs, and receiving workforce training.

We believe that all young people can develop positively when connected to the right mix of opportunities and supports, which is why we value so deeply our relationships with families, law enforcement, social services, schools, employers, neighborhoods, and our sister agencies. Our achievements are a credit to a large and diverse group of dedicated individuals and organizations. I would like to express my thanks to the agency's staff and our partners.

This report summarizes our agency's results and offers a transparent look into DYRS' operations, programs, and outcomes. We are proud of our progress, and we also recognize that there is more work to be done. We are ready to build on our positive outcomes to better serve youth and the District as a whole.

Sincerely,

A handwritten signature in black ink that reads 'Neil A. Stanley'. The signature is written in a cursive style with a long, sweeping tail on the letter 'y'.

Neil A. Stanley, Esq.
Director of the Department of Youth Rehabilitation Services

Executive Summary

Research shows that the best way to improve long-term public safety is to give court-involved youth the tools they need to become successful adults.¹ To help prepare youth to succeed, every aspect of DYRS' culture—from staff training, to youth programs, to our methods of staying accountable—reflects the belief that youth can change. This approach is called Positive Youth Development because it puts the emphasis on youth becoming successful adults.

Using this approach, we are improving public safety and changing the lives of the youth in our care. Year after year, fewer of our youth are being re-arrested and re-convicted. These improvements are happening even as we meet our legal mandate to place youth in the least restrictive, most homelike environment consistent with public safety.

The pages that follow describe two trends in the District of Columbia that we believe are linked: Public safety improvements and the expansion of community-based services with Positive Youth Development at their core. Positive Youth Development drives everything we do at DYRS, and is the basis for our innovative DC YouthLink initiative. DC YouthLink prepares youth to succeed in their home communities by building on their strengths and supporting them with targeted, community-based services.

Public safety gains

To reduce the likelihood that young people will re-offend, we combine comprehensive rehabilitative services with careful monitoring and supervision, and continually improve our public safety strategies. Thanks to these efforts, we saw unprecedented gains in public safety outcomes in FY2012.

Re-convictions are down.

A key indicator of successful youth rehabilitation is a low percentage of court-involved youth being convicted of a new offense within their first

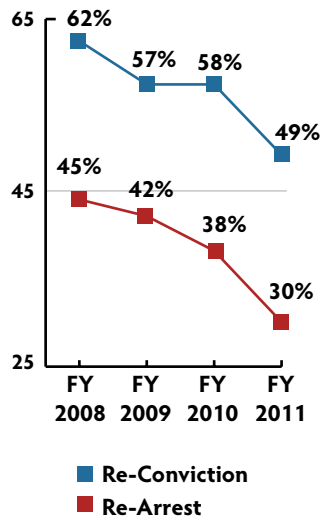
HOW TO READ DATES IN THIS REPORT: FISCAL YEAR VERSUS CALENDAR YEAR

DYRS's fiscal year runs from October 1 to September 30. We use the fiscal year for most accounting, budgetary, and reporting purposes.

This report covers Fiscal Year 2012, from October 1, 2011 to September 30, 2012.

year of community placement. This percentage, known as the recidivism rate, has continued to fall, from a high of 45% for youth committed to DYRS in FY2008 to 37% for youth committed in FY2010, the most recent year for which full data is available. This positive trend is continuing with the youth who were committed to the agency in FY2011. For that group, the recidivism rate is 30% based on the partial data available. Overall, the recidivism rate has decreased every year since FY2008.

Re-Conviction and Re-Arrest Rates FY2008–2011



*FY2011 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements was not available at the time of this report

Arrests are down.

Another positive indicator that our strategies are working is that our overall re-arrest rate fell by 37% between calendar years 2011 and 2012. This downward trend held true across all major offense types, including violent offenses (down 32%) and robberies/attempted robberies (down 43%). Last year, fewer than half of these re-arrests resulted in re-convictions, which shows that we must consider outcomes when we use re-arrest to measure public safety performance. Even so, by comparing arrest rates from year to year, we get a snapshot of change in how many youth are making new contact with the justice system.

Another way that we work to improve public safety is to improve how we monitor youth. In FY2012, we ramped up our electronic monitoring, strengthened supervision at community-based residential facilities, and turned to outside experts for help in validating and the tool we use to assess risk and guide placement decisions.

Community-based services

The gains we are experiencing in public safety coincide with the District of Columbia being at the forefront of a national trend in positive, community-based services and placements for youth committed to a juvenile justice agency. Juvenile justice systems across the country are relying less on secure confinement and more on community-based placements and services.² Placing court-involved youth in the community with structured services is

a recognized way to decrease recidivism, improve public safety, and increase youth involvement in education and work.³

DYRS: A MODEL FOR OTHERS

"The Oregon Youth Authority recognizes the intentional effort of DYRS to implement the Positive Youth Justice model as one that we can learn from to advance our mission of reducing recidivism, creating safer communities, and supporting youth to become productive, crime-free citizens. The Positive Youth Justice model uses data and research to inform decisions to create the best outcome for youth and safer communities, which are priorities for Oregon's juvenile justice system."

- Fariborz Pakseresht
Director of Oregon Youth Authority

We call our initiative to support community-based placements DC YouthLink. In 2009, DYRS and the DC Children and Youth Investment Trust worked together to launch DC YouthLink, a coalition of community-based service providers experienced in supporting court-involved youth.

We built DC YouthLink based on our belief that neighbors and the community are often far better suited and more successful than government agencies at helping court-involved youth succeed in the community. By investing in youth-serving organizations in home neighborhoods, we accomplish two things:

1. We support youth committed to DYRS; and
2. We develop local resources that can keep youth from re-offending and stop others from entering the justice system in the first place.

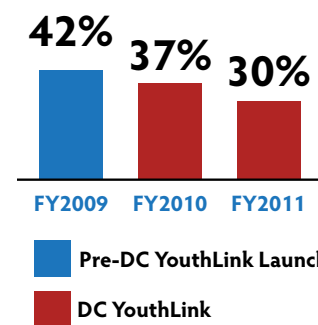
WHAT DOES DC YOUTHLINK DO?

- Connects DYRS youth who are in the community to services, supports, and resources to help them succeed.
- Protects public safety by engaging court-involved youth in positive activities in the community.
- Invests in and builds upon the strengths of community-based organizations to serve youth near their home.

Eighteen-year-old Malik⁴ tells us in his own words how the services he received through DC YouthLink affected his life.

"When I came to DYRS, I was considered a threat to the community and public safety and quite frankly, I did not believe that most of the people I met in the system really understood or cared. That changed when I met my mentor. He didn't judge me but talked to me about the situations that led me to getting my charge. I shared with him that for years my mother had been struggling with a serious issue and my mentor has been the person helping me to remain patient and supportive of my siblings in a way that does not put me in a bad situation... He encouraged me to take my education seriously and told me that he would hold me accountable for doing so and made me to promise him that I would get my GED. Recently, I delivered on my promise and I got my GED... Today, I'm currently employed and thankful for the role that my mentor played in my life. It means a lot to me when he asks how I'm doing, and how my mom is doing. He is like a father to me, because he is the first man that I truly want to make proud." — Malik, age 18

One-year re-conviction rate for DYRS youth with initial community-based placement following commitment to the agency



In its first three years, DC YouthLink has provided services ranging from job training and school support to mentoring and substance abuse to more than 1,100 youth. Over the same period, our youth have become less likely to be re-arrested, less likely to run away, and more likely to be involved in organized, positive activities. DC YouthLink promotes public safety by getting involved in the lives of youth.

More and more DC YouthLink youth are staying involved in services and out of trouble. While many factors influence the public safety outcomes for youth under DYRS supervision, the growth of DC YouthLink as the primary way that we involve youth in the community tracks with overall improvements in public safety.

DC YOUTHLINK IN NUMBERS*

Launch date: **October 1, 2009**

Total # of youth served: **1,110**

of community-based organizations that have participated: **54**

% of youth without a re-conviction: **83%**

Avg. hours of engagement per youth per week of: **5.2**

of youth paired with positive adults: **791**

of youth enrolled in job readiness programs: **419**

of youth receiving educational services: **387**

of youth enrolled in health services: **405**

**All data is from October 2009 – September 30, 2012. The re-conviction data is from April 2011 – September 30, 2012.*

Since its launch in October 2009, DYRS has invested in local groups that support court-involved youth through DC YouthLink, money that we might otherwise have spent on out-of-state residential placements for these youth. By investing financially, and by strengthening community partnerships, we are helping DC YouthLink to create a sustainable network of local organizations and agencies that will continue to work together to support safe, strong communities.⁵

The money DYRS is investing goes almost entirely towards direct services for youth. In line with best practices for health and human services nonprofits, we spend less than 20% on combined indirect/administrative/non-program costs. Put another way, at least 80 cents of every dollar that leaves DYRS goes toward direct

program costs. In fact, this year 84 cents on every dollar of DC YouthLink funding has been spent on services.

DC YouthLink is just one way that DYRS helps youth to succeed. We are also working with schools, law enforcement, mental health experts, job coaches, and other professionals to obtain other services for our youth. In partnership with sister agencies and community supporters, these youth-to-community connections are making positive, lasting imprints on the District of Columbia.

Ode to My Mom

I put powerful
Praise to my mother for
Having me and having
My brothers and sisters
She helped me when
I'm down and when I
Needed somebody to talk to
She taught me a lot
Of what I know to this day
I would give my life up for
My mother cuz she birthed me
Her brain talks to me everyday.

-D.G.

Endnotes

¹ Lipsey, M.W. (2009). The primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. *Victims and Offenders*, (4), 124–47; Butts, J.A., Bazemore, G., & Meroe, A.S. (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.

² Evans, D. (2012). *Pioneers in Juvenile Justice Reform: Achieving System Change Using Resolution, Reinvestment, and Realignment Strategies*. New York, NY: John Jay College of Criminal Justice.

³ National Research Council. (2012). *Reforming Juvenile Justice: A Developmental Approach*. Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers, and Julie A. Schuck, Eds. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.

⁴ The names of all DYRS youth referenced in this publication have been changed to protect their identities.

⁵ Sampson, R., Raudenbush, S.W., & Earl, F. (1998). *Neighborhood Collective Efficacy – Does it Help Reduce Violence?* Washington, DC: National Institute of Justice. Available at www.wjh.harvard.edu/soc/faculty/sampson/articles/1998_NIJ_ScienceReprint.P.D.f



SECTION I: INSIDE DYRS

About DYRS

DYRS MISSION

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 homelike environment consistent with public safety¹

DYRS VISION

To provide the nation's best continuum of care for court-involved youth and their families through a wide range of programs that emphasize individual strengths, personal accountability, skill development, family involvement, and community support.²

¹ D.C. Code § 2-1515.04(6).

² D.C. Code § 2-1515.04.

The Department of Youth Rehabilitation Services (DYRS) works with young people in the District who have gotten into trouble with the law. We are responsible for the custody, supervision and care of young people charged with an offense and either:

- ▶ **Detained** in a DYRS facility while awaiting court involvement, or
- ▶ **Committed** to DYRS by a DC Family Court judge after court involvement

Youth can be committed to the juvenile system if they are 18 or younger. Once they are committed, they may remain in our care until the age of 21. To help young people get on the right track, our agency provides

comprehensive support services to committed youth, both in our secure facilities and within the community.

DYRS programs and services

When youth first get into trouble, the Family Court may detain them in DYRS facilities to wait for further court action. After court action, if the court commits youth to DYRS care, then our involvement deepens, as we place the youth either into secure or community-based placements and serve them for the time they are committed.

In this section, you will learn about:

- ▶ Placements for detained youth who are awaiting court action
- ▶ Placements for committed youth, and how we make placement decisions
- ▶ How we care for committed youth with case management and support services

WHO DOES DYRS REPORT TO?

DYRS is part of the District government's Health and Human Services cluster, reporting to the Deputy Mayor for Health and Human Services, Beatriz Otero. Because the agency has a dual mission of youth development and public safety, DYRS also participates in many Public Safety and Justice cluster activities and initiatives under the leadership of Deputy Mayor for Public Safety and Justice, Paul Quander. The agency reports to the Council of the District of Columbia's Committee on Human Services, chaired by Councilmember Jim Graham.

Awaiting court action: Placements for detained youth

77

The average daily population of youth in the Youth Services Center during FY2012

19

The average number of days that youth remained in the Youth Services Center in FY2012

DYRS gets involved when the courts place a youth charged with an offense in either a community-based shelter home or the Youth Services Center while awaiting court action. The courts make placement decisions about each detained youth based on his or her supervision and treatment needs, and place youth into one of three possible settings:



- ▶ The Youth Services Center
- ▶ A community-based shelter home
- ▶ At home with a parent or approved guardian

The Youth Services Center is an 88-bed secure residential facility that provides 24-hour supervision, custody and care. Services include diagnostic screenings, onsite medical care, individual and group counseling, education provided by the DC Public Schools, structured recreational activities, and family visits and engagement programs.

The courts place some youth awaiting court action into **community-based shelter homes**. We contract with these providers to house youth in a structured, homelike setting. While at the shelter home, youth are supervised, receive support services, and attend school or work in the community. Court Social Services monitors youth in community-based shelter homes.

The courts may release other youth waiting for court action to a parent or approved guardian. This is called **home placement**. Court Social Services monitors youth in home placement, who must abide by strict release conditions.

After court action: Placement decisions and facilities for committed youth

When the court is preparing to commit a youth to DYRS, our staff works closely with counterparts at Court Social Services to determine the best treatment option. In making placement decisions, our goal is always to seek the least restrictive, most homelike environment consistent with public safety.

How we decide where to place committed youth

To determine placement, we review a youth's history, consider his or her unique strengths and treatment needs, perform standard evaluations, and incorporate the inputs, recommendations of other agencies, and the youth's family and support system. The overall process is as follows:

Review court recommendations

When making placement decisions, we consider the court's recommended plans for treatment and supervision.

Review reports and assessments

Our staff also reviews disposition reports, social studies prepared by Court Social Services, psychological and psychiatric evaluations, psycho-educational evaluations, and discharge summaries from other programs and placements.

Conduct mental health and substance abuse needs assessments

Committed youth receive mental health and substance abuse needs assessments such as:

- ▶ The Child and Adolescent Service Intensity Instrument
- ▶ The Massachusetts Youth Screening Instrument
- ▶ The Trauma Symptom Checklist
- ▶ The Global Appraisal of Individual Needs-Initial Instrument

Conduct a risk assessment

With all preliminary reviews and assessments complete, we then conduct an initial risk assessment using the Structured Decision-Making (SDM) tool, which takes into account factors such as:

- ▶ Offense severity
- ▶ The number and type of prior court actions
- ▶ The number of out-of-home placements
- ▶ School discipline and attendance history
- ▶ Substance abuse issues
- ▶ Peer relationships

The outcome of the SDM risk assessment helps our team determine how restrictive a placement must be for a youth to receive treatment and effective rehabilitation.

Hold an initial Youth Family Team Meeting

With all the appropriate assessments in hand, a meeting is called with the youth, the youth's parents or guardians, the youth's DYRS Case Manager, and any other adults who are invested in the young person's success. The group reviews the youth's assessments, considers his or her strengths and key needs, and then develops an individualized plan that outlines ongoing supervision, services, supports and opportunities the youth will need to successfully transition to adulthood and to reduce the likelihood of reoffending. One of the group's most important decisions is where among the array of possible placement options the youth will begin his or her rehabilitation.

Placement options for committed youth

BUILDING CAPACITY FOR COMMUNITY-BASED PLACEMENTS

By improving the quality of community-based residential treatment centers, we were able to add capacity to other more effective, less costly options than secure placement. In FY2012, we:

- ▶ Increased bed space in independent living programs in the District and Maryland
- ▶ Licensed two new therapeutic family homes in the District, adding 11 bed spaces for males
- ▶ Added another therapeutic family home in the District, which provides six bed spaces for females between the ages of 17-21

Based on their supervision and treatment needs, committed youth may have a community-based placement or may be assigned to a secure facility. All youth, no matter where they begin treatment, eventually transition into community placement.

Community-based placements

Court-involved youth who require less restrictive placement may complete their treatment through:

- ▶ Community-based residential facilities
- ▶ Therapeutic foster care / extended family homes
- ▶ Independent living programs
- ▶ Home placement

DYRS contracts with **community-based residential facilities** to house youth in a structured, homelike residential setting. These programs, staffed 24-hours a day, typically house six to 10 youth of the same gender at any one time. Although youth reside full-time in the program, they attend local schools, can participate in family visits, and receive support services within the community. Community-based residential facilities provide supervision, counseling services, structured recreational activities, and programs to promote Positive Youth Development. This is often our best option when we want a youth to be close to home, but being in their own home is not appropriate.

Depending on the specific circumstances of a case, we place some youth into **therapeutic foster care or extended family homes**. In such instances, youth live with a foster family in a private home, with their activities monitored. They also receive individual, group and family counseling and attend school and jobs within the community.

A CLOSER LOOK: IMPROVING QUALITY AT COMMUNITY-BASED RESIDENTIAL FACILITIES

To provide more effective alternatives to secure placement, in FY2012 DYRS adopted a systematic approach to improve the quality of supervision and treatment services delivered by community-based residential facilities. The approach involves:

- ▶ Using an objective, outcome-based tool for evaluating facility performance across three key indicators: re-arrest rates, abscondence rates, and the rate at which youth successfully complete the program. The quarterly evaluations have helped us better assess performance, identify areas for improvement, and hold providers accountable for the supervision and services they deliver to young people
- ▶ Creating an internal team to develop improvement strategies for supervision and treatment services and to monitor providers
- ▶ Holding monthly and quarterly provider meetings to discuss compliance issues, communicate agency initiatives and policies, and develop plans for improvement
- ▶ Improving provider training and reporting methods, including an orientation training program for new and out-of-compliance facilities
- ▶ Revising the way we monitor provider contracts for billing and compliance by requiring providers to submit a detailed record of the type and frequency of services provided to each youth during the billing period

In addition, at the close of FY2012, all of our community-based residential facilities in the District had Human Care Agreements in place and were in compliance with DCMR § 29, the District's licensing regulation.

These strategies are improving the quality of service delivery, the number of services provided, staff professionalism, customer service and compliance.

We place other youth into **independent living programs**. In these programs, youth live independently within a structured program, monitored by a DYRS provider. This placement is best for older youth who have had success in other placements and are transitioning to independent adulthood. The program provides basic living expenses, and youth are required to go to school and/or work full-time.

The final category of community-based placement is **home placement**. Youth in home placement stay at home with a parent or guardian, or elsewhere within the community with a third-party guardian. A DYRS case manager monitors home-placed youth, who must go to school or work full-time. Youth in home placement also receive community support services.

Support services for youth in community-based placements

Committed youth in community-based placements receive quality comprehensive support services designed to reduce their likelihood of re-offending and help them succeed in the community. The primary way that we deliver this support is through DC YouthLink, a program that links youth to local supports and services, such as:

- ▶ Workforce training and job placement
- ▶ Educational support
- ▶ Physical and mental health
- ▶ Family empowerment and engagement
- ▶ Activities to promote relationships, creativity, and community engagement

You will learn more about DC YouthLink in Section III of this report.

Secure placements

The agency reserves secure placements for youth who need the most restrictive supervision and intensive treatment. Our secure options include the New Beginnings Youth Development Center, residential treatment centers, psychiatric residential treatment facilities, and residential drug treatment centers.

New Beginnings Youth Development Center is a 60-bed secure residential treatment facility that provides youth with 24-hour supervision, care and custody. Services at New Beginnings include:

- ▶ Screening and assessment
- ▶ Onsite medical and dental care
- ▶ Trauma-based behavioral health care
- ▶ Individual and group counseling
- ▶ Education at the onsite Maya Angelou Academy
- ▶ Workforce and vocational training
- ▶ Structured recreational activities
- ▶ Family visits and engagement programs
- ▶ Substance abuse counseling
- ▶ Community reintegration services

Residential treatment centers and **psychiatric residential treatment facilities** are secure treatment facilities for youth with specific mental health, behavioral, or substance abuse needs. These centers provide specialized educational and behavioral modification programs in a structured, supervised environment. Depending on the treatment progress of the individual youth, a residential treatment center placement may last from six to 12 months. Many of these centers are located outside the Washington DC metropolitan area.

Residential drug treatment centers are for youth who require in-patient substance abuse detoxification and stabilization. We determine whether a youth needs such treatment based on a formal screening and assessment and case manager recommendations. Some youth require extended in-patient substance abuse treatment, which is also available through contracted providers.

From “Troublemaker” to Student Leader: The Student Government Association President

Chris is 17 years old. He is the oldest child in his family, with one brother, twin sisters and a step-brother. Chris is in the 12th grade and enjoys sports like basketball, football and baseball. He has played on his former high school’s championship team and won an MVP award in basketball.

Before coming to New Beginnings, Chris’s greatest challenge was following rules and respecting authority. Too often, he would grow frustrated and give up when he felt he was being pushed too hard. At the school at New Beginnings, Maya Angelou Academy, Chris has successfully overcome these challenges. Today, he is the president of the Student Government Association (SGA) and the captain of the New Beginnings basketball team. As SGA president, he provides

a voice for the scholars and spearheaded the initiative to begin a newsletter at the Academy. That role led him to an opportunity to interview the DYRS Director for an article for the school’s newsletter. Chris is working towards earning his high school diploma and has been on the honor roll four times. While at Maya Angelou Academy, he won the Barack Obama Leadership award and the James Forman Sr. Advocate award.



Chris is proud of what he has achieved and happy with the changes he has made in his life. He feels that he has succeeded in going from the bottom to the top—from being “one of the kids that the staff didn’t like” to “one of the kids that everybody loves.”

During commitment: Committed case management and support

For as long as a youth is committed to DYRS, we provide ongoing case management and planning services to stay connected to our youth and to help them succeed. We hold regular Youth Family Team Meetings to give everyone involved in the youth's case a chance to assess progress and refine the plan as the youth changes and grows. Case managers also monitor a youth's progress by regularly checking in with the youth, his or her family, and service providers to make sure that youth and their families are always receiving the right services and support. Case managers are always on the alert for red flags that may shift placement or treatment decisions, as well as to make sure that youth and their families are always receiving the right services and support.



Meet Ana Guzman, Case Manager

How long have you been at DYRS?

I started with DYRS May of 2010, so almost three years.

Tell us something about working at DYRS that inspires you.

One thing that definitely inspires me is the ability we have to help our young people in making better decisions in their lives. For example, Tyrone recently left for college, was one of the young men that I emphasized that school was non-negotiable and failure was not an option. Now, it feels amazing to know that all the hard work between his mentor and I paid off. Like people say, it's the small things that count and seeing minor changes in troubled youth can inspire anyone to continue doing the work we do.

How do you use Positive Youth Development principles in your life? *Positive Youth Development is a concept not only for DYRS, but for one's outlook of any youth. It's an idea of treating youth respectfully and encouraging positive outcomes. It brings acceptance to the complexity of our youth while encouraging their personal growth and productive involvement in society. The principles of Positive Youth Development help adults to better understand the upcoming generations and to accept their differences.*

Can you give an example of a time that you felt especially proud of the work you do? *The many times that I have participated in graduation, award ceremonies, and other events that the youth themselves thanked me. But one main instance where I particularly felt proud was when I finally got to the root of the problems for one of my youth, Kayla. She had a rough childhood, and had a hard time staying on track, testing positive for substance use at times, missing school. Then I learned that her mother was struggling with substance abuse issues, and that Kayla would stay home to care for her siblings. Once we got Kayla out of that environment and to her grandparents, she turned around. Today, she's got a high school diploma, is working full-time in the construction field, and is excited about her future.*

Tell us something about yourself that would surprise your colleagues. *That I enjoy the tranquility of parks, that I cook often and that I love spending time with my family and friends. Lastly, I enjoy reading especially spiritually empowering books. I just love to enjoy life.*



SECTION II: THE DYRS APPROACH

Achieving our strategic goals

In this section, we outline our agency-wide priorities in each strategic area as we move forward into FY2013, taking full advantage of and building upon the momentum we gained in FY2012.

In June 2012, we began a strategic planning process to see how effective we have been in meeting our mission and to learn how we might more effectively focus our resources in FY2013 and 2014. Each member of DYRS' executive team participated, as did staff from every agency division and each level of management. We also sought the insights of established experts in juvenile justice, creative thinkers at sister agencies, and interested community advocates. All told, hundreds of people, each with a unique view of DYRS' work, contributed to the effort. Then we presented the draft plan to the full staff to solicit and incorporate their feedback. The fruit of this labor is our Strategic Plan, which sets forth three key goals that guide all aspects of the agency's work.

Goal 1: Youth prepared to succeed

Our most important long-term public safety strategy is to help court-involved youth develop the skills and relationships they need to succeed. As you will learn in the pages that follow, we have adopted the Positive Youth Justice framework as our core, evidence-based model for providing services and opportunities that help young people become healthy, successful adults. This approach requires us to treat all youth as community assets, value them as resources, and build on their strengths to help them realize their full potential.



How DYRS' strategic goals work together: Preparing youth to succeed and ensuring safe facilities and communities are interdependent with effective management

Goal 2: Safe facilities and safe communities

The first words of our mission—*To improve public safety*—are more than mere words; they establish public safety as our mandate, and keep our focus on improving the long-term safety of the residents of the District of Columbia. Safety, though, is not just an end; it is also a means to achieving the second half of our mission—*To give court-involved youth the opportunity to become more productive citizens*. For youth to become productive citizens, they must develop positively. For youth to develop positively, they need safe environments in which to grow. Our goal is to devise effective strategies that allow youth to live in safe environments, properly supervised, and to receive the support they need to thrive.

Goal 3: Efficient and effective management

As a public agency, DYRS must be a responsible steward of public dollars. To fulfill that mission, as well as to see our best intentions for youth development and public safety be brought to life, we maintain a strong workforce, manage our resources wisely, operate transparently, and take a data-driven approach to improving agency performance.

The Strategic Plan for FY2013-2014

The Strategic Plan for FY2013-14 gives a snapshot of our overall approach to meeting the DYRS mission. The one-page chart lists our major goals, specific visions, and strategic focus areas. It is not complete in that it does not list all of the important activities and initiatives that we are involved in every day. However, it does give you a window into where we think we have the greatest opportunities to use our resources and to maximize our impact. The Strategic Plan is sufficiently broad so that each DYRS employee can see how his or her work contributes to the wider agency goals, yet sufficiently specific to guide agency-level decisions and priorities.

The Strategic Plan reflects our current approach to pursuing the DYRS mission. Over time, the approach will change, reflecting the ever-evolving context in which we do our work.

This section introduces you to the approaches and tactics we rely on to translate our first two strategic goals into action. We discuss our approach to effective management in Section V of this report.

Our approach to preparing youth to succeed

To prepare youth to succeed, we do everything at DYRS—from staff training, to youth programs, to how we keep people and programs accountable—with the principles of two related philosophies in mind: Positive Youth Development and Positive Youth Justice.

Positive Youth Development: An approach for all youth

Positive Youth Development, also known as “PYD,” is a research-based approach to youth development. PYD is grounded in the belief that youth are community assets, and that with the right programs, opportunities, and services, they can develop to their full potential.⁶

PYD principles apply to all youth and tell us that youth need the following to develop positively:

- ▶ Safety and structure
- ▶ A sense of belonging and membership
- ▶ Self-worth and the ability to contribute
- ▶ Self-awareness and the ability to reflect and assess
- ▶ Independence and control over one’s life
- ▶ Lasting relationships with positive and caring adults
- ▶ Competence and mastery

In order to take into account the specific developmental needs of youth involved in the juvenile justice system, a team of researchers led by Dr. Jeffrey Butts at the John Jay College of Criminal Justice in New York City extended the PYD approach, creating a new framework called Positive Youth Justice.⁷ Positive Youth Justice, also known as “PYJ,” focuses exclusively on the youth we work with at DYRS. The PYJ framework is grounded in research that shows that the most reliable path to long-term public safety lies in giving court-involved youth the tools they need to become successful adults.⁸

HOW DID DYRS DEVELOP ITS APPROACH?

DYRS works closely with juvenile justice experts and community partners to develop innovative policies, programs, and services that are grounded in research, aligned with industry best practices, and based on models that are proven effective or promising in other jurisdictions.

To adopt the Positive Youth Justice framework, we sought and received funding from the Community Foundation for the National Capital Region to hire a team of juvenile justice experts. The team conducted an extensive review of scholarly, research-based literature to determine what approaches work in the realm of juvenile justice to support Positive Youth Development.

Based on its findings, the team then created a useable framework for applying those principles at DYRS, a framework that was presented in a report* published by the Coalition for Juvenile Justice.

* Butts, J.A., Bazemore, G., & Meroe, A.S. (2010). Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice

Positive Youth Justice: An approach for court-involved youth

Positive Youth Justice helps court-involved youth develop in six core areas, or practice domains—work, education, relationships, community, health and creativity. The following graphic illustrates the practice domains and the underlying areas that embody them:

Twenty-year-old Daquan, a DYRS youth, illustrates how the PYJ framework is helping our youth be successful.

“I have been committed to DYRS for four years. Since I have been in the [community-based] program, they have helped me with receiving my high school diploma. DYRS has counseled me so I can get back on the right path with my community. I was able to connect with Workforce Development and while in this program I was able to obtain my certification and become a Microsoft Office Specialist. Also, I attended Developing Youth Professionals Training. I was able to develop my resume and learn to job search and complete applications. I have applied for several jobs with my certification. I have an interview scheduled with [an office supply store] next week for a position as a Microsoft Specialist.” –Daquan (age 20)

Six Practice Domains

Work	Relationships	Health	Education	Community	Creativity
Job experience	Communication skills	Physical activity	Literacy	Civic engagement	Personal expression
Apprenticeships	Conflict resolution	Diet and nutrition	Credentials	Community leadership	Visual arts
Job preparedness	Family systems	Behavioral health	Learning skills	Service	Performing arts
Income and independence	Intimacy and support	Lifestyle and sexuality	Career planning	Responsibility	Language arts

Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe (2010). Positive Youth Justice—Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice. © 2010

Although the PYJ framework lies at the heart of everything we do at DYRS and in various ways drives all DYRS units, programs and initiatives, you will most clearly see PYJ reflected in the DC YouthLink initiative, where it is woven intentionally and explicitly into the fabric of the program.

PYJ and youth in the community

DC YouthLink exemplifies PYJ principles. It highlights how a combination of less restrictive placements and comprehensive youth services in the core areas positively affect youth as they make their way back into the community. The program has placed DYRS at the forefront of a national trend in community-based services and placements for youth committed to a juvenile justice agency.

“Why be less restrictive?” detractors ask. “Why not place youth in secure confinement?” Because research suggests that rehabilitating youth in the community is the most effective and cost-conscious way of protecting public safety and helping youth succeed.⁹

Juvenile justice systems across the country agree, and are relying less on secure confinement and more on community-based placements and services.¹⁰ Placing court-involved youth in the

community with structured support in each of the core domains—work, relationships, health, education, community, creativity—is a recognized way of reducing a youth’s likelihood to re-offend while increasing his or her involvement and interest in education and work.¹¹

“He gave me the extra push and motivation” (Isaiah, age 19)

[My mentor] is a good man who has helped me in many ways. For example, when I was trying to obtain my GED, he was there every step of the way encouraging me. He helped me understand that without an education the chances of being successful in life will decrease. He gave me the extra push and motivation to stick through and complete the program. With his assistance, I have obtained my GED and I'm currently employed. I remember a few times when things were very rough at home and my family did not have any food supplies. My mentor made sure that I had enough food to eat and purchased food for our home. When I had problems in my last group home, I called him and he provided me with positive advice, and took me for a ride to vent. That was a simple thing, but it allowed me to not get into further trouble.



“He always came through when other people could not support me” (Terrell, age 19)

I really did not have any reliable support in my life until my mentor came into the picture. I learned and took something positive from my mentor every time we were together. He always came through when [other people] could not support me; he tries his best to make sure I am taken care of. For example, my mentor helped me with transportation money to get back and forth to my internship or any other important place I had to go. My mentor bought me ties, dress shirts, and slacks that were very nice and also beneficial to me because it enabled me to dress professionally for the job I wanted every day and even today. I would not know how I would have gotten to work if he would not have come through to help me and that could have affected my progress.

As these examples illustrate, and as we discuss in Sections III and VI of this report, the outcomes experienced by DYRS youth, along with falling recidivism and re-arrest rates, suggest that the approach is working.



Meet DYRS Staff Member Carl Matthews, Heavy Mobile Equipment Repairer

How long have you been at DYRS? 14 years — I've been working with the youth as they go out into the community to cut lawns for people in the community.

Tell us something about working at DYRS that inspires you. What inspires me is when I work with kids as they develop skills in landscaping and they gain confidence in their ability to operate equipment and perform a service and then seeing the enjoyment they get out of it.

How do you use Positive Youth Development principles in your life? I use Positive Youth Development in my household with my daughter. I build on her strengths as opposed to her weaknesses. I offer encouragement through Positive Youth Development principles. She's in college and working, so I'd say it works. She just got certified as a nurse's assistant.

Can you give an example of a time that you felt especially proud of the work you do? I think during the summer youth program when the residents cut the lawn of the oldest woman in the District of Columbia at the time, Ms. Eddy Williams. We were invited to her 110th birthday party and the Mayor and other dignitaries were there. The youth didn't believe that she was that old. They were amazed.

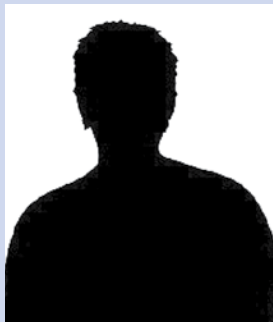
Tell us something about yourself that would surprise your colleagues. I love to hand dance. I do it every weekend.

STORIES OF WORKFORCE DEVELOPMENT: PREPARING YOUTH FOR THE REAL WORLD

The Workforce Development Program helped me to gain work experience and social skills. My most recent experience was when I told my father that I had to work Black Friday and he replied, 'welcome to the real world.' I felt proud of myself. The Workforce Development Program has helped me see the real world and experience it. I also have been able to save some money before I leave for college in January 2013. —Andre (age 18)

DYRS first helped me graduate high school, while in the Workforce Development Program. Not too long after that I met Phyllis Powell [a DYRS Workforce Development Specialist] and she helped me pursue my career in the culinary arts by continuously setting up interviews for me and checking up on me every now and then. I currently work at Union Station's B. Smith's Restaurant as a Food Runner, but I am in training to become a chef. —Darius (age 18)

Stories of Success: Becoming a "Better Man" through Counseling



When I first began participating in the individual counseling program, I really did not want to be involved because of lack of maturity. I was not ready to move on from the old things I used to do in my life, but as I started to [participate] more and really pay attention to what was being said and that taught me I had gained maturity to become a better man. They all were very nice to me, which showed me that not everyone is a bad person like I used to think growing up. They gave

me better speaking skills and taught me how to speak in a professional way. I learned how to express myself better without using foul language. I have learned so many things from the people at the program and they helped me see how to do the right thing. I think that I have become a better person since being in the program. I am really grateful to have them and all of the support they have given me. -Marquis (age 19)

Our approach to promoting safe communities

Our efforts to improve community safety center on a key goal: To help youth successfully transition into adulthood and away from offending. To achieve this goal, our approach combines:

- ▶ Strong public safety partnerships
- ▶ Thoughtful decision making about public safety strategies; and
- ▶ Careful monitoring and supervision

Strong public safety partnerships across agencies

Beyond staff, DYRS relies on its government partners to coordinate service delivery across the District better and to share data where appropriate. We wish to thank our cross-agency partners for working with us to better serve youth and achieve greater public safety outcomes.

The Metropolitan Police Department

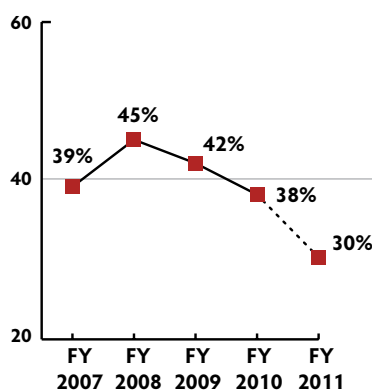
Each week, we send the Metropolitan Police Department a report identifying youth with a history of committing serious offenses. The report includes the youth's existing placement and the date that his or her DYRS commitment is set to expire. This information, in turn, is shared with precinct officers, so that they know when these youth are entering or leaving their areas.

JuvenileStat

DYRS is a core participant in JuvenileStat, a monthly meeting convened by the Criminal Justice Coordinating Council. Through JuvenileStat, we share information with the Metropolitan Police

Recidivism Rates are Down for DYRS Youth

1-Year Re-conviction Rates for DYRS Youth



FY2011 data updated for youth with initial community-based placement. Data for youth placed in secure facilities is pending

Department, the DC Office of the Attorney General, Court Social Services and other District stakeholders to develop and refine interagency data-driven strategies for addressing the needs of high-risk offenders and absconders.

Court Services and Offender Supervision Agency

DYRS works with the Court Services and Offender Supervision Agency to create a weekly report of youth who are active in both of our

systems. We monitor this list monthly to track entries and exits from either system.

Pre-Trial Services Agency

Each month, we identify youth who are active in both the Court Social Service and our system to coordinate supervision and services.

Child and Family Services Agency

Each month, we work with the Child and Family Services agency to identify youth who are active in both systems and coordinate case management functions.

Department of Mental Health

We work with the Department of Mental Health to identify youth active in both systems; once a month, we compare notes to coordinate supervision and services.

Thoughtful decision making about public safety strategies

Another piece of our approach to promoting safe communities is to push for tools, policies and protocols that are thoughtfully designed, grounded in research and targeted to meet the specific needs of DYRS youth, such as:

- ▶ The Structured Decision-Making tool
- ▶ The Graduated Responses protocol
- ▶ The monitoring of public safety outcomes

The Structured Decision-Making tool

At DYRS, we use a validated, data-driven tool that helps us to assess a youth's risk of re-offending, which in turn guides placement decisions. The Structured Decision-Making, or SDM, tool uses factors such as the severity of the committing offense, past offenses, and peer relationships to assess a youth's risk level. We use those results to guide the level of supervision a youth requires. Each youth committed to DYRS receives a mandatory SDM assessment.

Graduated Responses protocol

The Graduated Responses protocol, which we started using in FY2012, sets a predefined series of increasingly severe sanctions for youth who do not comply with community release conditions. The nature of a sanction reflects the magnitude of the youth's violation and his or her SDM score. On the rewards side, the protocol sets incentives for complying, for behaving positively, and for achieving goals. Using this protocol, case managers can hold youth accountable in real-time. They can also carry out more targeted and

THE GRADUATED RESPONSES PROTOCOL: A MODEL FOR OTHER JUVENILE JUSTICE AGENCIES

"The DYRS innovative graduated response framework assisted Connecticut in implementing a revised Graduated Response System that now includes both sanctions and 'incentives' in an effort to strengthen our responses to technical violations by juveniles on any form of court ordered supervision."

- Mark White, MS
Juvenile Probation Services, Regional Manager
Judicial Branch-Court Support Services Division, Wethersfield, CT

HOW DO WE ASSESS A YOUTH'S RISK OF REOFFENDING?

A key tool we use to make placement decisions is the Structured Decision-Making (SDM) tool, which tells us how restrictive a youth's placement must be to ensure public safety.

In FY2012, the National Council on Crime and Delinquency, in collaboration with the Annie E. Casey Foundation, thoroughly reviewed our tool to measure its effectiveness and accuracy in assessing the risk of a youth reoffending.

The study validated the SDM tool, finding that it "successfully classifies committed youth into three groups according to their likelihood of re-arrest, with youth designated 'low-risk' least likely to [re-offend] and those assigned to the 'high-risk' category most likely to [re-offend]."*

In July 2012, we adopted the National Council on Crime and Delinquency's recommended revisions for improving the tool. These changes give us an even more accurate risk assessment by placing greater weight to factors in a youth's social history that are more highly associated with a risk for re-offending.

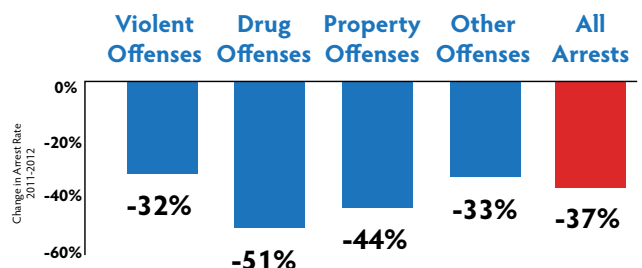
* NCCD & AECF. (2012). DYRS Risk Assessment and Structured Decision-Making: Validation Study & System Assessment Summary Report.

thoughtful sanctions for youth who do not comply. The Graduated Responses protocol also incorporates PYJ principles to help youth move toward their short- and long-term goals.

Monitoring of public safety outcomes

We also employ a number of data-driven tools to measure our public safety performance, including Performance-based Standards, community-based residential facility evaluations, and regular monitoring of recidivism, re-arrest and abscondence rates. The variety of information not only helps us assess our own

Re-arrest Rates are Down for DYRS Youth, 2011 to 2012



performance with respect to public safety outcomes at an agency level; it also helps us identify and target areas for improvement.

Monitoring and supervision

A final component of our approach to promoting safe communities is the careful monitoring, supervision, and oversight

of youth. We are always at work to improve our monitoring and supervision strategies, which include electronic monitoring using Global Positioning System (GPS) devices, targeted abscondence prevention and response, and heightened oversight of the supervision services provided by community-based residential facilities.

A CLOSER LOOK: THE DYRS ABSCONDENCE UNIT

The Abscondence Unit works closely with the Metropolitan Police Department, the courts and Court Social Services to find and return youth who are not where they are supposed to be. The unit makes weekly home visits, conducts neighborhood sweeps, and works with families and case managers to gather information on a youth's whereabouts.

In FY2012, the unit launched several creative initiatives to prevent abscondence. For instance, during the summer, unit members began visiting community-based placement centers to **mentor youth in crisis** and to **act as objective third parties in problem situations**. The unit also coordinated several **relationship-building activities** with youth, including attending a Nationals baseball game and organizing a basketball tournament.

Also in FY2012, the unit started conducting **youth abscondence surveys and focus groups** to learn from youth why they abscond, what their experiences with DYRS facilities and services are like, and what steps we might take to prevent future incidents. For instance, we know that youth are most likely to abscond in their first 14 days because they miss home and feel as if they do not fit in with other youth in their placement centers. Armed with this information, case managers and others who interact with youth began improving the transition and acclimation process by giving youth more information in advance. Now the Abscondence Unit staff can better identify abscondence triggers and take steps to intervene.

Abscondence

The status of a young person who is not where he or she is supposed to be according to the provisions in his or her Community Placement Agreement. Abscondences can include unauthorized departures from facilities, missing curfew by an hour or more, and the failure to attend school or required appointments.

Meet Adrian Richardson, Youth Engagement Specialist with the DYRS Abscondence Unit

How long have you been at DYRS? *I have been with DYRS for 18 months.*

Tell us something about working at DYRS that inspires you.

What inspires me to report to DYRS every day are the youth that I work with and mentor. To see that I can help these youth make changes and have the chance to explain to them how they can turn their lives around.

How do you use Positive Youth Development principles in your life? *My daughter will be attending college this year at the age of 17, which lets me know that I'm doing something right that I can share with the youth at DYRS. I use the principles of Positive Youth Development every day knowing that these youth look to me as a role model and that I can't let them down. I've seen myself put these youth before some of my own family because I want them to change..*

Can you give an example of a time that you felt especially proud of the work you do? *I feel proud every time the youth do not return to jail. I feel proud every time they receive a GED or diploma, or when a youth completes his or her commitment successfully.*

Tell us something about yourself that would surprise your colleagues. *That I'm always working and always ready to work. This is no surprise, as I've been told on a daily basis to take a break. Or it may be surprising to them that I will and have worked seven days a week.*

DID YOU KNOW?

DYRS has dramatically increased the number of youth supervised through GPS technology, from zero youth in FY2009, to 27 youth in FY2010, to 568 youth in FY2011, to 664 youth in FY2012. On any given day in FY2012, upwards of 180 youth were monitored using a GPS device.

Our approach to promoting safe facilities

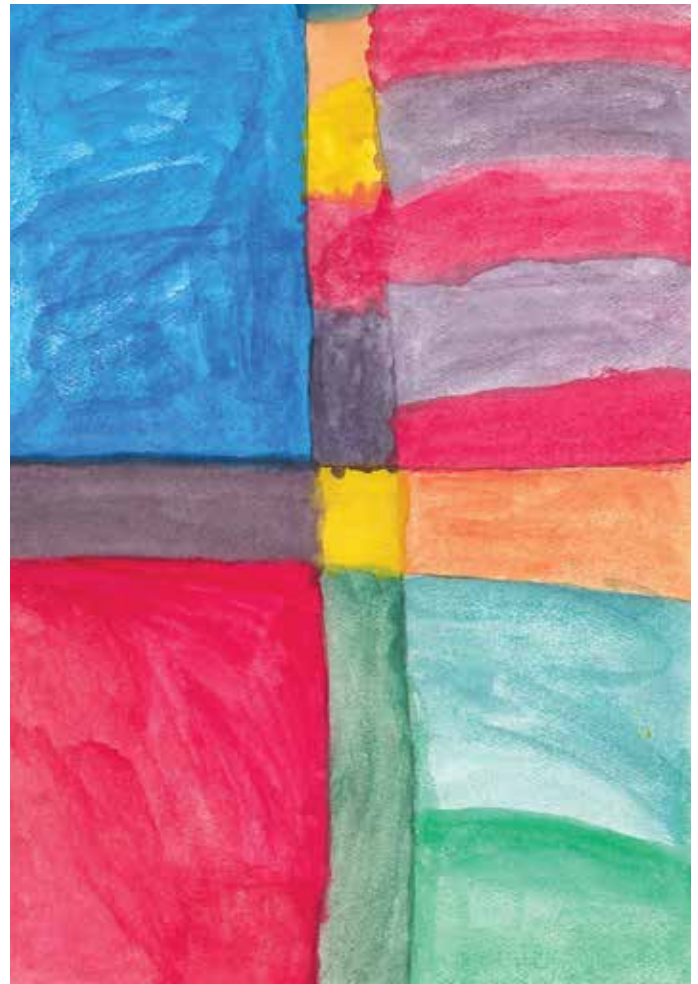
DYRS engages in several strategies to improve youth and staff safety at secure facilities. This section highlights the Performance-based Standards program.

Performance-based Standards



Performance-based Standards (PbS), administered by the Council of Juvenile Correctional Administrators, is a nationwide system for juvenile justice agencies to identify, monitor, and improve conditions and treatment services provided in secure facilities. Twice a year, in April and October, DYRS submits PbS data on both the Youth Services Center, which houses detained youth, and the New Beginnings Youth Development Center, which houses committed youth. The Council of Juvenile Correctional Administrators uses the data that we and other agencies submit to generate reports that show how we are performing when compared to similar facilities nationwide.

We provide the results of this evaluation for the Youth Services Center and New Beginnings in Section VI of this report.



Endnotes

- ⁶ Lerner, R.M., Almerigi, J.B., Theokas, C., & Lerner, J.V. (2005). Positive Youth Development: A View of the Issues. *The Journal of Early Adolescence*, (25), 10. For more information about Positive Youth Development, please visit the National Conference of State Legislatures website: <http://www.ncsl.org/issues-research/human-services/positive-youth-development-pyd.aspx>.
- ⁷ Butts, J.A., Bazemore, G., & Meroe, A.S. (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.
- ⁸ Butts, J.A., Bazemore, G., & Meroe, A.S. (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.
- ⁹ Mendel, R. (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation.
- ¹⁰ Evans, D. (2012). *Pioneers in Juvenile Justice Reform: Achieving System Change Using Resolution, Reinvestment, and Realignment Strategies*. New York, NY: John Jay College of Criminal Justice.
- ¹¹ National Research Council. (2012). *Reforming Juvenile Justice: A Developmental Approach*. Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers, and Julie A. Schuck, Eds. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.





SECTION III: DC YOUTHLINK

Promoting public safety, preparing youth to succeed, and investing in the District



A few days before he leaves for college, Andre looks around the room, where a party is being held in his honor. His grandmother is beaming; his mother is too emotional to speak. One by one, the people who have been so influential in helping him—his family members, DYRS case manager, mentors, and the staff at the community-based residential facility—stand to talk about Andre’s accomplishments.

Listening to them speak, it is clear that Andre walked a long road to get here. Andre was 15 years old when he went before a Family Court Judge on his second major offense. The first time he had been 14, charged with robbery. A year later, he was back, this time charged with selling cocaine. His mom was at her wits’ end with his disruptive behavior at home. His probation officer was frustrated because Andre was skipping office appointments, school and drug treatment.

That was three years ago. Today, Andre worked hard for his accomplishments. He also had the benefit of many caring adults who helped him identify his strengths and compensate for the things he needed to work on. When Andre’s DYRS case manager first met him, she saw that he was smart, a good self-advocate, and “easy to get along with.” Andre says that his case manager worked with his family and helped connect him to tutoring and mentoring and even got him vouchers for work clothes.

Andre also says that his mentor stayed on him “24/7” to make sure that he got good grades, stayed focused, and remembered that “the streets aren’t where you want to be.” Andre’s mentor told him about college, and helped him fill out applications and pay application fees.

HELPING YOUTH SUCCEED THROUGH DC YOUTHLINK

“Drawing from effective juvenile justice reform models, including Wayne County in Michigan and RECLAIM Ohio, DC YouthLink helps to connect youth and their families with a range of educational, vocational and rehabilitative supports that they can access in their own communities. These programs and services increase the likelihood of youth reform and also enhance community safety, while costing far less than secure and residential facilities.”

- Douglas Evans, John Jay College of Criminal Justice
Author of *Pioneers of Juvenile Justice Reform: Achieving System Change Using Resolution, Reinvestment, and Realignment Strategies*

Now Andre is preparing to head to New York, where he will attend college, live in the dorm, and study computers and electrical engineering. His mentor has already connected him with a mentor in New York to help Andre successfully make the transition.

When asked about the most important thing he learned while at DYRS, Andre says, “I learned to take responsibility and not always blame others for the things I’ve done. Man up. To just be different and strive for what I want to accomplish, and don’t let anyone distract me.”

Andre is one of many young people served by DC YouthLink since it began in 2009. In FY2012, DC YouthLink served 59% of all youth committed to DYRS.¹²

In FY2012, DC YouthLink connected each enrolled youth to an average of four services across the Positive Youth Justice domains:



- ▶ Work
- ▶ Education
- ▶ Health
- ▶ Relationships
- ▶ Creativity
- ▶ Community

How does DC YouthLink work?

DC YouthLink is a true partnership among DYRS, community-based organizations, other agencies, and the business community. It is built on the belief that people and organizations within a youth's neighborhood are often far better suited and more successful than any government agency could be when it comes to helping court-involved youth rejoin their communities.

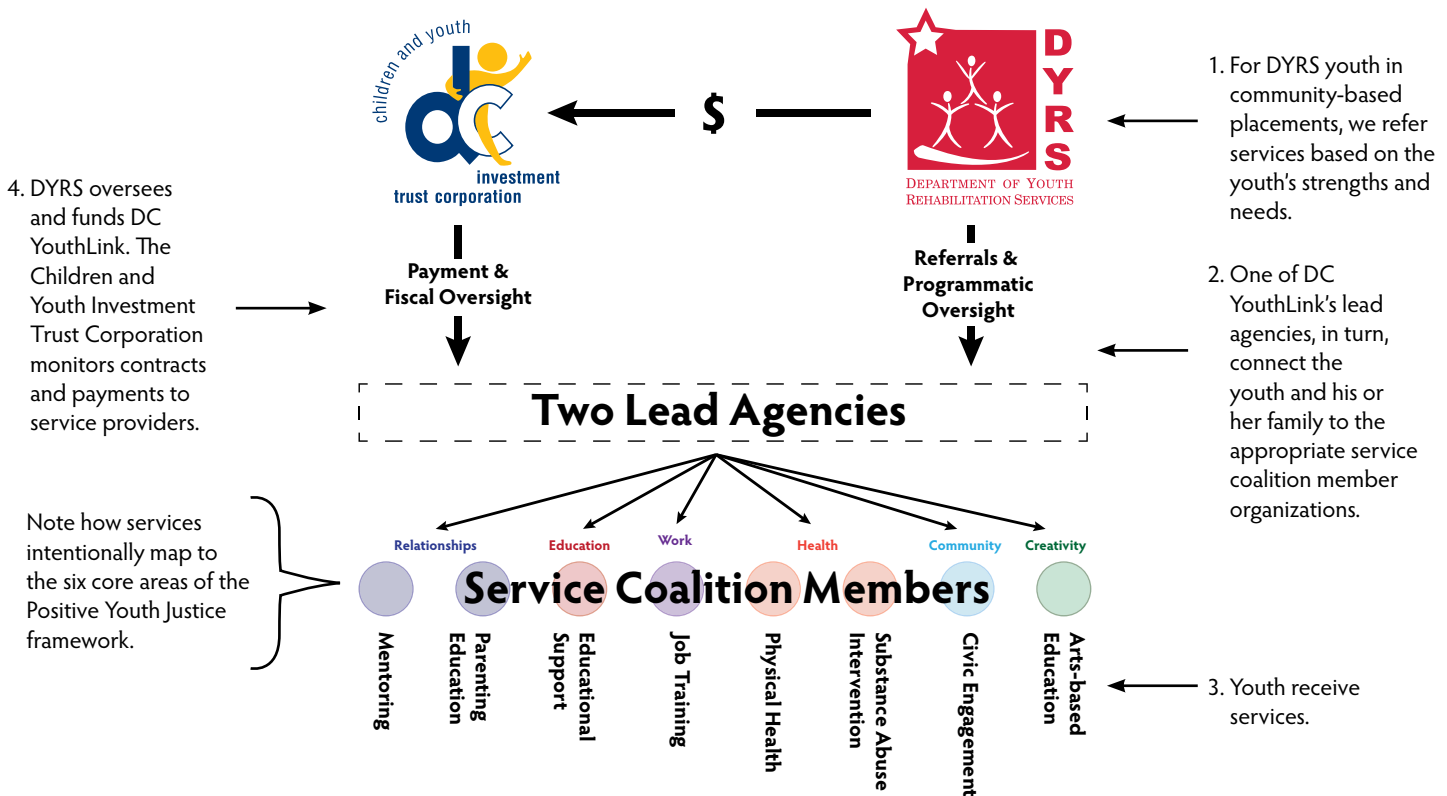
However, bringing together and providing access to all of those diverse organizations is no small undertaking. To make DC YouthLink work, DYRS collaborates with two community-based organizations, the East of the River Clergy-Policy Community Partnership and the Progressive Life Center. Those lead agencies, in turn, work with neighboring networks of local providers to connect youth with services.

We connect youth like Andre to services through a Youth Family Team Meeting attended by the youth, his or her family, a case manager, a care coordinator from a lead agency, and a Youth Family Team Meeting coordinator. During the meeting, the group talks about the youth's strengths and challenges, and the care coordinator suggests the right services. After the meeting, the youth connects with the community service providers, which works with the youth to develop a plan that guides service delivery.

The basic structure of DC YouthLink is inspired by Wraparound Milwaukee and Wayne County, Michigan. Both systems were founded to reduce the number of youth in secure facilities, serve youth within the context of their home communities, and achieve better outcomes for youth and their families. Wraparound Milwaukee and Wayne County's Juvenile Assessment System/ Care Management Organizations have been linked to decreases in recidivism, increases in education and work-related outcomes, and decreased substance use.¹³

The following graphic illustrates how DC YouthLink works.

How DC YouthLink Works



However, although DC YouthLink was inspired by best practices in Milwaukee and Wayne County, it is unique to the District of Columbia, operating within the Positive Youth Justice framework and intentionally building upon community strengths to further improve public safety.¹⁴

DC YouthLink outcomes and accomplishments

After learning *how* DC YouthLink works, you might now be wondering, "But does it work?" We believe that the answer is yes. In FY2012, we saw unprecedented growth in the number of youth linked to services and took steps to improve service delivery. The initiative's recent accomplishments are many, the most impressive of which we highlight here. For additional DC YouthLink data, please turn to Section VI of this report.

"HE WANTED TO BE A PART OF MY LIFE AND MAKE A DIFFERENCE"

Before I went to [a school away from DC], my mentor helped me get the required items that were on my packing list because my guardian did not have the money to do so. If I did not have the required items that were on my packing list then I would not have gone to the program that drastically made a difference in my life and marked the turning point for me. My mentor introduced me to a family member who is also at the school, who invited me to spend time with them on family day. I felt left out because every student was having a great time with their family, and showing them what they learned until I got an offer to spend time with my mentor's family. My mentor did not have to do any of this, but he did it because his goal was to make me a better person and he wanted to be part of my life and make a difference, which he did.

-Raymond (age 19)



Connected hundreds of youth to comprehensive community-based services

Since DC YouthLink began, we have connected 1,110 young people to services as part of their community-supervision plan. Among the hundreds of youth connected to services in FY2012:

- ▶ 504 youth were connected to a mentor
- ▶ 324 youth received job readiness training
- ▶ 278 youth were connected to health and recreation services
- ▶ 190 youth were connected to an educational support program, such as tutoring

These programs are transforming lives. Twenty-year-old Eric explains how the programs offered through DC YouthLink taught him to achieve goals through work.

"...the thing I am most proud of today is that I finished something I started. Now, I am a certified professional food handler and certified construction worksite flagger. None of that would have been possible if it wasn't for the internship..."

-Eric (age 20)

Justin, another youth in our care, worked with Pendergrast Alston Consulting Services, a DC YouthLink service coalition provider, to complete a daily, four-week job readiness program. By the third week, Justin was deep into the curriculum and already managing his time effectively and making good decisions. By the fourth week, Justin had successfully completed mock interview sessions, which prepared him for upcoming interviews. When he completed the program and received his certificate of completion, Justin interviewed with several organizations in the Washington, DC metropolitan area, and a few weeks later a local retail store offered him a job.

278

Number of DYRS youth linked to physical, mental, and behavioral health services in FY2012

1,110

Number of DYRS youth served by DC YouthLink since its launch in 2009

419

Number of DYRS youth enrolled in job readiness programs since DC YouthLink began



REDUCING DELINQUENCY THROUGH MENTORING

"As a low-cost delinquency prevention and intervention option that capitalizes on the resources of local communities and caring individuals, mentoring has emerged as a promising delinquency reduction strategy for at-risk or high-risk youth."

- Researching the Referral Stage of Youth Mentoring in Six Juvenile Justice Settings: An Exploratory Analysis (2012). Study conducted for the Office of Juvenile Justice and Delinquency Prevention by MENTOR.

Likewise, Sarah Jones, Family and Individual Counselor with Sasha Bruce's Project HYPE program, tells us about one of our youth, Marcus, who has changed for the better thanks to DC YouthLink.

"I have had the pleasure of working with Marcus for a little over one month. He currently lives at home with his mother and three younger siblings and has taken on the role of caretaker since he returned home from secure placement. He does absolutely everything he can to help his family in a positive way, and talks about how he wants more than anything to be a good role model for his siblings. He is always the first to volunteer for any task or job that becomes available, and rarely misses an opportunity to learn about something new. Since being home, Marcus has enrolled in school and is studying to become a certified medical assistant. He has almost perfect attendance, and has gotten a B or higher on each test he has taken. He talks openly in his counseling sessions about his desire to do the right thing and change both his and his family's life for the better. He is scheduled to take his learner's permit test next week, as well as go on a number of interviews for jobs that he has applied for. If Marcus continues down the path that he is on, I have no doubt that he will have a very successful and happy life."

Established best practices for mentoring

In FY2012, we began working with the Institute for Educational Leadership to develop guidelines for mentoring that draw heavily from best practices while also taking into account the unique experiences of District youth. The guidelines for mentoring best practices will come into effect in FY2013.

We had an earlier success with the Institute for Educational Leadership when, together, we implemented the Ready to Achieve Mentoring Program (RAMP), an evidence-based, nationwide program that provides high-tech, career-focused mentoring services to youth. We started DC RAMP in FY2012 with assistance from a three-year grant from the Federal Office of Juvenile Justice and Delinquency Prevention. DC RAMP is a program that combines group, peer, and one-on-one mentoring to assist young people as they transition from New Beginnings back into their communities.

We believe it is critical to strengthen mentoring programs and practices for our youth placed in the community. Research shows that mentoring is a promising strategy for reducing delinquency in court-involved youth.¹⁵ Listen as our youth themselves tell their stories of lives changed through mentoring.

83%

Percent of DYRS youth enrolled in DC YouthLink with no re-convictions since DC YouthLink's inception

5.2

Average number of hours DYRS youth spent each week in FY2012 engaged in DC YouthLink services

54

Number of community-based organizations that have participated in DC YouthLink since it began

791

Number of DYRS youth paired with positive adults through DC YouthLink since the program began

Nineteen-year-old Juwan is another youth whose life has been changed by this approach. He is no longer a youth adrift, but is instead a youth with a purpose.

"For the last six months my mentor has helped me out a lot with school by helping me get there on time and making sure I have a ride there every day. He checks on my attendance to see if I am going, and if I miss one day he always asks me why. Then he goes with me to my school to find out if we can get the work that I missed that day. I used to miss 2-3 days a week of school and wasn't doing my best. Since having a mentor, I hardly miss days at all and my grades have really started to improve. He knows when I am falling off track with school or feeling unmotivated and he helps me get back on track by telling me to do better and inspiring me to focus on positive and important things. When we first met, I wasn't on the right track, but as the months started to pass, I noticed I found a job, earned a Microsoft Office Specialist Certification, and I am about to graduate high school!" -Juwan (age 19)

"He is always leading me ... such as a father would lead a son" (Nathaniel, age 20)

My mentor is a committed person; he is always there when I need him all the time. When I didn't have food to eat, or maybe didn't have a way to pick up my daughter he was there. My mentor [is] always giving me positive attitude when it comes to encouraging, he motivates me to be a successful person in my life, when I wanted to give up on school and life but with the help of my mentor and the encouraging words, now today I can say if it wasn't for my mentor I [would] not be graduating in the 2012 school year. He is always leading me in a positive direction such as a father would lead a son. He is always putting his personal life and business aside just to attend to my personal life. I really didn't have any male figure growing up just me and my mom. I had to learn from the streets, but everything changed when my mentor showed me the correct direction to be a smarter, stronger and successful man that I am today.

A MOTHER'S PERSPECTIVE

"Two years ago, I felt happy and scared. Happy, because my son would soon be back at home, but scared because of what could happen in the community. My son is committed to DYRS and struggled with anger and authority issues, but [DC YouthLink] was there from day one. The service they have provided has been excellent, and [from his mentor] now my son is getting the one-on-one bonding and emotional support that he needed. His mentor really changed my son as a person and I feel at this point that he is ready to succeed in life."

– Patricia C., parent of a DYRS youth

A CLOSER LOOK: EMPOWERING YOUTH AND THEIR FAMILIES

A supportive and involved family greatly improves a youth's long-term chance for success. Our approach to family-centered juvenile justice is guided by best practices being used successfully by programs in DuPage County, Illinois; King County, Washington; and Pennsylvania, among other places.

- **Office of Youth and Family Empowerment.** In FY2012, we established a new unit within the agency to focus on increasing family involvement in a youth's treatment, as well as in creating family-friendly policies and programs.
- **Family orientations.** In addition to ongoing Youth Family Team Meetings and family interactions with case managers and service providers, we now also hold family orientations and meet-and-greets for families of committed youth.
- **Support group.** The DYRS *Anchored in Strength* family support group lets parents and guardians share their thoughts and feelings about their youth's connection to DYRS, learn about agency resources available to themselves and their youth, and receive peer support from fellow parents and guardians. It meets every other week.
- **HomeQuest.** This new youth re-entry model relies on intensive family engagement and therapy to reduce how long a youth stays in a residential treatment facility. HomeQuest was developed through a partnership with VisionQuest and Parenting with Love and Limits.
- **Access to Mental Health Services.** Our agency participates in the District-wide System of Care that connects youth involved with mental health agencies and their families to services throughout the city.
- **Shuttles, daily phone calls, family events.** We encourage families to stay connected with their youth during their stay in a DYRS facility. New Beginnings offers free weekend shuttle service to and from the facility and a Metro station in DC, and holds special onsite family events such as holiday dinners and awards programs. Staff also encourages youth to call their families daily.
- **The Family Resource Center.** In FY2012, we dedicated space in our downtown headquarters to serve as a Family Resource Center for youth and their families. The Family Resource Center provides a safe, comfortable place to hold Youth Family Team Meetings and family visits, and for youth and their families to be linked to available resources, supports, and services. In the summer of 2012, we also hosted a community block party at the Center for youth and their families, a fun event with food entertainment, and family activities.

DC YouthLink: Putting young people to work

Through DC YouthLink, young people committed to DYRS have opportunities to earn their high school diplomas, attend college and trade schools, and gain on-the-job work experience through internship opportunities. The table that follows outlines the various certificate types available, certificate sites, and businesses and agencies offering internship positions.

Building Community Partnerships: Certification and Internship Sites

Certificate Types

Auto Mechanics
 CDL/Heavy Equipment
 Culinary
 Server
 Network Cabling-Copper System
 Flagger
 Health & Wellness
 Sales Representative
 Youth Placement
 Home Health Aide
 Entrepreneur
 MS Training – Word 2007
 Housekeeping
 Culinary; Food Handler
 Construction
 Barbering
 Laborer

Certificate Sites

AYT Institute
 SWCDC
 Amala Lives
 B. Smith's Restaurant
 P.R. Harris Education Center
 PEPCO
 Technology Playground Entrepreneurship
 Tech Nation
 Potbelly's
 Marriott Woodley Park

Sasha Bruce
 PC Construction
 Chiaramonte Construction

Internship Sites

Department of Transportation
 Department of Consumer & Regulatory Affairs
 Jasmines Hair Gallery
 Anacostia Community Outreach Center
 Windsor Crossing Apartments
 T.C. Battle Construction
 Choice
 Dynasty Sports
 Department of Parks & Recreation
 NCIA
 Groundwork
 Bread for the City
 Eye Drop
 Uniting our Youth
 C.T. Battle Construction
 B Green Cash & Carry Wholesale
 C.W.K. Construction
 SWCDC
 MaiAngel (GED site)
 Digital Solutions
 Career Team, LLC
 King Connections
 OIS
 East of the River Police Clergy Partnership
 DYRS

Local business partner praises DYRS youth

During FY2012, three DYRS youth worked for The CALPRO Group, a District business that provides meeting and convention management services throughout the country. The following is an excerpt of a letter we received from The CALPRO group about their experience.



The CALPRO Group
A Meeting & Convention Management Company
Full service management for your Conference, Tradeshow & Special Event
"YOUR VISION IS OUR CREATION"
www.thecalprogroup.com

November 25, 2012

We would like to take this opportunity to congratulate you and your staff over at the DYRS for putting together such a successful program for the youth. We have just finished a major project at the Washington Convention Center (the AUSA Conference), whereby we had three of your students employed during the conference.

All [the youth] did an excellent job at their positions as Concession Stand Attendants, Cashiers, Porters, Stewards and Expeditors. They each excelled at one of these positions and have successfully undergone a rigorous cross training.

We are very proud of these young men and will make sure to schedule them on future projects with The CALPRO Group. We are also looking forward to giving more students from the DYRS similar opportunities as was granted to these three individuals. They have set the path for those that are to follow them.

We are focusing more on giving these youth the opportunity to experience the working environment and giving them the training and skills to move forward with their lives. That is our commitment to the community.

[K]eep up the good work in developing and improving [young people's] interpersonal skills and their professionalism.

Strengthened program accountability

DYRS and the DC Children and Youth Investment Trust Corporation have developed a system of oversight that includes regular reporting on youth engagement, site monitoring, case file audits, and financial reviews. Through this system of oversight the DC YouthLink team has refined its data collection efforts, established a strong foundation for future monitoring, assessment, and evaluation, and continues to add oversight tools such as best practice guides and standard operating procedures. We are undertaking this oversight to ensure that youth have access to a robust continuum of community-based services delivered by highly qualified locally-based organizations.

In FY2012 we instituted an open and competitive process to select new members of the Service Coalition, which was conducted by the DC Children and Youth Investment Trust Corporation. DYRS will continue to support an open and competitive process to select new coalition members for the FY2014 program year.

Endnotes

¹² The other 41% of youth, those not served by DC YouthLink in FY2012, were placed in secure facilities such as New Beginnings or a residential treatment center, and thus not eligible for DC YouthLink, which serves youth in community-based placement centers.

¹³ Wraparound Milwaukee Quality Assurance, Wraparound Milwaukee Quality Assurance/Improvement Annual Report 2011 (Milwaukee, WI: Wraparound Milwaukee, 2012) and Wayne County Juvenile Services System, Juvenile Justice Reform, Wayne County, Michigan (Detroit, MI: Wayne County Juvenile Services, 2012).

¹⁴ Butts, J.A., Bazemore, G., & Meroe, A.S. (2010). Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice.

¹⁵ Based primarily on research conducted by researchers at Princeton



SECTION IV: DYRS MANAGEMENT STRATEGIES

Pursuing efficient and effective management

In this section, you will learn more about how we manage both the financial resources entrusted to us, as well as how we manage our dedicated, professional staff.



How DYRS' strategic goals work together: Preparing youth to succeed and ensuring safe facilities and communities requires effective management

Building and maintaining a strong staff

DYRS continually strives to recruit highly qualified individuals committed to helping court-involved youth succeed. This past year, we hired 90 new professionals, including 64 direct care staff. We also continued an aggressive retention campaign, which has helped us improve staff satisfaction and lower our turnover rate, from 15% in FY2011 to 11% in FY2012.

In this section, we provide:

- ▶ Staffing data for FY2012
- ▶ Select staff profiles
- ▶ Highlights of recent training and professional development programs

DYRS Staff In FY2012

FY2012 Breakdown of DYRS Staff (by Position Type)



We categorize staff by position type. For instance, under the category of Facility Direct Care Staff, we include positions such as Unit Managers and Culinary staff—individuals who are directly involved in the care of our youth. Facility Direct Care Staff is the largest group of staff, representing 57% of all employees.

Meet the staff: DYRS staff profiles

Staff members represent our greatest asset here at DYRS. Our staff works hard and dedicates their days (and sometimes nights) to achieving our strategic goals and meeting the Agency's mission. Here, we introduce you to two of the special people who make our work possible.

Meet Ciera Davis, Program Support Specialist at New Beginnings



How long have you been at DYRS?

1 year and 3 months.

Tell us something about working at DYRS that inspires you.

Seeing the change that I have on youth after they are released. Seeing them do positive things in the community.

How do you use Positive Youth Development principles in your life? *Graphic design, photography, art work.*

Can you give an example of a time that you felt especially proud of the work you do? *When we had our DYRS Unit of the Month March Madness basketball tournament competition, youth decorated the entire unit and the theme was teamwork. The project encompassed the DYRS mission and the DC Model. My unit won first place.*

Tell us something about yourself that would surprise your colleagues. *I studied Spanish at the University of Guadalajara in Mexico.*

DID YOU KNOW?

In September 2012, DYRS sponsored an agency-wide professional development and capacity-building event. Staff across all agency functions participated in the three-day program, called Staff Fest. Programming included training in juvenile justice best practices, professional development centered on Positive Youth Justice techniques, skills-based simulations, and team-building exercises to encourage staff collaboration and communication.

FREE

Free like a bird in the sky

Confident like a man with his pride

When you locked down and wish to be outside

When you're out and you have to decide

If you want to survive and stay alive

When people around you see another side

You strive to be free and won't be denied

-W.J.

Meet Tamiko Colonel, Youth Development Representative at New Beginnings



How long have you been at DYRS?

9 months.

Tell us something about working at DYRS that inspires you.

When youth call back after they've been released to let me know they're doing well.

How do you use Positive Youth Development principles in your life? *I do homework. I'm in a Master's Program working on a degree in Mental Health Counseling.*

Can you give an example of a time that you felt especially proud of the work you do? *When kids worked together for a Halloween contest production. Youth had to put aside their differences to obtain a common goal and we had success.*

Tell us something about yourself that would surprise your colleagues. *That I once sung professionally for an R&B group entitled "Loose Ends."*

Staff training and professional development

We at DYRS are committed to the professional development of our staff. On average, the agency offers more than 170 training dates in 13 topic areas, as well as ad hoc courses to meet emerging needs. Programs recently offered include:

- ▶ **The Employee Development Program**, a new Youth Development Representative Orientation that includes a combination of traditional in-class and online courses
- ▶ **Refresher** programs, such as CPR/First Aid, Safe Crisis Management, Suicide Prevention and Behavioral Health

To train staff to meet specific youth needs and agency goals, we also offer specialized programs, such as:

- ▶ Programs on advancing youth development
- ▶ Leadership and Supervisory training
- ▶ **Safe Crisis Management for Supervisors**, a course that helps supervisors in their efforts to help staff use verbal and physical safe crisis management techniques
- ▶ **The DC Model**, our safety-based New Beginnings curriculum that includes components of behavior modification, structured techniques, feedback, and cognitive therapy
- ▶ **The National Juvenile Detention Association series**, a group of courses designed for youth care workers who interact with detained youth



Being fiscally responsible

Just as we strive to manage our programs and people effectively, we seek the same efficiencies with our financial resources.

In this section you will find FY2012 costs and expenditures for the period October 1, 2011 to September 30, 2012 by:

- ▶ Source of funding
- ▶ Program
- ▶ Expenditure type

We focus on providing appropriate services when and where our youth need them. As we emphasize community-based placements and rely less on costly out-of-state residential treatment centers, we have been able to dedicate more resources to youth in the community. We have seen our public safety outcomes improve each year that DC YouthLink, our primary initiative to deliver comprehensive community-based services, has been in existence. Our programs matter and are working.

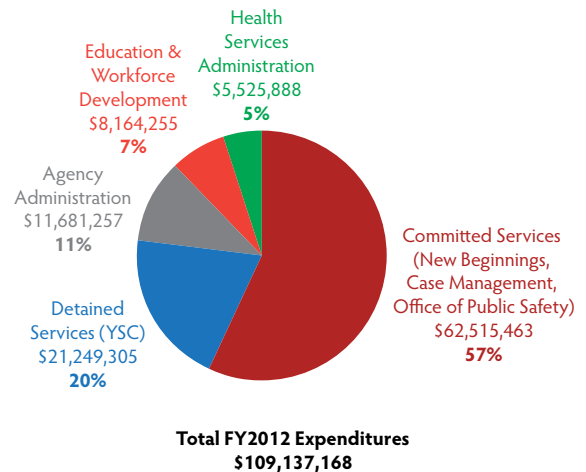




DYRS FY2012 expenditures by program

In FY2012, 89% of the agency's expenditures went toward providing direct care services to detained and committed youth. The majority of the agency's total FY2012 expenditures (57%) funded Committed Services, which administers the facilities, programs and services for youth committed to DYRS custody. Detained Services received the second-highest amount of FY2012 spending (20%), while the remaining expenditures went toward general agency administration (11%), Education and Workforce Development (7%), and Health Services Administration (5%).

DYRS FY2012 Expenditures by Program



DYRS FY2012 expenditures by source of funding

DYRS FY2012 Expenditures by Source of Funding

General (Local) Fund Expenditures	\$105,432,796	97%
Federal Grants	\$2,718,436	2%
Intra-Agency Transfers	\$964,936	1%
Total FY2012 Expenditures	\$109,137,168	

In FY2012, DYRS expenditures totaled \$109.1 million. Ninety-seven percent (97%) of agency expenditures came from the General Fund, which provides resources to cover the day-to-day administrative and operating expenses but does not include funds for capital projects. The General Fund is comprised of local revenue (allocated during the annual budget process to fund District programs) and dedicated tax revenue (tax revenues dedicated by law to a particular agency for a particular purpose).

DYRS FY2012 expenditures by type

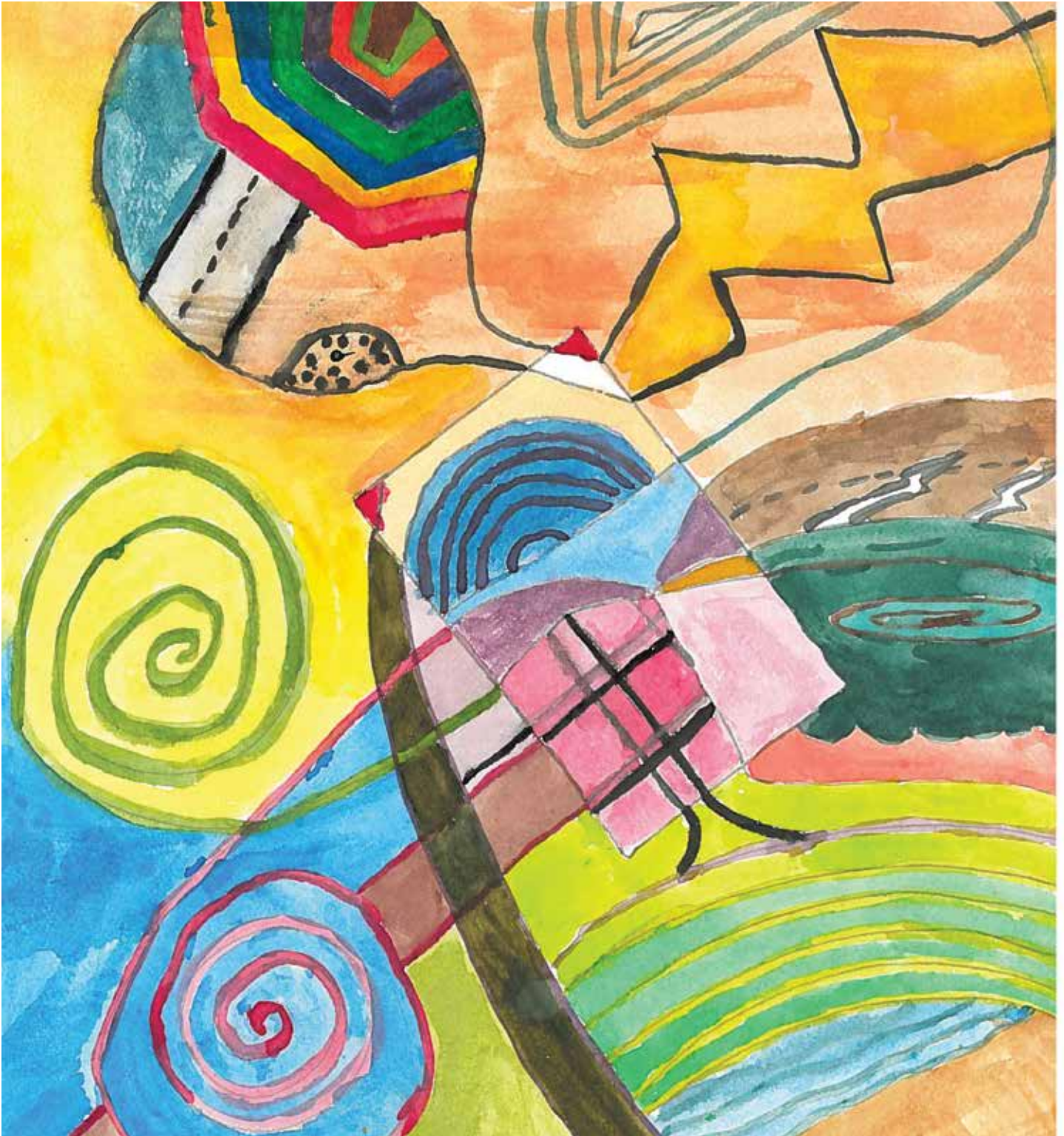
The majority of the agency's FY2012 spending (59%) went toward providing direct services for youth. Forty percent (40%) of expenditures paid for personnel-related costs, including salaries and benefits. One percent (1%) of expenditures paid for supplies and equipment.

DYRS FY2012 Expenditures by Type

Direct Services to Youth	\$ 64,500,480	59%
Personnel Expenditures	\$ 43,555,476	40%
Supplies/Equipment	\$ 1,081,212	1%
Total FY 2012 Expenditures	\$ 109,137,168	

Endnotes

¹⁶ The FY2011 Annual Performance Report incorrectly reported that personnel expenditures represented 57% of total expenditures, while non-personnel expenditures represented 43%. Those figures should have been reversed





SECTION V: PUBLIC SAFETY OUTCOMES AND OTHER DATA

Public safety outcomes

Monitoring and reporting public safety outcomes is a key part of our effort to improve the safety of youth and the community. We regularly assess our performance using a host of public safety indicators, including recidivism, re-arrest, and abscondence rates. Tracking these measures helps us to determine whether we are meeting our public safety mission. It also allows us to develop targeted strategies for improving our supervision and treatment services.

This section presents the most current outcomes, statistics, and/or trends for:

- ▶ Recidivism
- ▶ Re-arrest
- ▶ Homicide
- ▶ Abscondence

Recidivism

One way to measure our performance toward meeting our public safety mission is to determine how many of the agency's youth are found "involved," or guilty, of a new offense. This is the "recidivism rate." The formal definition of recidivism used in this and other DYRS reports is:

"A committed youth has recidivated if he or she is convicted in Washington, D.C. of a new juvenile or adult offense which occurred within one year of being placed in or returned to the community."

Although there are different ways to measure recidivism, the agency's method—re-adjudication or re-conviction within one year of community placement—is consistent with other jurisdictions and the recommended definition set forth by juvenile justice experts.¹⁷

DYRS measures recidivism by grouping youth into cohorts, or groups, based on the year of their commitment. Because some youth are initially placed in secure settings, meaning outside of the community, their 'recidivism clock' may not start until many months after their commitment date. Because of this, we are generally only able to report on a cohort's recidivism rate after at least two years have passed since the close of that cohort, meaning

that, in FY2012, for example, the most recent data available is for youth who were committed to the agency in FY2010.

With 98% of the cohort complete, the FY2010 recidivism rate was 38%. **This is down from the previous year's rate of 42%, and is the lowest rate since 2006.** The recidivism rate for youth from the FY2011 cohort who had initial community-based placements—representing nearly half of all committed youth—was 30%.

The recidivism rate has decreased every year since FY2008.

Re-Arrest and Re-Conviction Rates FY2004-2011

	Re-Conviction	Re-Arrest
FY2004	31%	47%
FY2005	26%	37%
FY2006	20%	34%
FY2007	39%	52%
FY2008	45%	62%
FY2009	42%	57%
FY2010	38%	58%
FY2011*	30%	49%

*FY2011 data reported only for youth with initial community-based placements. Data for youth placed in secure facilities is pending.

Recidivism by initial placement

Over the past five years, the most significant improvements in recidivism rates have been for youth who were initially placed in a community-based setting. Since FY2009, between 46% and 57% of each year's cohort had an initial placement in a community-based residential facility. The recidivism rate for these youth fell from 42% at its peak in FY2009, to 30% in FY2011.

By contrast, the recidivism rate for youth initially placed at a residential treatment center has steadily increased, rising to a 42% re-conviction rate in the FY2010 cohort. This increase may in part be explained by a change in the placement decision-making process sparked by the introduction of the Structured Decision

Making risk-assessment tool, which resulted in more high-risk youth being sent to residential treatment facilities as their initial placement.

The recidivism rate for youth initially placed at home, which over the last four years have accounted for less than one-sixth of overall initial placements, has remained fairly steady, with approximately two in five youth recidivating each year. In FY2011, only 14 youth

had initial home placements. By FY2012, that number had fallen to six.

New Beginnings Youth Development Center has achieved steady improvement in its recidivism rate. In Oak Hill's final year, FY 2008, 51% of its youth recidivated within a year of community placement. In FY2010, only 35% of youth with initial New Beginnings placements recidivated.

Recidivism Rates by Initial Placement Type FY2004-2010

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011*
Home	50%	25%	24%	36%	54%	42%	44%	43%
Community-based Residential Facility	37%	20%	15%	42%	38%	42%	35%	28%
Oak Hill**	29%	26%	18%	45%	51%	-	-	-
New Beginnings	-	-	-	-	-	45%	35%	
Residential Treatment Center	25%	31%	25%	27%	34%	41%	42%	

*FY2011 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

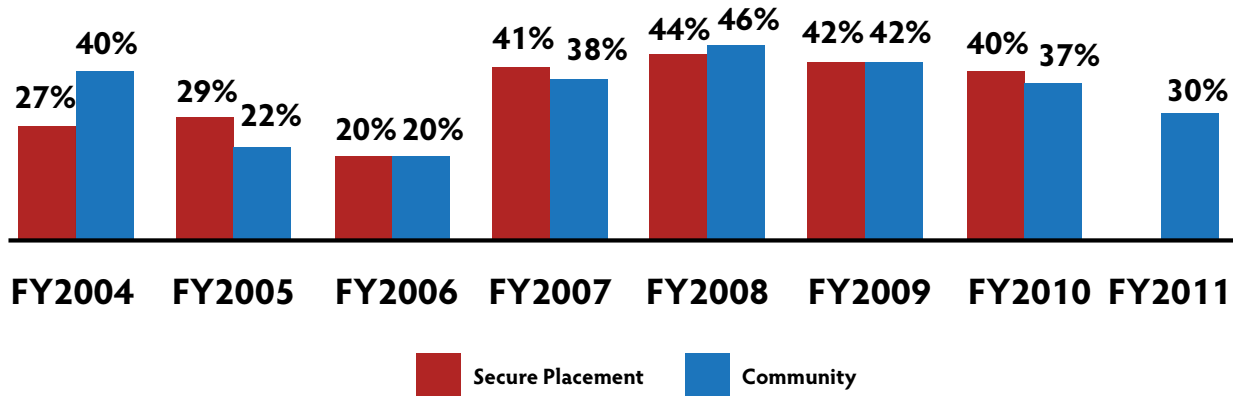
**In FY2009, 12 youth began their treatment at Oak Hill, then transferred to New Beginnings when it was opened in June 2009. Eight other youth were placed initially at New Beginnings.



These photos were taken by DYRS youth during a summer photography program.

Community placements – specifically home and community-based residential facilities – tend to be leading indicators of the recidivism rate in general, and the downward trend in these two placement types over the last four years is verified by the overall decrease in recidivism. This can be seen in the graph below:

Recidivism Rates for Secure & Community Placements, FY2004-2010



**Includes both New Beginnings and placements in residential treatment facilities*



Recidivism by offense type

Since FY2004, 17% of DYRS youth have been re-convicted of a violent or weapons offense. For any single year, FY2008 saw the highest re-conviction rate for violent or weapons offenses (25% of youth); since then, however, the percent of youth re-convicted of

violent offenses has been trending downward. In FY2010, 17% of youth were found to be involved of this type of offense. Notably, the trend of fewer youth re-arrested or re-convicted of drug offenses continued to fall, from a high of 8% of the FY2008 cohort to 2% of the initial FY2011 cohort for re-convictions, and falling from 11% to 2% for re-arrests.

Re-conviction Rates by Offense Type: FY2004-2011

Offense Group	Offense Type	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011*	Grand Total
Violent Offense	Violent Felony	7%	7%	5%	9%	17%	15%	9%	12%	11%
	Violent Misdemeanor	2%	1%	1%	2%	3%	3%	5%	3%	3%
	Weapons	2%	3%	1%	3%	3%	4%	3%	1%	3%
	Threats Felony	0%	1%	0%	2%	1%	0%	0%	0%	1%
	Threats Misdemeanor	1%	1%	0%	1%	1%	1%	1%	1%	1%
	Total	12%	13%	7%	17%	25%	23%	17%	17%	17%
Drug Offense	Drug Felony	8%	3%	2%	3%	4%	3%	1%	0%	3%
	Drug Misdemeanor	4%	0%	2%	4%	4%	4%	3%	2%	3%
	Total	12%	3%	4%	7%	8%	7%	5%	2%	6%
Property Offense	Property Felony	0%	2%	1%	2%	3%	2%	4%	2%	2%
	Property Misdemeanor	2%	1%	1%	5%	2%	4%	5%	3%	3%
	Unauthorized Use of Vehicle	2%	5%	6%	7%	4%	4%	4%	2%	4%
	Total	4%	8%	8%	14%	9%	10%	13%	10%	10%
Other Offense	Persons in Need of Supervision	1%	0%	0%	0%	1%	0%	1%	1%	0%
	Other	2%	1%	1%	2%	2%	2%	2%	5%	2%
	Total	3%	1%	1%	2%	2%	2%	2%	4%	2%
No Re-Conviction		69%	74%	80%	61%	55%	58%	62%	70%	65%

*2011 data is reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Re-arrest Rates by Offense Type: FY2004-2011

Offense Group	Offense Type	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011*	Grand Total
Violent Offense	Violent Felony	10%	10%	8%	11%	19%	17%	13%	17%	14%
	Violent Misdemeanor	3%	3%	2%	5%	5%	6%	7%	8%	5%
	Weapons	4%	3%	3%	3%	4%	4%	6%	1%	4%
	Threats Felony	0%	1%	0%	2%	1%	1%	0%	0%	1%
	Threats Misdemeanor	1%	1%	0%	1%	1%	1%	2%	1%	1%
	Total	18%	19%	13%	23%	30%	29%	28%	27%	24%
Drug Offense	Drug Felony	10%	4%	2%	3%	5%	3%	2%	0%	3%
	Drug Misdemeanor	4%	2%	3%	4%	6%	6%	5%	2%	4%
	Total	14%	5%	5%	8%	11%	9%	6%	2%	8%
Property Offense	Property Felony	1%	3%	2%	3%	4%	3%	5%	2%	3%
	Property Misdemeanor	5%	2%	2%	8%	5%	6%	7%	8%	5%
	Unauthorized Use of Vehicle	7%	7%	9%	7%	6%	5%	5%	5%	6%
	Total	13%	11%	13%	18%	14%	14%	17%	17%	15%
Other Offense	Persons in Need of Supervision	1%	0%	0%	0%	3%	1%	2%	1%	1%
	Other	2%	1%	3%	3%	4%	3%	4%	5%	3%
	Total	3%	1%	3%	4%	7%	4%	6%	5%	4%
No Re-Arrest		53%	63%	66%	48%	38%	43%	42%	51%	49%

*2011 data is reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Between FY2004 and FY2010, 61% of the youth committed to the agency were committed on a felony charge. Looking at this cohort of serious offenders, 63% did not recidivate within a year of placement back in the community and less than one quarter (24%) committed a new felony with a year of their return to the community.

Recidivism for Youth Committed on Felony Offenses Fiscal Years 2004-2010	
No Re-Conviction	63%
Convicted on a Misdemeanor	13%
Re-Convicted of a Felony	24%

You do the Math

They say one plus one equal two
 But one plus one equal one
 Because me plus you equal sideways 8
 A never ending cycle of acceptance
 What we share is fortified by steel and gold
 Layer and layer of imperishable forces
 Of trust, reverence, compromise, sacrifice, and infinite adoration
 The base of my happiness
 The height of your devotion
 The common denominator is canal to the ocean
 The connection that connect us
 One plus one equal one

-J.B.

Re-arrest trends

The standard recidivism measure discussed above provides a uniform public safety measure by limiting its view to the first year of a youth's community placement. While DYRS uses the one-year re-conviction rate as its primary recidivism measure, in 2011, we also began to track, in the aggregate, all arrests of DYRS youth regardless of the stage of their treatment.

Unlike the recidivism measure, re-arrest rates do not account for the fact that young people are innocent until proven guilty. Last year, fewer than half of all re-arrests of DYRS youth resulted in re-conviction, which demonstrates the importance of considering final outcomes when using re-arrest to measure public safety performance.

Nevertheless, comparing arrest rates from year to year can provide a snapshot of change in new contacts with the justice system. Fewer DYRS youth were re-arrested in calendar year 2012 than in 2011, and the overall re-arrest rate for DYRS youth, defined as the number of youth arrested as a percent of the number of youth committed to the agency, is down by 37%. The downward trend in arrests was equally true across all the major offense types:

- ▶ Violent felonies (down 35%)
- ▶ Violent misdemeanors (down 49%)
- ▶ Robberies and Attempted Robberies (down 43%)
- ▶ Drug felonies (down 38%)
- ▶ Drug misdemeanors (down 54%)
- ▶ Property felonies (down 38%)
- ▶ Felony threats (down 75%)

Even accounting for a 13% decrease in the number of youth under DYRS supervision during this period, the trends in arrest rates are still downward. As a result, even as arrest rates are falling citywide, DYRS youth have accounted for a smaller portion of overall arrests. In calendar year 2012, 6.6% of District arrests of young people age 20 and younger were DYRS youth, down from 9% in 2011.

Homicide statistics

Another public safety indicator that we measure is the number of committed youth involved in homicide incidents, either as an alleged perpetrator or as a victim. In an effort to assess our performance and identify the most at-risk youth, DYRS tracks homicide data and conducts thorough reviews of all homicide events involving youth committed to its care. All fatalities of youth involved with DYRS are also reviewed by the DC Child Fatality Review Committee, which includes members from District public safety and child and family services agencies, as well as members of the public.

In calendar year 2012, the District as a whole experienced a 19% decrease in homicides, with fewer than 100 homicides for the first time since 1963.¹⁸ DYRS involvement in deadly violence has dropped even more dramatically, falling from an average of 11 youth charged with homicide each calendar year since 2009, to one youth in 2012. No DYRS youth were victims of homicide during 2012.



DYRS Victims of Homicide 2009-2012

Calendar Year	Total DYRS population (#of youth)	DYRS youth who were victims of homicide (# of youth)	% of DYRS population that were victims of homicide
2009	1178	5	0.4%
2010	1310	11	0.8%
2011	1262	8	0.6%
2012	1088	0	0.0%

DYRS Youth Charged with Homicide 2009-2012

Calendar Year	Total DYRS population (#of youth)	DYRS youth charged with homicide (# of youth)	% of DYRS population charged with homicide	Youth adjudicated guilty	Youth adjudicated not guilty	Cases still pending
2009	1178	5	0.4%	3 (60%)	1 (20%)	1 (20%)
2010	1310	21	1.6%	13 (62%)	3 (14%)	5 (24%)
2011	1262	8	0.6%	1 (13%)	1 (13%)	6 (75%)
2012	1088	1	0.1%	0 (0%)	0 (0%)	1 (100%)

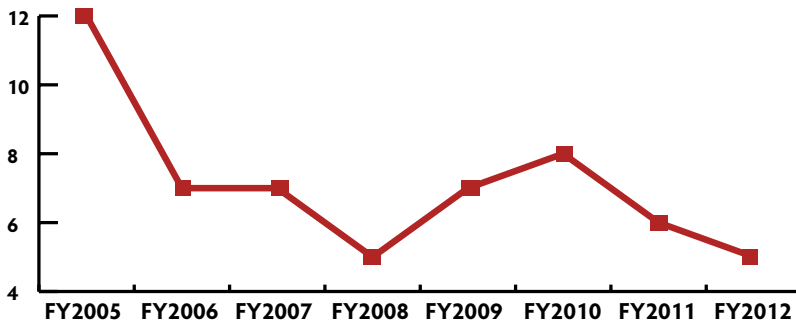
Abscondence

Young people are on abscondence whenever they are not where they are supposed to be according to the conditions of a Community Placement Agreement. This is an agreement between the young person and DYRS stating that the young person can return to the community provided they adhere to their supervision and treatment plan. Examples of abscondence include a young person living at home who has stopped keeping close contact with his or her case manager, or a youth who has not returned to a community-based residential facility within one hour of the prescribed curfew. When we discover that a young

person is on abscondence, we request a Custody Order from the court. The DYRS Abscondence Unit, in collaboration with the Metropolitan Police Department, is tasked with bringing the young person into custody.

DYRS has made preventing and responding to abscondences an immediate and permanent priority. We take a systematic approach to addressing abscondence, which includes cross-agency collaborations, community stakeholder involvement, and engaging young people in positive relationships, activities, and decision making.

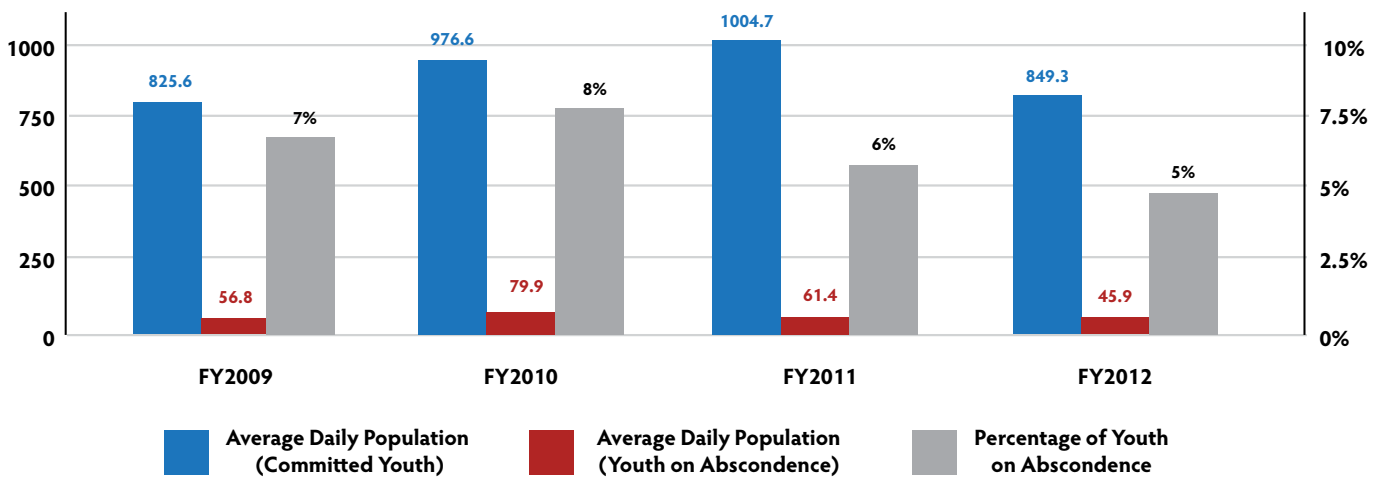
Abscondence Rates: FY2003-2012



These efforts have reduced the number of youth on abscondence to match the lowest point in our agency's history. Abscondence rates have steadily dropped since FY 2003, and in FY2012 fell to 5%, a 27% decrease from FY2011.

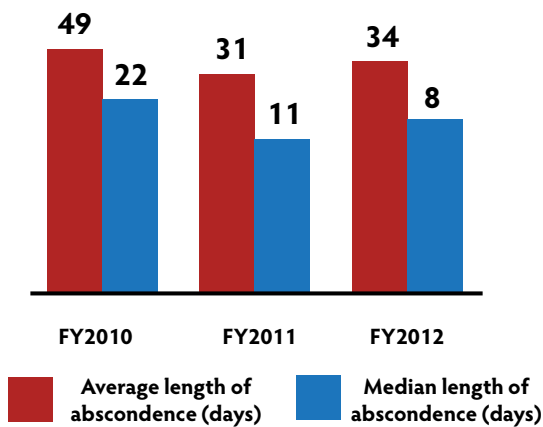
The average daily population of youth on abscondence has dropped by 44% over the last two years, from 80 youth in FY2010 to 45 youth in FY2012.

Average Daily Population of Youth on Abscondence: FY2009-2012

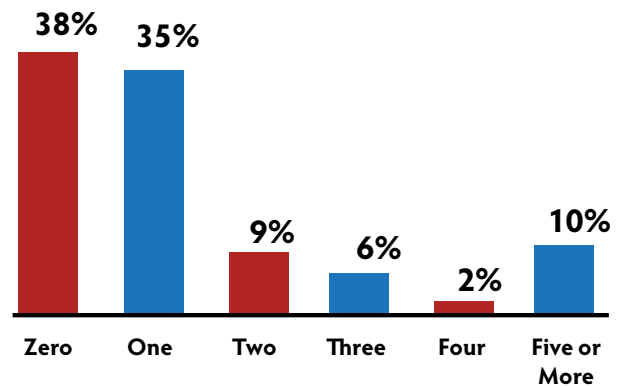


On average, 16 fewer youth were on absence each day in FY2012 than in the previous year, and the median length of absence dropped from 11 to eight days. Eighteen of the previous 24 months have seen decreases in the average daily population of youth on absence.

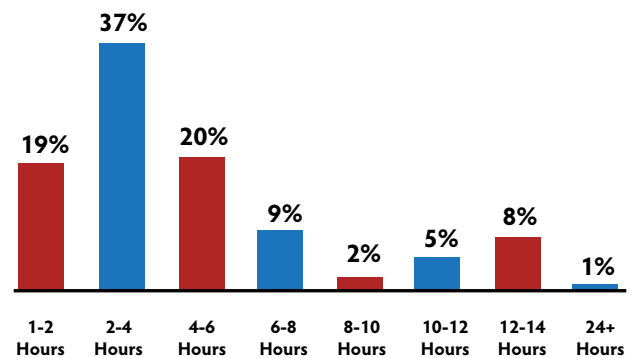
Average Length of Absence in Days FY2010-2012



Number of Absences per Enrollment FY2012



Length of Absence in Hours FY2012



Profile of Absconders in FY2012

Under 18	54%
Over 18	46%
Male	84%
Female	16%

A closer look at DYRS' absence data suggests that in FY2012 *the majority of absences were short-term events that ended with the youth returning to his or her placement and not absconding again.* In examining a sample of incidents involving youth absconding from a community-based placement, we found that:

- ▶ 75% of absences ended with the youth eventually returning to his or her placement.
- ▶ In 76% of the cases, the youth returned to the placement within six hours of being reported missing. In over half of the cases (56%), the youth returned within four hours.
- ▶ Most youth who absconded from a community-based facility did so only once while enrolled in the program. Only 27% of all community-based facility enrollments were interrupted by more than one absence in FY2012.



Population statistics and trends

In FY2012, the average daily population of youth committed to DYRS was 850. This figure includes committed youth placed in secure facilities, in community-based residential facilities, and at home. The average daily population of detained youth was 115 (61 at YSC, 54 in community-based shelter homes). Throughout FY2012, DYRS served a total of 1,152 committed youth and 874 detained youth. Also in FY2012, there were 182 total new commitments to DYRS.

DYRS Average Daily Committed Population FY2007-2012	
Fiscal Year	Average Daily Population
FY2007	418
FY2008	606
FY2009	826
FY2010	977
FY2011	1,005
FY2012	850

In this section, we present:

- ▶ Population demographics
- ▶ Population by offense type
- ▶ Population by placement type
- ▶ Population at the Youth Services Center
- ▶ Population at New Beginnings
- ▶ YouthLink statistics

Population demographics

The demographic characteristics of new commitments has remained relatively stable since FY2004. The percentage of newly committed females dropped slightly during FY2012, following a peak in FY2011.

New Commitments: Demographic Breakdown FY2004-2012					
	Male	Female	African-American	Latino	Other
FY2004	87%	13%	93%	7%	0%
FY2005	88%	12%	97%	3%	0%
FY2006	91%	9%	96%	3%	0%
FY2007	87%	13%	98%	2%	0%
FY2008	92%	8%	99%	1%	0.3%
FY2009	90%	10%	96%	4%	0.3%
FY2010	91%	9%	98%	2%	0.3%
FY2011	86%	14%	96%	4%	0%
FY2012	88%	12%	95%	4%	1%

New Commitments by Age FY2004-2012					
	14 and Under	15	16	17	18 and Older
FY2004	15%	17%	22%	32%	15%
FY2005	19%	21%	21%	17%	22%
FY2006	15%	21%	27%	27%	11%
FY2007	11%	20%	27%	27%	15%
FY2008	16%	20%	30%	26%	9%
FY2009	15%	21%	25%	26	14%
FY2010	14%	20%	31%	25%	11%
FY2011	18%	20%	25%	24%	14%
FY2012	14%	24%	22%	28%	13%

The committed and detained populations are demographically similar, though the detained population has a higher percentage of females than the committed populations.

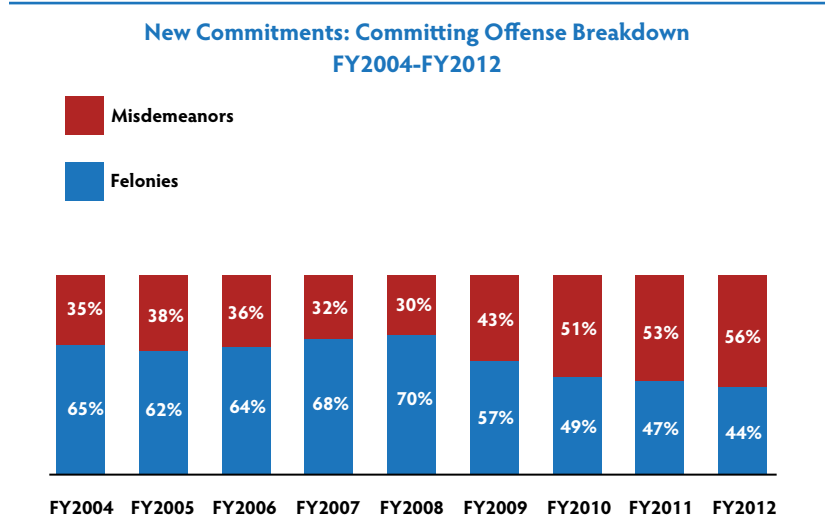
Demographics of Detained vs. Committed Youth FY2012		
	Committed	Detained
Male	88%	78%
Female	12%	22%
Black/ African American	97%	96%
Latino	3%	3%
White	0%	1%
Total Youth	1152	874

FY2012 Population Highlights

- ▶ Total committed youth served: 1,152
- ▶ Average daily committed population: 850
- ▶ Total detained youth served: 874
- ▶ Average daily detained population: 115 (61 at Youth Services Center; 54 in shelter homes)

Population by offense type

Increasingly, the percentage of youth committed on a felony offense is going down. In FY2008 70% of all newly committed youth were brought to DYRS with a felony conviction, while in FY2012 only 44% of new commitments had a felony conviction.



Committing Offense Breakdown: FY2012		
	Number of New Commitments	Percent of New Commitments
Violent Offenses (includes threats and weapons offense)	104	57%
Property Offenses (includes Unauthorized Use of Vehicle)	57	31%
Drug Offenses	8	4%
Other Offenses (includes PINs*)	13	7%
Total	182	

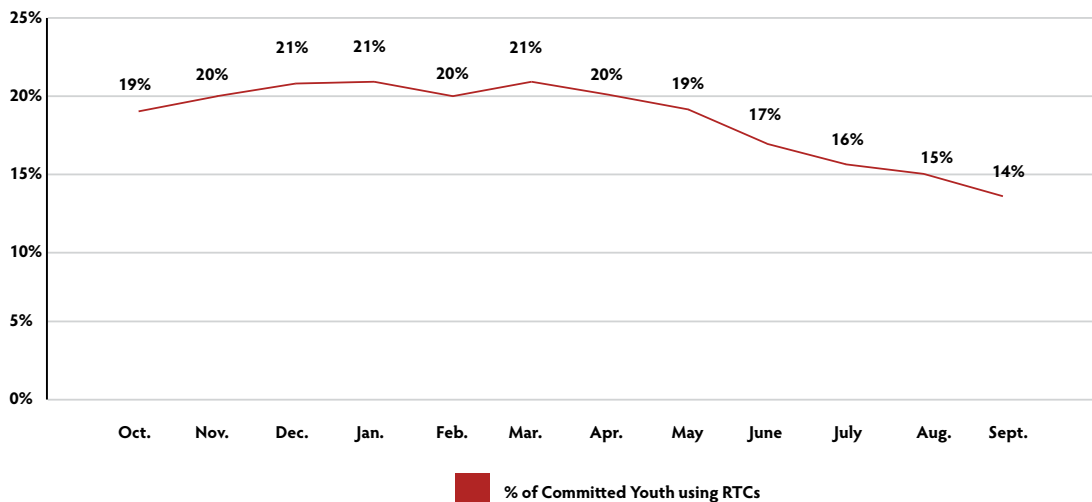
*PINs=Persons in need of supervision, typically runaways

Population by placement type

On any given day during FY2012, nearly half of all committed youth lived in the community, either at home or in a community-based residential facility, a foster home, or an independent living program.

Placement Types by Average Daily Population, Average Length of Stay, and Gender FY2012					
		Average Daily Population	Average Length of Stay (days)	Male	Female
Community-based Placements	Home	256	172	91%	9%
	Community-based residential facility	105	60	95%	5%
	Foster homes	27	179	66%	34%
	Independent living programs	21	144	52%	48%
	Total	409			
Non-Community Placements	Detention center or jail	122	119	97%	3%
	RTC	139	189	81%	19%
	Model Unit at New Beginnings	51	218	100%	0%
	YSC/Awaiting Placement	41	24	179%	21%
	Sub-acute care	4	32	63%	38%
	PRTF	20	141	87%	13%
Total	377				
Abscondence	Abscondence	46	34	84%	16%

Percent of Committed Youth placed at a Residential Treatment Center in FY2012



During FY2012, the average daily residential treatment center population declined by 45%. The percentage of youth placed in a residential treatment center dropped steadily during the last half of FY2012, from a peak of 21% in March, to a low of 14% in September.

In addition to reductions in the overall residential treatment center population, DYRS youth are being placed in facilities closer to home. Between January 2012 and December 2012, there was an overall 51% reduction in the agency's out-of-state residential treatment center population, with the greatest reductions being in the West (67% decline) and Midwest (67% decline).

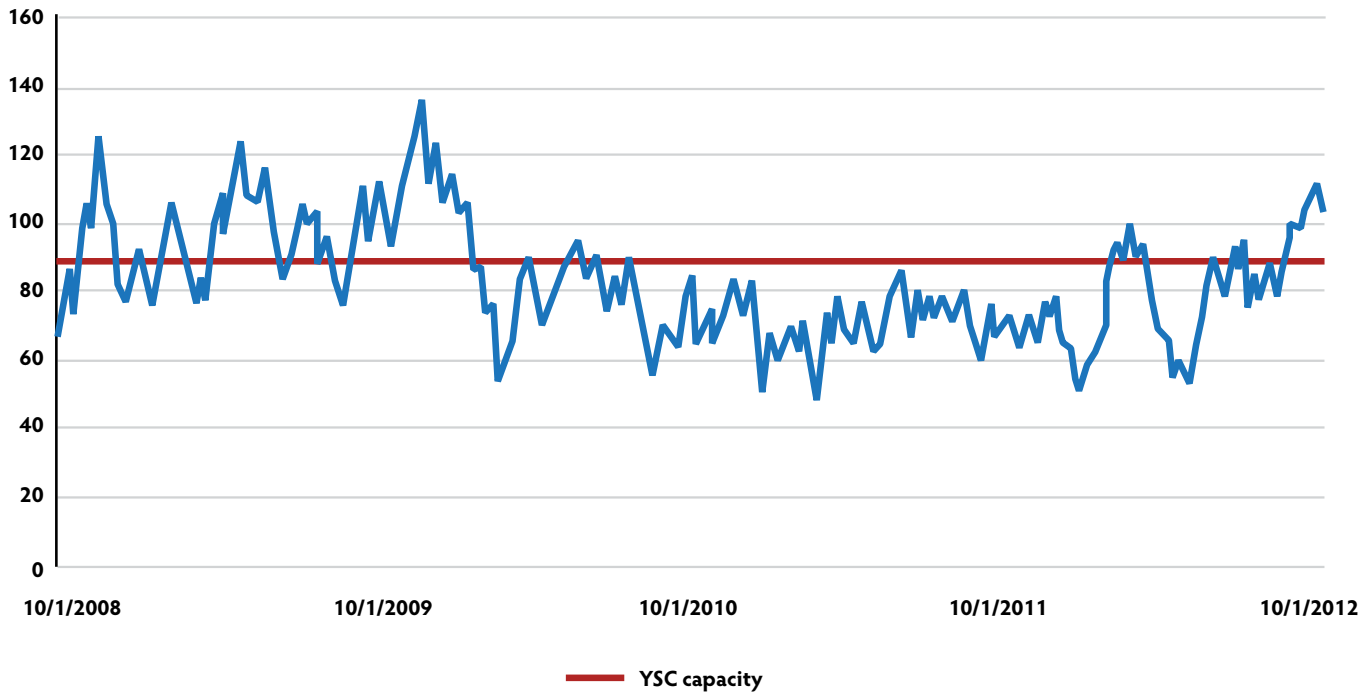
DYRS Out-of-State RTC Population January 2012-December 2012			
Region	January 2012 Population	December 2012 Population	Percent Decline
West	27	9	-67%
Midwest	60	20	-67%
Mid-Atlantic	80	45	-44%
South	20	18	-10%
Nationwide	187	92	-51%



Population at the Youth Services Center

During FY2012, the average daily population at the Youth Services Center was 77 youth (61 detained youth, 16 committed youth).²² With a capacity of 88 youth, the Youth Services Center continued its trend of remaining below capacity after a population surge in FY2009.

Youth Services Center Daily Population
FY2009 - 2012



After remaining fairly stable over the last three fiscal years, the average length of time that a youth stays at the Youth Services Center declined during FY2012, from 23 to 19 days. Over the past four fiscal years, the percentage of female residents at the Youth Services Center has risen from 13% to 20%. The population has also grown increasingly older, with the percentage of residents aged 18 or older rising from 7% in 2009 to 15% in 2012.

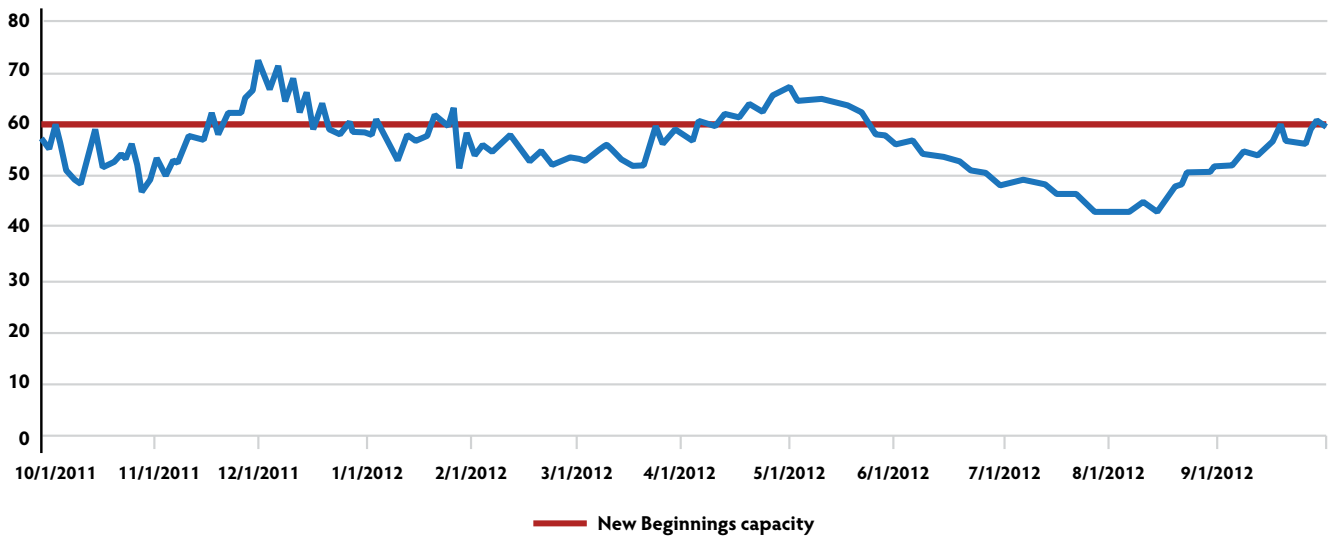
Youth Services Center Population by Demographics FY2009-2012

	Average Length of Stay (days)	Male	Female	Age 14 and Under	Age 15	Age 16	Age 17	Age 18 and older	# of Youth
FY2009	22.6	87%	13%	18%	21%	27%	27%	7%	1573
FY2010	22.9	86%	14%	17%	22%	27%	27%	6%	1367
FY2011	22.6	79%	21%	17%	22%	27%	24%	10%	1149
FY2012	19.0	80%	20%	14%	18%	25%	27%	15%	1385

Population at New Beginnings

New Beginnings is a secure residential treatment facility for young males involved with the most serious and chronic offenses. The population size at New Beginnings has fluctuated since the facility opened in 2009. In FY2012, the average daily population of New Beginnings was 56 youth.

New Beginnings Population
FY2012



Residents at New Beginnings participate in the DC Model Program, which provides long-term supervision, rehabilitation and community reintegration planning. The average length of stay in FY2012 was 218 days, or approximately seven months. Since FY2009, the percentage of the total population at New Beginnings aged 18 and older has risen from 21% to 40%.

New Beginnings Model Unit Population FY2009-2012

	Average Length of Stay (days)	Age 14 and Under	Age 15	Age 16	Age 17	Age 18 and older # of Youth	# of Youth
FY2009	252	8%	16%	27%	41%	8%	51
FY2010	230	3%	10%	33%	46%	8%	63
FY2011	275	2%	13%	24%	39%	22%	54
FY2012	218	3%	10%	23%	33%	31%	126

Improved public safety outcomes for New Beginnings youth

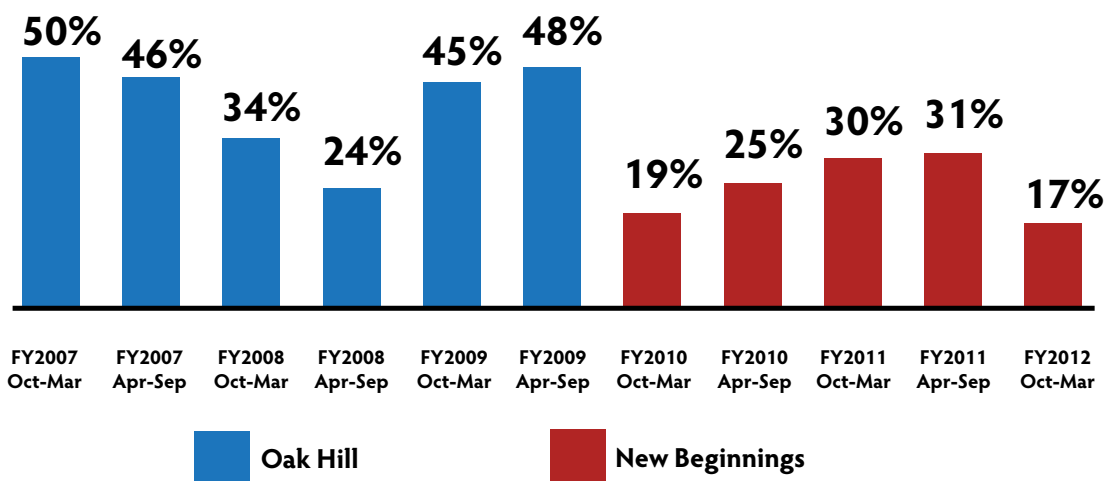
New Beginnings opened in early 2009 to replace the Oak Hill Youth Center, the District's former secure residential facility. In the first few years of its existence, New Beginnings has helped youth achieve a marked turnaround in public safety outcomes. In FY2008, Oak Hill's final year, 51% of its youth recidivated within a year of leaving the facility and returning to the community. By FY2010, after New Beginnings had been in operation for a year, that recidivism rate had dropped to 35%.

When newer recidivism figures become available, we believe we will see that the decrease from FY2008 to FY2010 was not a blip in the radar, but the result of good policy and practice, and a trend that continues strongly even today. The chart that

follows presents six-month re-conviction rates for youth at Oak Hill alongside re-conviction rates for youth at New Beginnings between FY2007 and FY2012.²³ This chart illustrates how re-re-conviction rates for New Beginnings youth are consistently lower than the predecessor facility.

The rehabilitative process at New Beginnings draws on the principles of Positive Youth Justice, and includes individualized treatment planning, individual and group counseling, educational and vocational training, family engagement, and recreational activities. Staff guide enrolled youth through their days and lead them toward behavioral change with structured schedules, lessons, activities that focus on helping youth develop positive relationships, successful coping and decision-making skills, and self-awareness.

6-Month Re-Conviction Rate for Youth Placed at Oak Hill and New Beginnings





Youth at New Beginnings receive an education at the onsite Maya Angelou Academy, or “MAA.” MAA is operated by the See Forever Foundation, a nonprofit organization that manages the Maya Angelou Public Charter schools in the District.

Many students come to New Beginnings with a history of challenges that may have made it difficult for them to progress academically. By the time the average youth enters New

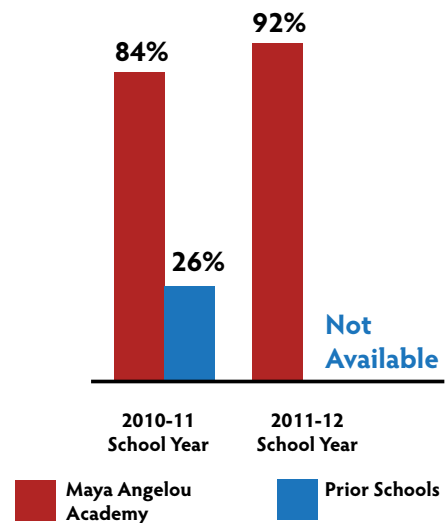
Beginnings, he has earned only a few credits towards high school graduation. At least half of all students at MAA have special needs, and most have failed multiple times in traditional schools.

The school’s curriculum helps struggling students overcome learning challenges, earn credits toward graduation, and build the academic skills they need for long-term success.

Academic Improvements for Maya Angelou Academy Students

	2010-11 school year	2011-12 school year
Average Annualized grade improvement (Reading)	1.33	1.73
Average Annualized grade improvement (Math)	1.35	1.86
Diplomas or GEDs earned	14	13

Credit Accumulation Ratio:
Comparison of Maya Angelou Academy to Prior Schools
2011-2012 School Year



FY2012 DC YouthLink data

Since its inception, DC YouthLink has grown from serving fewer than one in 10 DYRS youth to serving approximately half of the total DYRS population. In its first three years, over 1,000 youth committed to the agency have received services through DC YouthLink. In FY2012, YouthLink served more than half of all DYRS youth, most of whom are between 17 and 19 years old.

DC YouthLink Enrollment Data FY2010-2012									
		FY 2012		FY 2011		FY 2010		Total	
		Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth
Engagement	DC Youth Link (unique youth)	682	-	777	-	580	-	1,110	-
	% of Total Commitments ¹⁹		59%		61%		45%		63%
Lead Agency Enrollments ²⁰	East of the River Clergy Police Community Partnership	451	66%	514	66%	377	65%	987	68%
	Progressive Life Center	255	37%	294	38%	220	38%	123	39%
Gender	Boys	605	89%	689	89%	527	91%	946	89%
	Girls	77	11%	88	11%	53	9%	119	11%
Age at Enrollment ²¹	12	2	0%	2	0%	1	0%	3	0%
	13	6	1%	9	1%	6	1%	16	1%
	14	19	3%	24	3%	24	4%	42	4%
	15	52	8%	75	10%	55	9%	122	11%
	16	137	20%	163	21%	119	21%	257	23%
	17	211	31%	215	28%	146	25%	375	34%
	18	170	25%	186	24%	135	23%	327	29%
	19	122	18%	126	16%	74	13%	212	19%
	20	68	10%	56	7%	27	5%	114	10%

*Note: This table represents youth connected to Lead Entities for 7 days or more

In FY2012, DC YouthLink youth were connected to an array of services across the six Positive Youth Justice domains. More than three-quarters of youth were enrolled in relationship-building service, such as mentoring, while about half received job readiness training. Just under half of DC YouthLink youth were enrolled in behavioral or physical health services and more than a quarter received educational services.

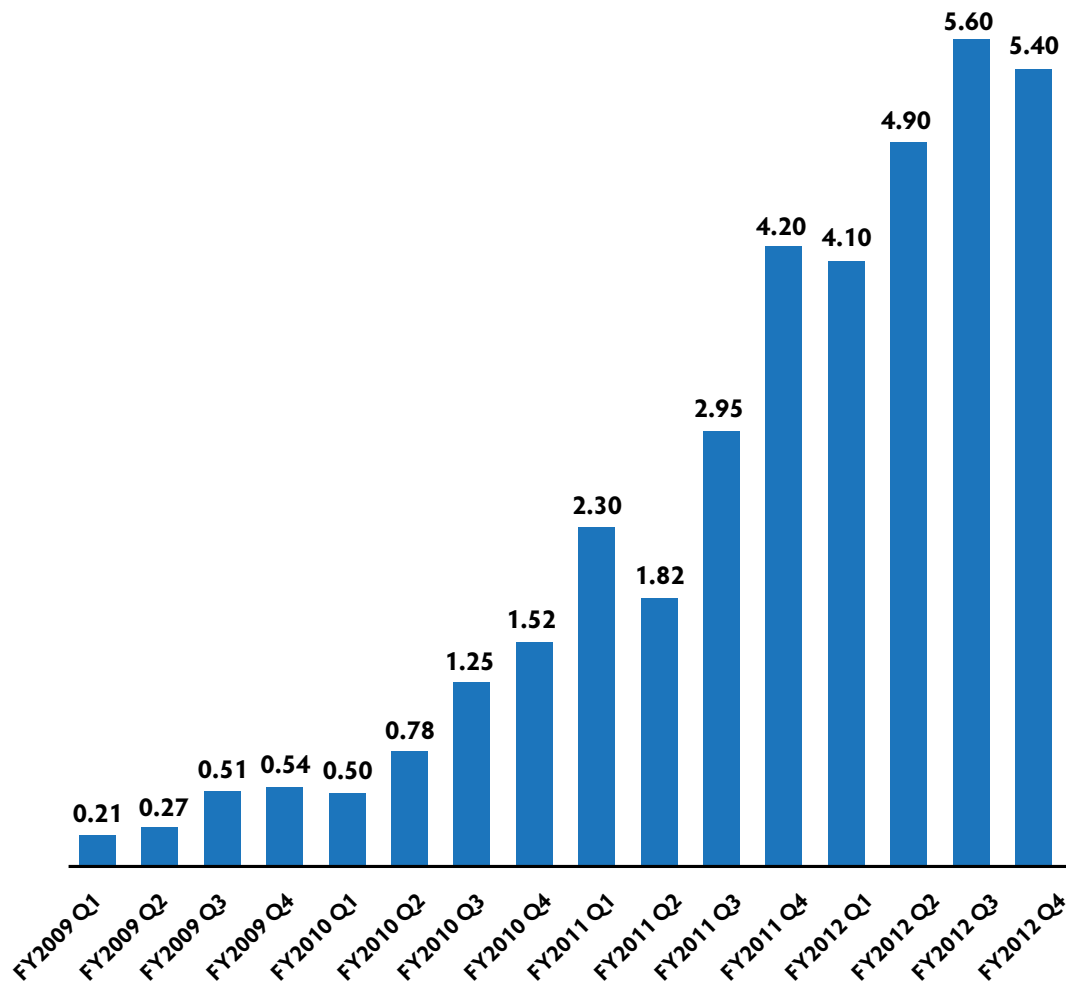
DC YouthLink Service Connections by Type of Service FY2010 – 2012								
	FY 2012		FY 2011		FY 2010		Total	
	Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth	Number of Youth	% of DYRS Youth
Youth Linked to Services, by Type								
Relationships	521	79%	518	81%	214	71%	800	85%
Work	324	49%	194	31%	62	20%	419	44%
Education	190	29%	253	40%	86	28%	387	41%
Health	278	42%	192	30%	75	25%	405	43%
Creativity	29	4%	13	2%	10	3%	41	4%
Community	65	10%	2	0%	3	1%	67	7%
Average Services per Enrollment	3.6		2.4	-	1.8	-	3.4	-





In the final quarter of FY2012, DC YouthLink youth were linked to ten times as many services as the youth in the fourth quarter of FY2009. Between the final quarters of FY2011 and FY2012, the average number of services received per youth increased from 4.20 to 5.40.

Average Number of Services Received by Discharged Youth FY2009-2012



*Includes youth enrolled in Public Safety services. Services received in FY2011 Q4 were updated to reflect refinements to data collection.

Performance-based Standards

Performance-based Standards (PbS), administered by the Council of Juvenile Correctional Administrators, is a system for juvenile justice agencies to identify, monitor, and improve conditions and treatment services provided in secure facilities.²⁴ Twice a year, in April and October, DYRS submits to PbS data on upwards of 100 performance indicators at both the Youth Services Center and New Beginnings. The Council of Juvenile Correctional Administrators, in turn, uses this data to generate reports that benchmark the performance of our facilities against the field average for similar facilities nationwide.

In this section, we present for both the Youth Services Center and New Beginnings:

- ▶ Positive Youth Justice indicators
- ▶ Safe facility indicators

Positive Youth Justice indicators



During FY2012, DYRS facilities showed improvement on many of the PbS indicators that measure efforts to promote Positive Youth Justice and help youth succeed. Between April and October 2012, both the Youth Services Center and New Beginnings maintained their edge over the field in terms of contact between youth and their families during treatment. We were also able to incorporate greater involvement from community volunteers than other facilities nationwide.

PbS Outcomes for Youth Services Center 2012

	April 2012		October 2012	
	Youth Services Center	Like Facilities Nationwide	Youth Services Center	Like Facilities Nationwide
RELATIONSHIPS				
Percent of youth who have ever had in-person contact with parents or guardians while in facility*	55%	49%	23%	46%
Percent of youth who report that they have had phone contact with parent or guardian*	78%	87%	88%	86%
Visitation per 100 person-days of youth confinement*	.17	.14	.07	.11
Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit)*	4.39	1.47	1.90	1.47
COMMUNITY				
The number of community volunteers providing programming in the facility over the average daily population	2.09	1.32	1.37	0.93
Percent of facility programs that engage community volunteers	36%	27%	78%	25%
HEALTH				
Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff*	38%	86%	100%	95%

PbS Outcomes for New Beginnings 2012

	April 2012		October 2012	
	New Beginnings	Like Facilities Nationwide	New Beginnings	Like Facilities Nationwide
RELATIONSHIPS				
Percent of youth who have ever had in-person contact with parents or guardians while in facility*	82%	68%	71%	65%
Percent of youth who report that they have had phone contact with parent or guardian*	97%	95%	97%	95%
Visitation per 100 person-days of youth confinement*	.08	.07	.08	.07
Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit)*	2.6	4.4	3.8	4.4
COMMUNITY				
The number of community volunteers providing programming in the facility over the average daily population	2.3	1.0	1.4	0.8
Percent of facility programs that engage community volunteers	67%	28%	80%	44%
HEALTH				
Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff*	100%	93%	100%	95%



Safe facility indicators

Youth development requires, as a prerequisite, a safe and secure environment. PbS includes a number of performance indicators relating to the facility safety and security, including assaults, injuries, and the use of restraints.

2012 PbS Safety outcomes for New Beginnings and Youth Services Center

	New Beginnings (NB)				Youth Services Center (YSC)			
	April 2012		October 2012		April 2012		October 2012	
	NB	Like Facilities Nationwide	NB	Like Facilities Nationwide	YSC	Like Facilities Nationwide	YSC	Like Facilities Nationwide
Injuries to youth per 100 person-days of youth confinement.*	0.8	0.6	0.4	0.6	0.3	0.4	1.0	0.5
Injuries to staff per 100 person-days of youth confinement.*	0.04	0.17	0.0	0.09	0.0	0.03	0.0	0.03
Injuries to youth by other youth per 100 person-days of youth confinement.*	0.5	0.1	0.2	0.1	0.2	0.1	0.6	0.2
Injuries to youth by staff per 100 person-days of youth confinement.*	0.2	0.1	0.0	0.1	0.0	0.01	0.03	0.02
Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement	0.16	0.09	0.0	0.09	0.0	0.01	0.03	0.02
Suicidal behavior with injury by youths per 100 person-days of youth confinement*	0.0	0.02	0.0	0.02	0.0	0.01	0.0	0.0
Suicidal behavior without injury by youths per 100 person-days of youth confinement*	0.05	0.03	0.05	0.01	0.0	0.05	0.0	0.01
Assaults and fights on youth per 100 person-days of youth confinement.*	1.1	0.4	0.9	0.4	1.2	0.3	0.9	0.3
Assaults and fights on staff per 100 person-days of youth confinement.*	0.9	0.2	0.4	0.2	0.05	0.03	0.08	0.05
Percent of interviewed youths who report that they feared for their safety within the last six months at this facility.*	11%	17%	17%	19%	14%	21%	18%	15%
Percent of staff who report that they feared for their safety within the last six months at this facility.*	49%	26%	28%	26%	35%	31%	57%	35%
Incidents of youth misconduct that result in injury, confinement, and/or restraint per 100 person-days of youth confinement*	1.0	2.0	1.2	0.8	2.0	2.8	1.2	2.4
Completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Physical restraint use per 100 person-days of youth confinement.*	3.2	0.8	3.1	0.9	0.9	0.5	1.7	0.4
Mechanical restraint use per 100 person-days of youth confinement.*	0.2	0.5	0.0	0.5	0.0	0.4	0.0	0.3

2012 PbS Safety outcomes for New Beginnings and Youth Services Center

	New Beginnings (NB)				Youth Services Center (YSC)			
	April 2012		October 2012		April 2012		October 2012	
	NB	Like Facilities Nationwide	NB	Like Facilities Nationwide	YSC	Like Facilities Nationwide	YSC	Like Facilities Nationwide
Restraint chair or restraint bed use per 100 person-days of youth confinement.*	0.0	0.0	0.0	0.0	0.0	0.01	0.0	0.0
Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.*	0.9	2.9	0.7	1.8	3.3	4.0	2.4	3.7
Average duration of isolation, room confinement, and segregation/special management in hours.*	12.8	6.63	9.5	8.8	5.5	9.4	2.7	7.5
Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less*	38%	81%	62%	70%	78%	57%	95%	56%
Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less*	56%	86%	77%	78%	78%	73%	95%	76%
Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period not including eight hours for sleeping*	1.5	1.6	0.0	1.3	1.5	1.9	0.0	1.5
Average daily ratio of direct care staff to youth during the collection month.*	1.3	0.8	1.3	0.9	1.1	0.9	1.0	0.9
Incidents involving contraband (weapons) per 100 person-days of youth confinement*	0.0	0.0	0.0	0.0	0.2	0.03	0.03	0.0
Incidents involving contraband (drugs) per 100 person-days of youth confinement*	0.0	0.01	0.05	0.02	0.0	0.01	0.0	0.02
Incidents involving contraband (other) per 100 person-days of youth confinement*	0.3	0.1	0.2	0.1	0.15	0.13	0.03	0.09

INTERPRETING INCIDENT RATES

Many PbS indicators use "rate" calculations to allow for comparison across facilities. This allows each jurisdiction to control for population when evaluating how the frequency of a given event at its facilities compares to the frequency at other facilities. The table below provides detail on how to interpret these rates for YSC and New Beginnings, using average rates across multiple months.

Rate Approximation Table

Frequency	New Beginnings	YSC
Once in a month	0.05	0.04
Once a week	0.24	0.18
Once a day	1.65	1.27

58%

The percentage of performance-based standards indicators that improved for the Youth Services Center between April and October 2012

Endnotes

- ¹⁷ Council of Juvenile Correctional Administrators. (2009). Defining and Measuring Recidivism. "[Several] options are available for defining recidivism. **We strongly recommend, however, that all studies of recidivism include adjudication or conviction.** Adjudication/conviction includes all cases in which the justice system process has reached a conclusion regarding guilt, made by an independent fact-finder. By this point the number of false positives has been minimized. The Recidivism Work Group has found that there is widespread consensus on this measure, while none of the other measures are free of controversy." p. 29 (emphasis in original).
- ¹⁸ DC Metropolitan Police Department. (2013). Mayor Vincent C. Gray and Metropolitan Police Chief Cathy L. Lanier Announce Historic Low for 2012 Homicide Totals. Available at <http://mpdc.dc.gov/release/mayor-vincent-c-gray-and-metropolitan-police-chief-cathy-l-lanier-announce-historic-low-20-0>.
- ¹⁹ This number represents the percent of all youth committed to DYRS, including youth in secure facilities.
- ²⁰ Lead Agency enrollments will not add up to 682 because some youth are enrolled with both Lead Agencies at different times during the fiscal year.
- ²¹ The number of youth included in "Age at Enrollment" will not add up to 682, the total number of unique youth, because as youth are enrolled in different services throughout the year, their age at enrollment may change. Some youth are counted more than once in each age category.
- ²² This count does not include the facility's population of overnight youth.
- ²³ The re-conviction rate cited here and in the accompanying chart reflects the public safety outcomes for all New Beginnings graduates who participated in the DC Model program. This is slightly different from the data presented in DYRS' standard recidivism reporting, which focuses only on those youth for whom New Beginnings was their initial placement upon commitment.
- ²⁴ For more information on Pbs, please see page XX of this Report.





SECTION VI: KEY TERMS AND ACRONYMS

Abscondence: The status of a young person who is not where he or she is supposed to be according to the provisions in his or her Community Placement Agreement. Abscondences can include unauthorized departures from facilities, missing curfew by one hour or more, and the failure to attend school or required appointments.

Adjudication: The final judgment in a legal proceeding; the act of pronouncing judgment based on the evidence presented.

Aftercare Services: Programs and services to provide youth released from secure placement with care, supervision and support.

Awaiting Placement: An intermediary stage for youth transitioning from one treatment locality to another. Youth are often on 'awaiting placement status' immediately after initial commitment to the agency, as they transition between facilities, or if their community status is revoked after a violation of their Community Placement Agreement.

Case Manager: The DYRS staff person assigned specific oversight responsibility for a particular youth. Case managers are responsible for coordinating placement and services, maintaining contact with the youth and families, updating the youth's records, and generally supporting the youth in his or her rehabilitative process.

Commitment: A legal order of disposition and placement into the care and custody of DYRS. A "committed youth" is a young person who has been committed to DYRS by a DC Family Court judge.

Community-Based Residential Facility: A residential facility for youth that is a community-based, homelike single dwelling or its acceptable equivalent. Includes group homes, therapeutic group homes, and therapeutic family homes.

Community Placement Agreement: An agreement issued between a young person and DYRS stating that the youth can return to the community subject to compliance with his or her supervision and treatment plan.

Continuum of Care: The range of programs, services and interventions available to the agency for rehabilitating youth in its custody.

Conviction: A judicial finding, jury verdict or final administrative order, including a finding of guilt, a plea of nolo contendere or a plea of guilty to a criminal charge.

Court Social Services (CSS): Part of the DC Superior Court Family Court, Court Social Services is the District's juvenile probation agency.

Custody: The legal status created by a Family Court order which vests in the Department the responsibility for the custody of a minor.

DC Model: The core programming model at New Beginnings Youth Development Center. Participants in the DC Model receive long-term supervision, rehabilitation services and community reintegration planning. Youth must progress through six programmatic levels to complete the DC Model program.

DC YouthLink: A coalition of community-based organizations that provide services and supports to DYRS youth residing in the community. DC YouthLink was launched by DYRS and the Children and Youth Investment Trust Corporation (CYITC) in 2009.

Delinquent Act: As defined in DC Code § 16-2301(7), an act designated as an offense under the law of the District of Columbia, or of a State if the act occurred in a state, or under Federal law.

Detained: The temporary, secure custody of a youth in facilities designated by the DC Family Court and placed in the care of DYRS, pending a final disposition of a petition and following a hearing in accordance with DC Code § 16-2312. A "detained youth" is a young person who is awaiting adjudication and has been placed in a DYRS shelter home or at the Youth Services Center.

Direct Care Staff: Staff members who have significant and ongoing contact with youth, including Youth Development Representatives, case managers, teachers, chaplains, counselors, doctors, nurses, food care workers, volunteers, contractors and others who supervise or provide services to youth.

Disposition: The sentence or other final rehabilitation plan ordered by the judge in a juvenile case. In the District of Columbia, the two most common dispositional options are placement on probation with Court Social Services or commitment to DYRS.

Fiscal Year (FY): The time period measured from October 1st of one year to September 30th of the following year. For instance, FY2012 begins October 1, 2011, and ends September 30, 2012.

Global Positioning System (GPS): A navigational system using satellite signals to fix the location of a radio receiver on or above the earth's surface. Young people who are committed to DYRS and residing in the community may be required to wear a GPS device as part of the agency's electronic monitoring program.

Graduated Responses: A protocol adopted by DRYS in FY2012 that provides a predefined set of sanctions and rewards for youth behavior. DYRS case managers use the sanctions to respond to violations of a Community Placement Agreement, and the severity of the sanctions is based on the severity of violation and the youth's risk-assessment score. The rewards side provides incentives for demonstrating progress and positive behavior.

Individual Development Plan (IDP): A plan uniquely created for each committed youth that sets forth his or her treatment goals, level of supervision and the services and supports that he or she will receive. IDPs are based on each individual youth's strengths and needs and are created through collaboration between youth, their families, DYRS case managers, service providers and others involved in the youth's life.

Jerry M: The shorthand name for a lawsuit filed in the Superior Court of the District of Columbia in 1986. The lawsuit resulted in a Consent Decree and Work Plan that sets standards for New Beginnings Youth Development Center and the Youth Services Center.

Person in Need of Supervision (PINS): As defined in DC Code § 16-2301(8), a "child in need of supervision" is a child who is in need of care or rehabilitation and: (1) is habitually truant from school without justification; (2) has committed an offense committable only by children; or (3) is habitually disobedient of the reasonable and lawful commands of his or her parent, guardian, or other custodian and is ungovernable.

Psychiatric Residential Treatment Facility (PRTF): Any non-hospital facility with a provider agreement with a State Medicaid Agency to provide the in-patient services benefit to Medicaid-eligible individuals under the age of 21.

Positive Youth Development (PYD): A comprehensive framework for thinking about the development of adolescents and the factors that facilitate their successful transition from

adolescence to adulthood. The basic premise of PYD is that all young people can develop positively when connected to the right mix of opportunities, supports, positive roles and relationships.

Positive Youth Justice (PYJ): A complementary framework to Positive Youth Development, focused specifically on the needs of court-involved youth.

Probation: A legal status created by an order of the Family Division of the Superior Court of the District of Columbia following an adjudication of delinquency or need of supervision, whereby a minor is permitted to remain in the community subject to appropriate supervision and return to the Division for violation of probation at any time during the period of probation. Juvenile probation in the District is overseen by Court Social Services.

Recidivism Rate: The percentage of individuals who re-offend. A committed youth has recidivated if he or she is convicted of a new juvenile or adult offense that occurred within one year of being placed in or returned to the community.

Residential Treatment Center (RTC): Secure treatment facilities for youth with specific mental health, behavioral, or substance abuse needs. RTCs provide specialized educational and behavioral modification programs in a structured, supervised, secure, out-of-community placement.

Secure Detention: Placement in a facility that restricts movement and provides 24-hour supervision.

Status Offense: An act prohibited by law that would not be an offense if committed by an adult, such as truancy, curfew violation, or running away.

Structured Decision Making (SDM): An instrument for assessing a youth's risk of re-offending. The risk-assessment score is used to guide informed decisions about the youth's level of custody.

Youth Development Representative (YDR): A direct-care staff member who provides the first level of supervision and engagement for youth at one of DYRS' secure facilities.

Youth Family Team Meeting (YFTM): A DYRS-coordinated case-planning meeting charged with making placement and service plans tailored to each youth's strengths and needs. Participants in an YFTM can include the youth, the youth's family members, mentors, teachers, case manager, service providers and other interested adults.

CBRF	Community-based Residential Facility	MRT	Moral Reconciliation Therapy
CFSA	Child and Family Services Agency	MPD	Metropolitan Police Department
CJCA	Council of Juvenile Correctional Administrators	OAG	Office of the Attorney General
CJCC	Criminal Justice Coordinating Council	OEWD	Office of Education and Workforce Development
CPA	Community Placement Agreement	OJJDP	Office of Juvenile Justice and Delinquency Prevention
CSOSA	Court Services and Offender Supervision Agency	OPD	Office of Professional Development
CSS	Court Social Services	OUC	Office of Unified Communications
CYITC	DC Children and Youth Investment Trust Corporation	OSSE	Office of the State Superintendent of Education
DCPS	District of Columbia Public Schools	Pbs	Performance-based Standards
DMH	Department of Mental Health	PDS	Public Defender Service
DOC	Department of Corrections	PINS	Person in Need of Supervision
DOL	U.S. Department of Labor	PLC	Progressive Life Center
DYRS	Department of Youth Rehabilitation Services	PRTF	Psychiatric Residential Treatment Facility
EOM	Executive Office of the Mayor	PYD	Positive Youth Development
ERCPCP	East of the River Clergy-Police Community Partnership	PYJ	Positive Youth Justice
FY	Fiscal Year	RTC	Residential Treatment Center
GED	General Education Diploma	SDM	Structured Decision Making
GPS	Global Positioning System	SYDR	Supervisory Youth Development Representative
IDP	Individual Development Plan	YDR	Youth Development Representative
JDAI	Juvenile Detention Alternatives Initiative	YFTM	Youth Family Team Meeting
KPI	Key Performance Indicators	YSA	Youth Services Administration
MAA	Maya Angelou Academy at New Beginnings	YSC	Youth Services Center





But I didn't grow up by
My bad deeds
But the success that I had in my life
That very long path.
This is what I call
A boy to a man.
-D.S.



DYRS DEPARTMENT OF YOUTH
REHABILITATION SERVICES

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