



DYRS • 2011 Annual Performance Report





Front Cover Art: “Exhale,” by Joey Tomassoni. The mural, which was commissioned by the DC Commission on the Arts and Humanities (DCCAH) in 2010, is located at the New Beginnings Youth Development Center. According to DCCAH, the piece “inspires a sense of place within the new facility and encourages youth to adopt positive behavior through the design and creation of a larger than life colorful mural. [Tomassoni] engaged the youth by sitting down and listening to stories of their past, inspirations and dreams for their future. Tomassoni wanted to include these stories into the iconography of the mural and accomplished this with the active participation of youth at the facility in creating and painting the mural while following facility rules and regulations. The color scheme represents the emotional spectrum of a young person’s life . . . Tomassoni used a circular pattern that repeats throughout the design and alludes to the Level system established at the youth facility. The Level system is a change process whereby youth progress to six levels over the course of six months to a year: learning phase, self-awareness/discovery phase, self-exploration phase, growing phase, collective work and responsibility phase, and the transition phase.” For more information visit <http://dcarts.dc.gov>.

Back Inside Cover Poem: “Dreams” is a poem composed by a student at the Maya Angelou Academy at New Beginnings Youth Development Center. The poem is featured in the Spring 2011 edition of the school’s literary magazine, “Within These Gates,” which is available at <http://issuu.com/mayaangelouacademy/docs/2011withinthesegates>.

Annual Performance Report

Fiscal Year 2011

Department of Youth Rehabilitation Services

Government of the District of Columbia

Neil Stanley, Director

Beatriz “BB” Otero, Deputy Mayor for Health and Human Services

Vincent C. Gray, Mayor

March, 2012



Prepared by:

Department of Youth Rehabilitation Services

Office of Research and Quality Assurance

Table of Contents

A Letter from the Director	3
Key Terms and Acronyms	4
Executive Summary	6
Section 1:	
Overview of the Department of Youth Rehabilitation Services (DYRS)	11
About DYRS	14
The District of Columbia Juvenile Justice System	16
DYRS Programs and Services	20
Youth Services Center Fact Sheet	22
New Beginnings Youth Development Center Fact Sheet	23
<i>Jerry M. Consent Decree and Work Plan</i>	25
DYRS Youth Population	26
Section 2: Positive Youth Justice	33
FY2011 Positive Youth Justice Initiatives and Accomplishments	38
Positive Youth Justice in the Community	41
Positive Youth Justice in DYRS Facilities	48
Looking Forward to 2012	51
Section 3: Public Safety	53
FY2011 Public Safety Initiatives and Accomplishments	57
Public Safety in the Community	58
Public Safety in DYRS Facilities	68
Looking Forward to 2012	72
Section 4: Effective Management	73
FY2011 Effective Management Initiatives and Accomplishments	77
Agency Accountability	78
FY2011 Expenditures and Costs	80
DYRS Staffing	81
Staff Training and Professional Development	82
Looking Forward to 2012	83



Dear District Resident,

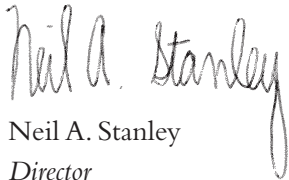
I am pleased to present the Department of Youth Rehabilitation Services' first ever Annual Performance Report. The report is an unprecedented effort to capture the nature, breadth, and spirit of the agency's work. By presenting descriptions of agency programs and processes, along with data on performance measures, DYRS seeks to increase transparency and foster a better understanding of the agency's mission, efforts, and outcomes.

The Annual Performance Report reflects a dynamic agency dedicated to rehabilitating court-involved youth while protecting the public. Whether it is a DYRS Workforce Development Specialist who helps a young person get a job, a Youth Development Representative who counsels a youth at New Beginnings, or a DC YouthLink provider who connects a youth to tutoring and educational support, DYRS staff and partners work tirelessly on behalf of youth and their families. The agency's rehabilitative approach is guided by law, driven by data and best practices, and tailored to make communities safer and more invested in the care of youth.

While DYRS has made great progress, challenges remain. The agency must work harder to ensure that youth get on the right track, remain involved in productive activities, and contribute positively to the community. The agency must not and will not rest until public safety is protected, all programs for youth embody positive youth justice principles, and the agency operates competently, effectively, and efficiently.

Thank you for your interest in DYRS.

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

Director

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, missed curfews, 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 designed to provide care, supervision, and services over youth released from facilities.

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 the Department of Youth Rehabilitation Services.

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

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.

Department (or the agency): Refers to the Department of Youth Rehabilitation Services.

Delinquent Act: As defined in D.C. 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 Family Court and placed in the care of the Department, pending a final disposition of a petition and following a hearing in accordance with D.C. Code § 16-2312.

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, FY2011 begins October 1, 2010, and ends September 30, 2011.

Person in Need of Supervision (PINS): As defined in D.C. 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 even the most disadvantaged young person 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 which 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 designed to assess a youth's risk of re-offending. The risk-assessment score is used to guide in-

formed decisions about the youth's level of custody.

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

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.

Table of Acronyms

CBRF	Community-Based Residential Facility	MPD	Metropolitan Police Department
CFSA	Child and Family Services Agency	OAG	Office of the Attorney General
CJCA	Council of Juvenile Correctional Administrators	OEWD	Office of Education and Workforce Development
CJCC	Criminal Justice Coordinating Council	OJJDP	Office of Juvenile Justice and Delinquency Prevention
CPA	Community Placement Agreement	OPD	Office of Professional Development
CSOSA	Court Services and Offender Supervision Agency	OUC	Office of Unified Communications
CSS	Court Social Services	PbS	Performance-based Standards
DCPS	District of Columbia Public Schools	PDS	Public Defender Service
DMH	Department of Mental Health	PINS	Person in Need of Supervision
DOC	Department of Corrections	PLC	Progressive Life Center
DOL	Department of Labor	PRTF	Psychiatric Residential Treatment Facility
DYRS	Department of Youth Rehabilitation Services	PYD	Positive Youth Development
EOM	Executive Office of the Mayor	PYJ	Positive Youth Justice
ERCPCP	East of the River Clergy-Police Community Partnership	RTC	Residential Treatment Center
FY	Fiscal Year	SDM	Structured Decision Making
GPS	Global Positioning System	SYDR	Supervisory Youth Development Representative
IDP	Individual Development Plan	YALC	Young Adult Learning Center
ITPM	Intensive Third-Party Monitoring	YDR	Youth Development Representative
JDAI	Juvenile Detention Alternatives Initiative	YFTM	Youth Family Team Meeting
KPI	Key Performance Indicators	YSA	Youth Services Administration
		YSC	Youth Services Center

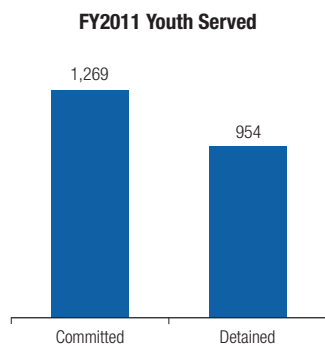
Executive Summary

DYRS strives to implement innovative policies, practices, and reforms that improve not only the lives of the youth under its care, but also the safety and well-being of the greater community. This report provides an overview of DYRS and outlines the key FY2011 initiatives and outcomes with respect to positive youth justice, public safety, and effective agency management.

About DYRS

DYRS is responsible for the supervision, custody, and care of young people charged with a delinquent act in the District who are detained while awaiting adjudication or committed to DYRS following adjudication. The agency provides comprehensive support services to youth placed in its care, both in DYRS facilities and within the community. DYRS actively partners with other District agencies and the community, as well as with locally and nationally recognized juvenile justice organizations, to implement innovative, evidence-based programming models that are in line with industry best practices.

DYRS is assigned to 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.



In FY2011, DYRS served 1,269 youth who were committed to the agency's custody. These young people, aged 13 to 20, received services along a continuum of care ranging from secure confinement at New Beginnings to community-based supervision and support services such as Global Positioning System

(GPS) tracking, mentoring, and job training.

DYRS also provided supervision and services to 954 detained youth awaiting court appearances. Approximately two-thirds of these young people participate in the District's Juvenile Detention Alternatives Initiative (JDAI) and receive supervision in a community-based setting such as a shelter home. In FY2011, 93% of DYRS youth completed their detention alternative without a re-arrest or a failure to appear in court. Detained youth who require a higher level of supervision stay at the Youth Services Center (YSC). There were, on average, 76 youth at YSC each day in FY2011.

The DYRS Approach

DYRS' approach to its work is based on three core concepts: protecting public safety, promoting Positive Youth Justice (PYJ), and practicing effective management. These three principles must work in concert if the agency is to truly meet its mission.

As the cabinet-level agency primarily responsible for steering court-involved young people away from previous delinquent behavior and onto the right track, DYRS is at its core focused on protecting public safety. For the population of young people DYRS serves, research shows that the best long-term strategy for enhancing public safety is to follow the principles of PYJ. Engaging young people in productive ways, linking them with caring adults, and helping them meet their developmental needs is the most effective method for directing youth away from criminal behavior and toward a positive adulthood. Public safety and PYJ are, in a fundamental sense, complimentary, mutually reinforcing outcomes.



As DYRS pursues these interconnected goals, the agency takes seriously its role as a steward of District resources. For this reason, the agency works diligently to encourage effective management with respect to operations, finances, service delivery, and performance. Through strategic and thoughtful spending of resources, the agency seeks to maximize its positive impact on young people's lives and the overall well-being of the larger community.

Promoting Positive Youth Justice

DYRS programs and services are grounded in PYJ, an approach that emphasizes that youth are assets and resources to the community and that with the right programs, opportunities, supports, and services, youth can develop to their full potential and be much less likely to continue delinquent behavior. In FY2011, DYRS launched a number of initiatives designed to address the six core PYJ developmental domains of work, education, relationships, community, creativity, and health. These six domains were selected based on research demonstrating that these types of activities are the most effective in causing youth to desist from delinquent activities.¹

Job Training: In FY2011, DYRS used \$1.2 million in Department of Labor (DOL) grant funds to expand its education and workforce development programming. With the help of the DOL

grant, the agency doubled the number of workforce development specialists who assist youth with job coaching, career planning, and placement in internships, long-term employment, occupational training, post-secondary education, and enrollment in the military. In the community, the DC YouthLink initiative helped connect 200 youth to job readiness training, and DYRS partnered with Sasha Bruce Youthwork to implement a comprehensive occupational training program that leads to industry-recognized credentials and employment referrals.

In partnership with the Institute for Educational Leadership, DYRS and DC YouthLink received a three-year grant of over \$600,000 from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to develop DC RAMP, a career-focused mentoring program. DYRS also partnered with the DC Department of Disability Services to connect youth with disabilities to workforce training.

Educational Services: DYRS increased its number of academic specialists and partnered with DC Public Schools (DCPS) to enhance transition services and academic placement assistance for youth released from secure facilities. Within the community, DC YouthLink helped connect 265 youth to educational support services such as tutoring. During FY2011, DYRS and the See Forever Foundation implemented an enhanced community workforce programming and integrated learning program at the Maya Angelou Young Adult Learning Center (YALC). This school-based workforce development program supports students' academic goals by offering GED preparation while providing hands-on employment training and practical work experience. During FY2011, 22 DYRS youth were enrolled in post-secondary education programs such as colleges and universities, community colleges, and technical schools.

At New Beginnings, the See Forever Foundation's Maya Angelou Academy received particular recognition during FY2011. In their accreditation of the school, the Middle States Commission on Higher Education declared the school a "model" program. The *Jerry M.* education evaluator described the school as "one of the best programs in a confinement facility" she had ever seen, and deemed the school's turnaround "remarkable."

Physical and Mental Health: In FY2011, DC YouthLink helped connect 190 youth to health services within the community, a 2.5 times increase since FY2010, when 79 youth were connected to such services. At New Beginnings and YSC, youth receive physical health, mental health, and substance abuse screenings upon enrollment. New Beginnings operates the Seven Challenges Substance Abuse program, which serves an average of 30 youth twice per week. Also at New Beginnings, in FY2011 Sasha Bruce Youthwork administered a four-week program educating youth on sexual health issues. The facility also hosted a 'Winter Olympics' in which youth competed against each other in a variety of physical challenges, with the top finishers receiving medals.

Relationship Building: The agency has increased participation in programs designed to build positive relationships between youth, their families, and other caring adults. In FY2011, DC YouthLink connected 517 youth to relationship-building services such as mentoring, more than double the number from FY2010. At New Beginnings, over 30 families participated in an Awards Assembly/Open House, the largest family participation ever for a New Beginnings event.

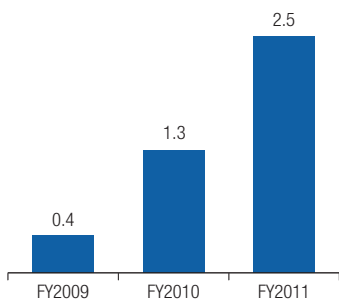
Community Engagement: In FY2011, youth in the community performed community service, participated in cultural



activities, and were linked to programs aimed at building leadership skills. At New Beginnings, community organizations hosted workshops, presentations, and field trips for youth relating to issues such as positive decision making and African-American history. Youth at New Beginnings also performed landscaping work for senior citizens in Ward 5, and DYRS is working with the DC Office on Aging to expand this program in FY2012. New Beginnings also organized a successful basketball team that competes in the DC Charter School League.

Creativity: DYRS has expanded its programming aimed at channeling youth creativity toward positive, productive outlets. During the past year, youth at New Beginnings had the chance to rehearse a play with the Shakespeare Theater and participate in an Authors in Schools program. Also in FY2011, YSC formed its first ever band and choir programs.

Average Count of Support Services Received by Youth While in a Community Placement



DC YouthLink. To improve service delivery at New Beginnings, the facility restructured its housing unit to enhance therapeutic services, expanded incentives for positive behavior, and increased the number of volunteer vendors.

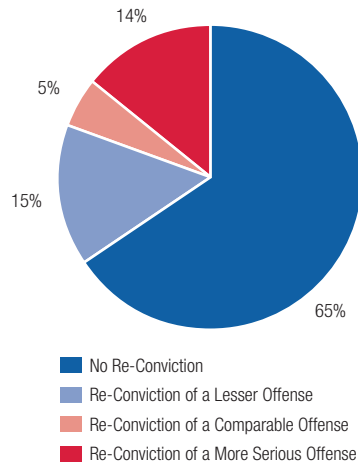
Many of DYRS' initiatives that are grounded in PYJ principles, such as DC YouthLink, are still relatively new. The agency looks forward to expanding the outcomes that it tracks and reports as more data is collected on these initiatives.

Protecting Public Safety

Protecting public safety is core to the DYRS mission. The agency is dedicated to reducing the likelihood that youth will re-offend, either while in DYRS custody or after, and DYRS' programs and services are designed to help achieve this goal. In FY2011, DYRS implemented a number of initiatives aimed at improving public safety.

Reporting on Public Safety Outcomes: DYRS has taken strides to build upon the information already available to the public regarding public safety outcomes for the youth DYRS oversees. This report presents new recidivism data for DYRS

Recidivism & Harm Reduction



committed youth. The data show an overall recidivism rate of 35% since FY2004. Eighty percent (80%) of the youth committed to the agency in that time were either not convicted of a new offense within a year of community placement, or were convicted of a lesser charge than their initial committing offense.

In FY2011, seven youth under DYRS custody were arrested on a ho-

micide charge, representing less than 0.6% of the total number of youth committed to DYRS over the fiscal year. Nine DYRS youth—or just around 0.7% of the total DYRS committed population—were victims of homicide in FY2011.

Over the course of FY2011, the average number of youth on absence status was 6.1%—down a quarter from the previous year. The median length of stay for youth on absence was 11 days, down 50% from FY2010.

Supervision and Monitoring: DYRS dramatically increased the number of youth who receive GPS monitoring, from zero youth in FY2009, to 26 youth in FY2010, to 570 youth in FY2011. The agency has also partnered with the Metropolitan Police Department (MPD) and the Department of Corrections (DOC) to locate youth on absence and is implementing an online absence reporting system in collaboration with the DC Office of Unified Communications (OUC). These efforts have helped make DYRS' response to absconders more immediate and reduced the number of youth on absence to its lowest rate in three years.

Safety at DYRS Secure Facilities: DYRS uses Performance-based Standards (PbS), an evaluation tool developed by the Council of Juvenile Correctional Administrators (CJCA), to benchmark its facilities' safety against juvenile justice facilities nationwide. By the end of FY2011, both YSC and New Beginnings had more direct care staff and fewer injuries per youth than the national average. New Beginnings implemented a number of security upgrades during FY2011, including adding more monitors to the control room and establishing a Safety and Security Council. With support from the Executive Office of the Mayor and City Council, the District of Columbia government reprogrammed a total of \$1.95 million for safety and security enhancements at New Beginnings, including new doors and locks on all housing units, personal security devices for Youth

Development Representatives, and improved perimeter security. The capital improvement work at New Beginnings started in FY2011 and will be completed in FY2012.

Information-Sharing Initiatives: In an effort to improve inter-agency communication and better coordinate the District’s response to delinquency and crime, DYRS implemented data-sharing initiatives with other public safety agencies such as MPD, the DC Office of the Attorney General (OAG), and the Court Services and Offender Supervision Agency (CSOSA). This includes data exchanges with MPD in which the agency alerts MPD each time a youth with a history of committing serious offenses is placed in the community. In partnership with MPD, DYRS also conducted a mandatory call-in for committed youth aged 17 to 20 to review the agency’s expectations and services.

Promoting Effective Agency Management

DYRS is dedicated to being a good steward of public money by continually improving its effectiveness in operations, management, finances, and administration of services and programs. In FY2011, DYRS launched a number of initiatives to promote effective agency management.

Facility Operations and Population Management:

Through improved data sharing between DYRS and sister agencies, the average daily population at YSC has sharply declined. During FY2011, YSC was over its 88-bed capacity only 4% of the year and had zero days during which the population exceeded 100 youth. This is a marked turnaround since FY2010, when YSC operated above capacity during 55% of the year and had populations exceeding 100 youth during 32% of the year. DYRS has also reduced administrative barriers and increased efficiencies to lower the awaiting placement population at New Beginnings, ease facility overcrowding, and deliver better services to youth in DYRS custody.

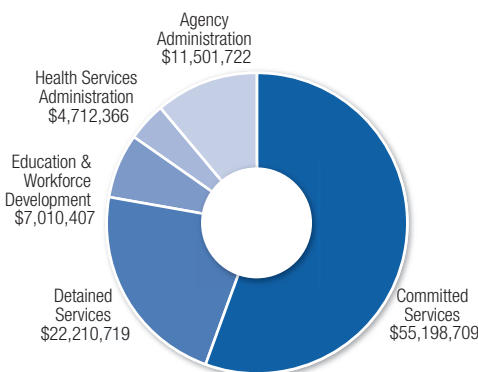
Oversight of Community-Based Service Delivery: The agency is implementing a system to improve the monitoring of DC YouthLink program operations, outcome measures, and

program quality. Additionally, during FY2011 DYRS staff and DC YouthLink providers improved data entry procedures and practices. These trends are available to the public in the DC YouthLink Quarterly Performance Reports, which provide a level of data on community-based services for committed youth that is unprecedented among state-level juvenile justice agencies nationwide.

Staff Retention and Recruiting: DYRS initiated an aggressive recruiting, hiring, and retention campaign that resulted in a decreased turnover rate and over 20 direct care staff hires since January 2011. DYRS is also working to reduce overtime expenditures and decrease the number of staff unavailable for duty. The agency has launched efforts to improve staff morale and development at New Beginnings, including an Employee of the Month program, quarterly Superintendent Town Hall meetings, enhanced staff training opportunities, and a Human Relations Council.



FY2011 Expenditures



Progress on the Jerry M. Work Plan: In FY2011, the Court vacated three Work Plan requirements, related primarily to educational services at New Beginnings and exercise requirements for youth at both DYRS facilities. These vacatur more than double the number of indicators that have been removed from the Work Plan since the inception of the *Jerry M.* lawsuit.

Cost-Saving Strategies: In partnership with the Department of Health Care Finance and other District agencies, DYRS established a task force to vigorously pursue Medicaid funding. This initiative will allow important services to continue while leveraging existing federal funds and reducing the overreliance on local funding. The agency also utilized federal grant funds, such as the \$6.1 million DOL grant awarded in FY2009, to continue existing services and administer new programs such as enhanced GPS monitoring, development of a residential girls' program, and expanded vocational training.

Looking Forward to 2012

In FY2011, DYRS made significant improvements across all of its service domains. The agency enhanced its programs and services promoting PYJ and expanded its initiatives that specifically target public safety, all while working with greater efficiency and increased oversight. Over the coming fiscal year, DYRS will target the following areas for improvement:

- ▲ Advancing PYJ principles in all DYRS activities
 - Enhancing job preparedness for older committed youth
 - Strengthening youth linkages to school when they return from residential placement
 - Expanding substance abuse and mental health opportunities for DYRS young people
- ▲ Protecting public safety in and around the District
 - Reducing youth recidivism
 - Reducing abscondences rates
 - Improving oversight of the District's community-based residential facilities
- ▲ Effectively managing public resources to maximize the agency's impact
 - Reducing reliance on residential treatment centers
 - Increasing the use of evidence-based programs
 - Lowering overtime usage

Through each of these endeavors, DYRS is committed to improving the lives of the District's court-involved young people, and in so doing making the community safer today and into the future.

Endnotes

1 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.

Section 1:

Overview of DYRS





Section 1:

Overview of DYRS

The Department of Youth Rehabilitation Services (DYRS) is the District of Columbia’s cabinet-level juvenile justice agency responsible for overseeing those court-involved youth who are most in need of intense supervision and treatment services.

This section presents an overview of the agency’s history, structure, services, and population, and includes the following information:

- ▲ The agency’s mission, goals, history, and approach
- ▲ A description of the juvenile justice process in the District of Columbia
- ▲ An overview of the programs and services provided by DYRS
- ▲ Fact sheets on the agency’s two secure detention facilities, Youth Services Center and New Beginnings Youth Development Center
- ▲ An overview of the progress made toward fulfilling the requirements of the *Jerry M. Work Plan*
- ▲ DYRS population facts and figures

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 safety.

—D.C. Code § 2-1515.04(6).

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.

—D.C. Code § 2-1515.04.

DYRS is responsible for the supervision, custody, and care of youth charged with a delinquent act in the District who are detained while awaiting adjudication or committed to DYRS following adjudication. The agency provides comprehensive support services to youth placed in its care, both in DYRS facilities and within the community. DYRS actively partners across the District and the community, as well as with locally and nationally recognized juvenile justice organizations, to implement innovative, evidence-based programming models that are in line with industry best practices.

DYRS is assigned to the 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 History of DYRS

DYRS was created in 2004 in the wake of legislative reforms to the District's juvenile justice system. Prior to this time, juvenile detention and placements were overseen by the Youth Services Administration (YSA), a division of the DC Department of Human Services. Following years of scrutiny surrounding YSA, particularly with respect to the conditions at Oak Hill Youth Center, the city's former secure detention facility, the District undertook a series of reforms aimed at improving the facilities and programming serving the city's delinquent youth.

In 2000, then District Mayor Anthony Williams created the Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform to investigate the city's juvenile justice system and make recommendations for change.¹ The Omnibus Juvenile Justice Act of 2004² enacted several of these recommendations, including mandating the closure of Oak Hill by 2009, reducing the overreliance on secure detention and placement, developing a continuum of community-based services and placement alternatives, and increasing the emphasis on rehabilitation.

The Department of Youth Rehabilitation Services Establishment Act of 2004³ established DYRS as the cabinet-level agency charged with overseeing young offenders and outlined goals for the new agency in line with those set forth in the Omnibus Juvenile Justice Act. Since its inception, DYRS has enacted a number of reforms aimed at achieving these goals.

Oak Hill was closed in May 2009, when DYRS opened the New Beginnings Youth Development Center, a 60-bed secure facility to house committed youth. New Beginnings provides youth with 24-hour supervision and comprehensive social services grounded in the principles of Positive Youth Justice, including physical and mental health care, behavioral modification programming, vocational and life-skills training, structured recreational activities, and educational services.

DYRS has also developed a continuum of community-based placements that allow youth to remain in the community and receive support services in a supervised, home-like environment. For committed youth, DYRS provides community-based residential facilities such as group homes, therapeutic group homes, and independent living programs. For youth awaiting adjudication or disposition, DYRS offers shelter homes that provide support and supervision. By providing alternatives to secure detention and placement, DYRS expanded the menu of placement options available.



DYRS Guiding Principles

DYRS believes:

1. A safe environment is the foundation for a flourishing community.
2. Youth prefer the joy of accomplishment to failure and each youth is unique and can learn, re-learn, and unlearn.
3. All youth should be connected to caring adults, services, supports, and opportunities that enable them to contribute to the community and successfully transition into adulthood.
4. In honoring diversity.
5. All youth, families, staff, and community should be valued, respected, and have opportunities for growth and change.
6. Youth, families, and staff at all levels must be at the table and involved in decision making, from Youth Family Team Meetings to agency policies.
7. In a robust continuum of care that is flexible, strengths-based, family-focused, and results in youth being safely served in the least restrictive environment consistent with public safety.
8. In creating environments that are safe, structured, stable, and supportive for youth and staff.
9. Staff at all levels should be responsive, respectful, and work collaboratively with internal and external customers.
10. Decisions should be informed by valid and reliable data.
11. Everyone's job is to help youth develop to their fullest potential.

In FY2010, the agency launched DC YouthLink (formerly known as the Lead Entities/Service Coalition), an initiative aimed at linking youth with the necessary services and resources for successful transition back into the community. Additionally, to better protect public safety, DYRS has partnered with the Metropolitan Police Department (MPD) to reduce abscondence rates and jointly supervise the highest-risk youth in the community. DYRS has also implemented a number of data-driven evaluation processes, such as YouthStat and Performance-based Standards (PbS), to improve agency performance and accountability.

The DYRS Approach

DYRS' approach to its work is based on three core concepts: protecting public safety, promoting Positive Youth Justice (PYJ), and practicing effective management. These three principles must work in concert if the agency is to truly meet its mission.

As the cabinet-level agency primarily responsible for steering court-involved young people away from previous delinquent behavior and onto the right track, DYRS is at its core focused on protecting public safety. For the population of young people DYRS serves, research shows that the best long-term strategy for enhancing public safety is to follow the principles of PYJ. Engaging young people in productive ways, linking them with caring adults, and helping them meet their developmental needs is the most effective method for directing youth away from criminal behavior and toward a positive adulthood.⁴ Public safety and PYJ are, in a fundamental sense, complimentary, mutually reinforcing outcomes.

As DYRS pursues these interconnected goals, the agency takes seriously its role as a steward of District resources. For this reason, the agency works diligently to encourage effective management with respect to operations, finances, service delivery and performance. Through strategic and thoughtful spending of resources, the agency seeks to maximize its positive impact on young people's lives and the overall well-being of the larger community.

The District of Columbia Juvenile Justice System

In the District of Columbia, a juvenile is defined as an individual under the age of 18. The following steps outline the typical journey through the District's juvenile justice system.

1) Arrest and Processing

After an arrest, a youth can be processed by MPD at the Youth Services Center (YSC). In some cases, MPD may choose to dismiss or divert the youth to a program outside of the juvenile justice system. Otherwise, Court Social Services (CSS) conducts a screening to determine whether the youth should be held at YSC or released to a guardian until the next court action.

2) Pre-Adjudication Stage

If the DC Office of the Attorney General (OAG) petitions the case in the juvenile system, an initial hearing is held to determine whether the case will move forward and, if so, where the youth will be placed prior to adjudication. There are three options for pre-adjudication placement: (1) community release, in which the youth resides with an approved guardian and is monitored by CSS; (2) a detention alternative, such as a shelter home; or (3) secure detention at YSC. If a youth is aged 15 to 17 and charged with certain violent crimes, OAG may transfer the case to the adult system.

3) Adjudication and Disposition

If a youth is found involved in a delinquent act, either through a plea or Court ruling, there is a hearing to determine the youth's disposition. For the period between adjudication and disposition, the Court can place the youth on community release, in a shelter facility, or at YSC. At the dispositional hearing, the Court will determine whether the youth should be placed on probation with CSS or committed to DYRS custody. This decision is informed by a pre-disposition report prepared by CSS, which includes an assessment of the youth's emotional, social, educational, and delinquency history and recommends a plan for treatment and disposition. If CSS plans to recommend the youth for commitment with DYRS, then DYRS will also submit a pre-disposition report that outlines the youth's supervision and treatment needs.

A DYRS commitment can be for a specific or indeterminate period of time, so long as the commitment does not exceed the youth's twenty-first birthday. The Court can require that DYRS obtain approval prior to ending the youth's commitment, or it can grant DYRS authority to end the commitment when the agency deems appropriate.

Nationwide Trends in Risk Assessment

According to the National Council on Crime & Delinquency, all but four states in the U.S. report at least some use of risk and/or treatment needs assessment instruments to assist with detention, supervision level, services, and/or placement decisions.¹ Thirty-two states have standardized statewide implementation while 14 others have local juvenile justice systems which use an assessment instrument. This represents a remarkable change from 1990, when jurisdictions in only one-third of all states used these tools.²

It is the position of the federal Office of Juvenile Justice of Delinquency Prevention that one of the mainstays of a systematic response to serious, violent, and chronic offenders is risk assessment and classification in order to reduce criminality and increase public safety.³

1 National Center for Juvenile Justice. (2001). Topic: Risk and Needs Assessments. Retrieved from <http://www.ncjj.org/Topic/Risk-and-Needs-Assessments.aspx>.

2 Towberman, D. B. (1992). A national survey of juvenile risk assessment. *Family & Juvenile Court Journal*, 43, 61-67.

3 Wilson, J. J., & Howell, J. C. (1993). *A comprehensive strategy for serious, violent and chronic juvenile offenders*. Washington, DC: Office of Juvenile Justice and Delinquency Prevention.

4) DYRS Placement Process

Once a youth is committed to DYRS, the agency is responsible for all decisions regarding the youth's placement and rehabilitation plans. This determination involves the following process:

- **Review of Court Recommendations:** When making placement decisions, DYRS gives great weight to the Court's recommended plans for treatment and supervision.
- **Review of Reports and Assessments:** DYRS staff reviews disposition reports, social studies prepared by CSS, psychological and psychiatric evaluations, psycho-educational evaluations, and discharge summaries from other programs and placements.
- **Mental Health and Substance Abuse Needs Assessments:** For youth placed at YSC and New Beginnings, DYRS staff, including licensed clinicians and behavioral health specialists, conduct mental health and substance abuse needs assessments such as the Child and Adolescent Service Intensity Instrument (CASII), the Massachusetts Youth Screening Instrument (MAYSI), the Trauma Symptom Checklist (TSC), and the Substance Abuse Subtle Screening Inventory (SASSI).
- **Risk Assessments:** DYRS conducts risk assessments using the Structured Decision Making (SDM) tool. SDM takes into

account various factors, including offense severity, number and type of prior adjudications, number of out-of-home placements, school discipline/attendance, substance abuse issues, and peer relationships. The outcome of the SDM risk assessment guides the level of restrictiveness in which the youth will receive services.

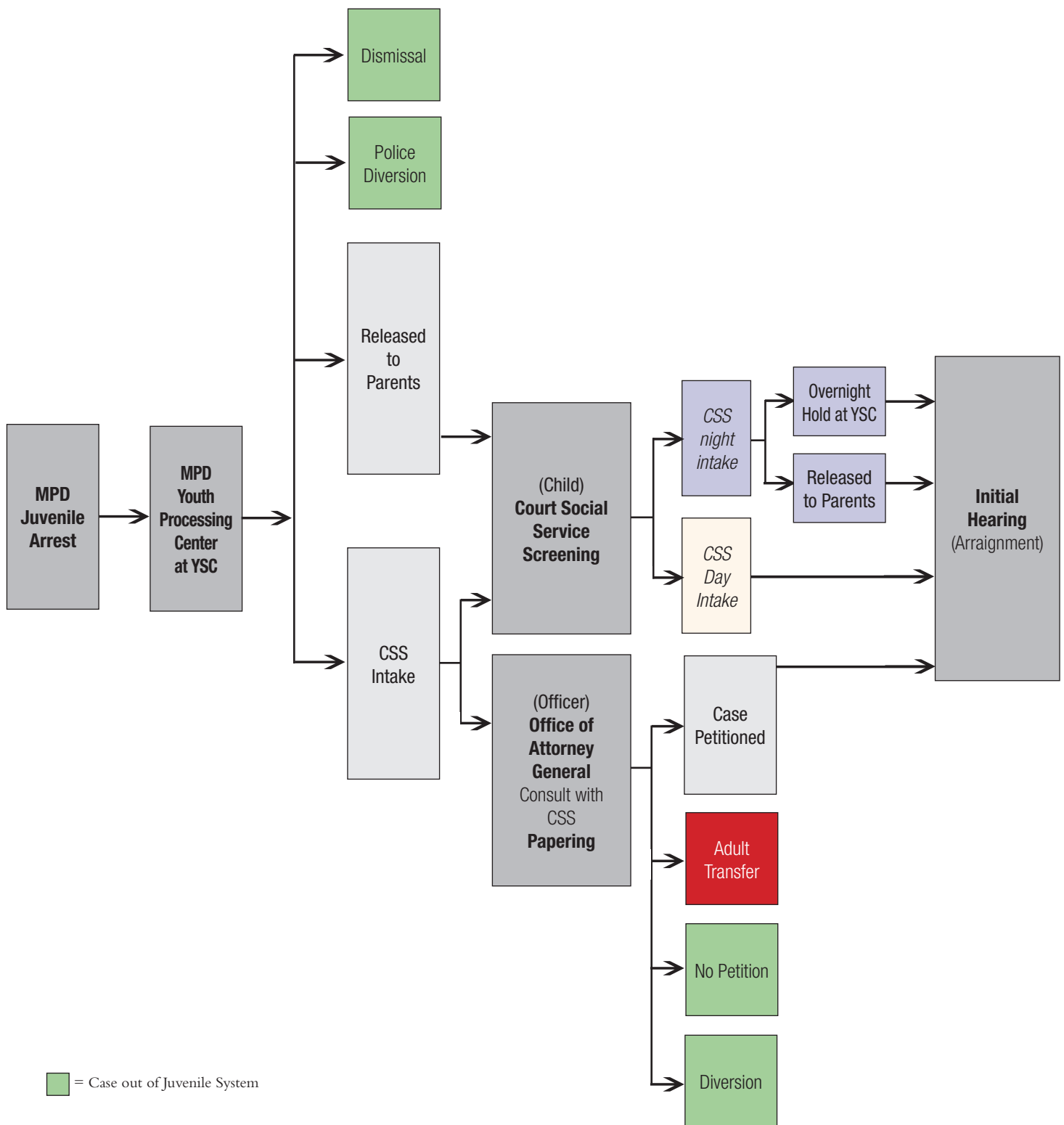
- **Youth Family Team Meetings:** DYRS convenes Youth Family Team Meetings (YFTMs) to help develop placement and service plans tailored to each youth's strengths and needs. In addition to DYRS staff and providers, participants in the YFTMs may include parents, family members, mentors, teachers, and other individuals who are involved in the youth's life.

5) Reentry Process

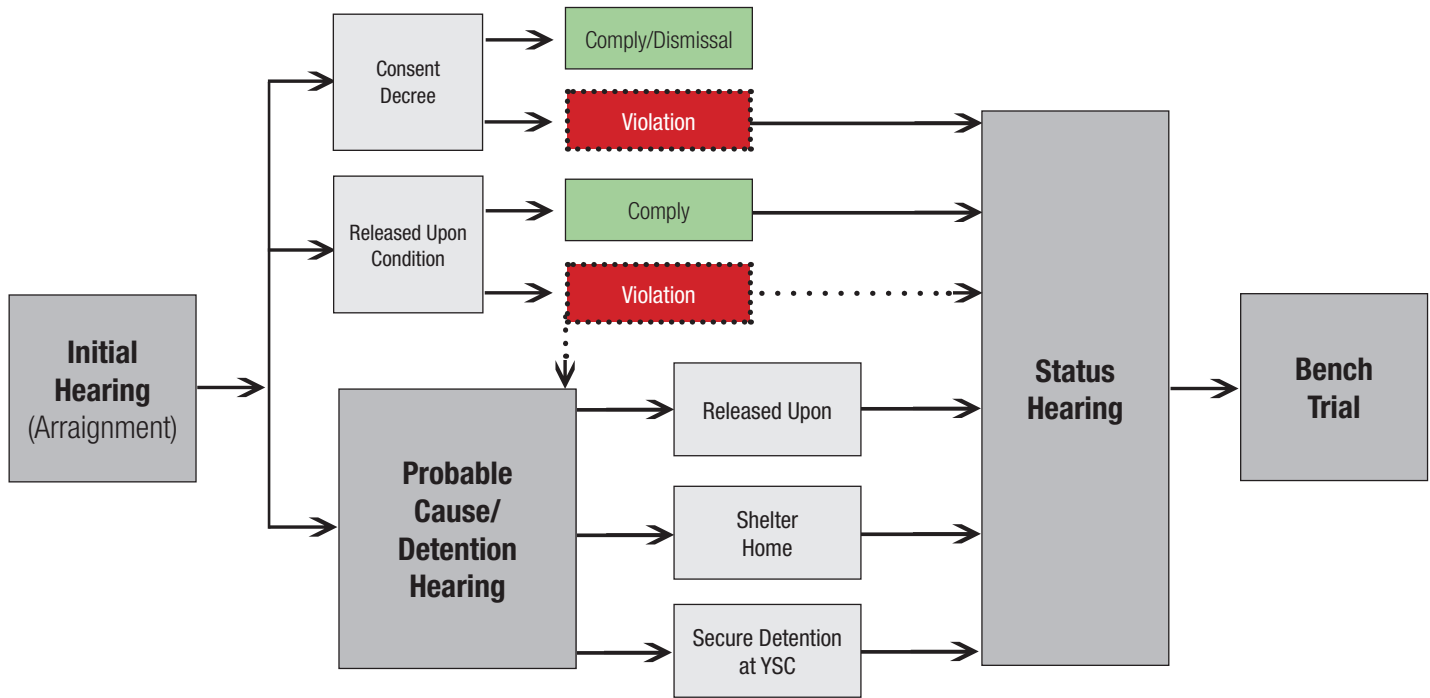
While committed to DYRS, youth who have been removed from the community receive services aimed at preparing them for successful community reentry. These services can include individual and family counseling, educational programs, vocational and employment training, substance abuse monitoring and counseling, independent living-skills training, home assessments, tutoring, mentoring, recreational activities, job placements, and ongoing YFTMs. When placed in the community, committed youth are monitored by DYRS staff and service providers, and some youth also wear electronic Global Positioning System (GPS) devices.



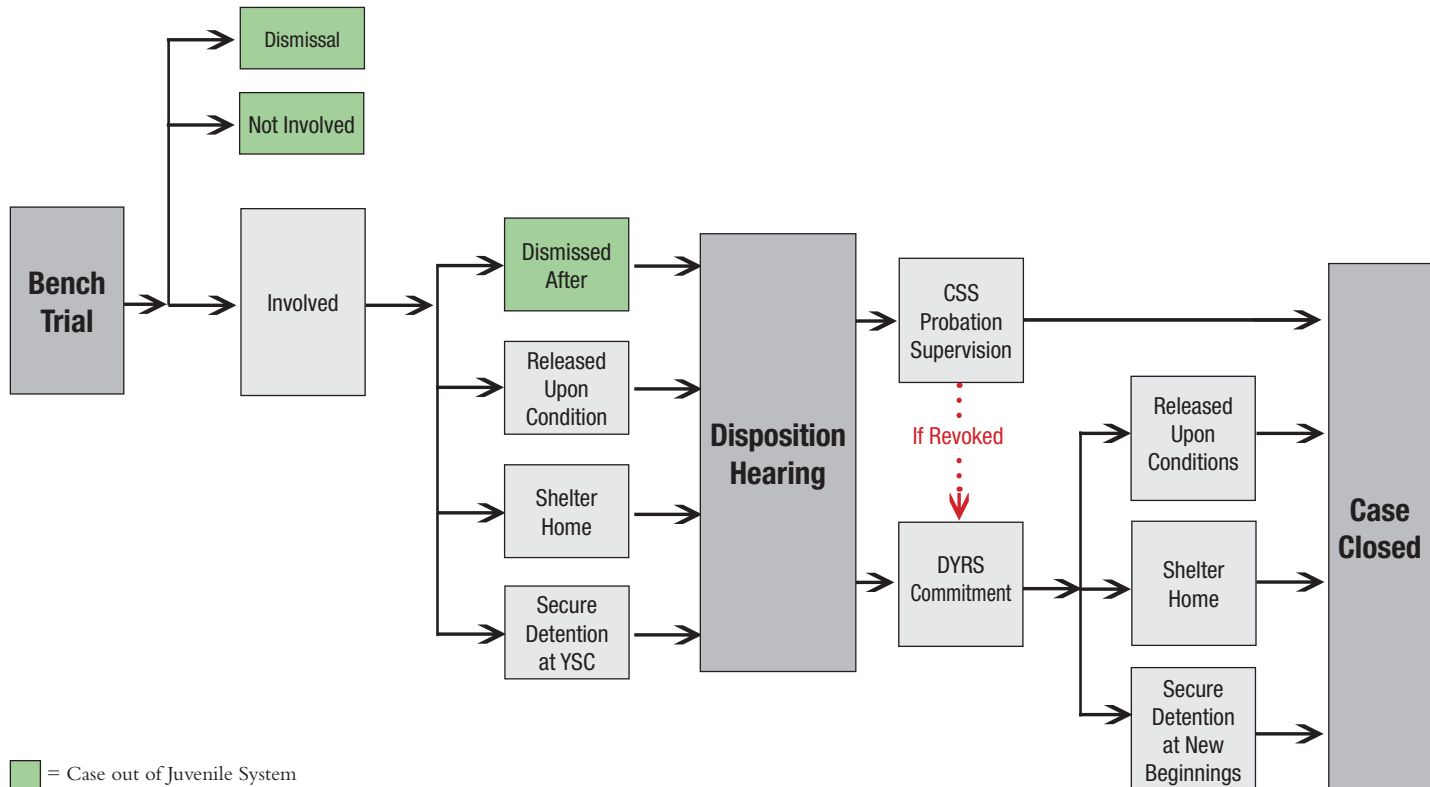
Juvenile Arrest Process



Pre-Adjudication Process



Post-Adjudication Process



DYRS Programs and Services

Placements for Detained Youth

DYRS serves detained youth who have been charged with a delinquent act and are awaiting adjudication or disposition. Depending on their supervision and treatment needs, detained youth are housed at either YSC or are placed in a detention alternative program.

- **Youth Services Center (YSC):** YSC is an 88-bed secure detention facility that provides youth with 24-hour supervision, care, and custody. Services include diagnostic screenings, onsite medical care, individual and group counseling, education provided by the DC Public Schools (DCPS), structured recreational activities, and family visits.
- **Community-Based Shelter Homes:** DYRS contracts with providers to run community-based shelter homes. While residing at the shelter home, youth receive supervision and support services and attend school within the community.
- **Intensive Third-Party Monitoring (ITPM):** Youth remain in the family home but are monitored up to three times per day to help ensure that the youth attends school, appointments, and all scheduled court dates.

Committed Case Management

Case management is provided to every committed youth for the duration of his or her commitment to DYRS. Each youth is assigned to a DYRS Case Manager, who works with youth, their families, teachers, and other individuals involved in the youth's life to develop and implement an Individual Development Plan (IDP) based on the youth's strengths, risks, and needs. The IDP outlines the ongoing supervision, services, supports, and opportunities required to foster a youth's successful transition to adulthood and reduce the likelihood of re-offending.

Placements for Committed Youth

Based on their supervision and treatment needs, youth who have been adjudicated and committed to DYRS custody may be placed in either a secure facility or within a continuum of community-based programs.

Secure Placements

- **New Beginnings Youth Development Center:** New Beginnings is a 60-bed secure detention facility that provides youth with 24-hour supervision, care, and custody. Youth may be placed at New Beginnings while awaiting placement in another secure facility or as part of the Model Unit program, which lasts an average of nine to 12 months. Services include diagnostic screening, onsite medical and dental care, trauma-based behavioral health care, individual and group counseling, substance abuse counseling, education at the onsite Maya

Angelou Academy, structured recreational activities, workforce and employment training, life-skills training, family visits, and transition services.

- **Residential Treatment Centers (RTCs):** RTCs are 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 environment. Depending on the treatment progress of the individual youth, RTC placements typically last from six to 12 months. Most RTCs are located outside the Washington D.C. metropolitan area.
- **Psychiatric Residential Treatment Facilities (PRTFs):** A PRTF is 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. Placements at PRTFs are approved through the DC Department of Mental Health and funded through the DC Department of Health Care Finance/Federal Medicaid program.
- **Residential Drug Treatment:** Youth requiring substance abuse detoxification and stabilization receive short-term treatment at a variety of placements. Extended residential substance abuse treatment is available through contracted providers.

Community-Based Placements

- **Community-Based Residential Facilities (CBRFs):** DYRS contracts with providers to house youth in a structured, residential setting. These programs, which are staffed 24-hours per day, are single sex and typically house six to 10 youth. Although youth reside full-time in the program, they attend local schools, can hold outside jobs, and receive support services within the community. These homes provide supervision, counseling services, structured recreational activities, and programs designed to promote positive development.
- **Independent Living Programs:** Youth reside independently within a structured living program and receive monitoring by a DYRS provider. The program provides basic living expenses, and youth are required to attend school and/or have full-time employment.
- **Therapeutic Foster Care/Extended Family Homes:** Youth reside with a foster family in a private home, with their activity monitored. Youth receive individual, group, and family counseling and attend school and jobs within the community.
- **Home Placement:** Youth reside at home with a parent or guardian, or within the community with a third-party guardian. Activities are monitored by a DYRS Case Manager, and youth are required to attend school and/or have

full-time employment. Youth receive support services within the community.

Community-Based Support Services

Committed youth who have been placed within the community receive comprehensive support services designed to promote positive development, protect public safety, and help guide successful reintegration into the community. These programs and services include:

- **DC YouthLink (formerly the Lead Entities/Service Coalition Initiative):** Two community-based organizations, known as the Lead Entities, create and manage a coalition youth programming experts that together provide a community-based continuum of services for youth and families within a specific geographic area. The two Lead Entities are the Progressive Life Center (serving District youth in Wards 1-6 and Montgomery County) and the East of the River Clergy-Police Community Partnership (serving District youth in Wards 7 and 8 and Prince George's County).
- **Workforce Training and Job Placement:** DYRS' Office of Education and Workforce Development (OEWD) works with community and government partners to provide workforce readiness training, job coaching, and assistance with placement in internships, long-term employment, occupational training and certification, post-secondary education, and enrollment in the military.
- **Educational Support:** DYRS partners with community organizations to provide academic tutoring, after-school men-

toring, educational assessment and placement, and programs aimed at promoting school retention and academic achievement. The Maya Angelou Young Adult Learning Center (YALC) provides GED preparation combined with workforce development training.

- **Physical, Mental, and Behavioral Health:** Youth are linked with clinicians and behavioral health specialists to receive a variety of mental and behavioral health services based on their individual needs. These services include individual counseling, anger management programs, Functional Family Therapy, multi-systemic therapy, and out-patient substance abuse counseling. Youth in the community are also connected with structured physical recreation activities to support physical well-being.
- **Creativity, Relationships, and Community Engagement:** Youth are connected to a number of programs aimed at channeling their creativity toward positive, productive outlets. To help youth build relationships with caring adults, DYRS works to include families in the case planning and implementation process and links youth to after-school mentoring programs. Youth also participate in community service activities and leadership development training to help foster a sense of civic engagement.
- **Electronic Monitoring:** At any given time, approximately 150 to 175 DYRS youth residing in the community wear electronic GPS devices, which track their movements and alert officials when the youth is not where he or she is supposed to be.



Youth Services Center: Fact Sheet



YSC is a secure detention facility that provides residents with 24-hour supervision and a variety of programs and services aimed at meeting their basic needs. The services at YSC include:

- **Diagnostic Assessments and Placement Services:** YSC conducts diagnostic assessments that are used to inform court processing and dispositional plans. YSC also helps coordinate and facilitate YFTMs for detained youth likely to be committed and encourages family involvement in all aspects of the youth's case planning process.
- **Physical Health Care:** YSC has an onsite medical facility that provides basic medical and dental care. Youth are required to engage in structured physical recreation activities that promote physical well-being.
- **Mental and Behavioral Health Screenings and Care:** To help identify youth in crises, youth receive an initial behavioral health screening within four hours of admission. Further mental health screenings are conducted within 24 hours to determine the treatment needed. YSC provides direct mental health services that include individual and group counseling. A substance abuse program is presently

Capacity: 88 beds

FY2011 average daily youth population: 76

Number of direct care staff: 137

Serves detained male and female youth awaiting adjudication and/or disposition, and committed females

1000 Mt. Olivet Road, NE, Washington, DC 20002

Phone: 202-576-8175 Fax: 202-576-8457

under development. Youth identified as a suicide risk are monitored by qualified mental health professionals.

- **Educational Services:** Onsite education is provided by DCPS, which offers a variety of academic and experiential programs for all YSC residents. Detained youth are required to attend school five hours per day, five days per week.
- **Security:** Youth are monitored 24-hours per day and are supervised as they move around the facility, participate in onsite activities, and travel offsite. YSC is an 'eyes-on' facility.

New Beginnings Youth Development Center: Fact Sheet



New Beginnings is a secure residential treatment facility where youth are placed as part of the long-term Model Unit program or while awaiting placement in another secure facility. The Model Unit program is a six-level program that provides behavioral modification and community reintegration planning for the District's most serious and chronic offenders. In FY2011, the average daily population of the Model Unit program was 43 youth and the average length of stay was 275 days. The average daily population for youth awaiting placement was 20 and the average length of stay was eight days.

New Beginnings provides residents with 24-hour supervision and coordinated social services. The services offered at New Beginnings include:

- **Mental and Behavioral Health Care:** New Beginnings applies a comprehensive, trauma-based approach to its mental and behavioral health services. Staff are trained in trauma-informed care, and clinicians or behavioral health staff travel with youth throughout the day to provide monitoring and support. New Beginnings also provides individual psychological counseling, group counseling, and substance abuse programs. To identify youth in crisis, youth receive an initial behavioral health screening within four hours of admission.

Capacity: 60 beds
FY2011 average daily youth population: 62
Number of direct care staff: 155
Serves males committed to DYRS custody

8400 River Road, Laurel, MD 20742
Phone: 202-299-3100 Fax: 240-456-4648

Further mental health screenings are conducted within 24 hours to determine the type of treatment the youth will receive. Youth identified as a suicide risk are monitored by qualified mental health professionals.

- **Physical Health Care:** New Beginnings has an onsite medical facility that provides comprehensive medical and dental care. Youth are also required to engage in structured physical recreation activities that promote physical well-being.
- **Educational Services:** Educational services are provided onsite at the Maya Angelou Academy, which is operated by the See Forever Foundation in partnership with DYRS. Courses are aligned with educational standards set forth by the DC Office of the State Superintendent of Education, and youth may take GED and SAT prep courses. Youth receive educational placement assistance upon release.

“New Beginnings demonstrates what can be done. It’s a very successful program.”

—Hon. Eugene Hamilton
Chief Judge, D.C. Superior Court (1993-2000)
Chair, Blue Ribbon Commission on Youth Safety and
Juvenile Justice Reform

- **Vocational Training and Workforce Development:** To help prepare youth for reintegration into the community, New Beginnings provides programs aimed at employment readiness, vocational training, and the development of life skills.
- **Creativity and Community:** In an effort to encourage family participation in the youth’s rehabilitation process, New Beginnings invites families to events such as Awards Nights and holiday dinners. The facility also has several programs aimed at directing youth creativity toward positive, productive outlets. Examples include The Beat Within program, which provides youth the chance to share their ideas and experiences in a safe space, and the Theatre Lab Group, which trains youth in acting, storytelling, screen writing, and directing works based on their own life experiences.
- **Security:** There is 24-hour monitoring of the facility’s campus and perimeter, and youth are supervised as they move around campus, participate in onsite activities, and travel offsite.

The DC Model Program

The DC Model Program is based on the belief that in order for a youth to truly change and not re-offend, the youth must go through a process of self-exploration that addresses his history, family issues, and challenges, and how these experiences have influenced his present situation. This approach works with a young person’s perceptions (cognitions) and feelings/emotions, and how this has an impact on his behavioral choices and decisions. A program based on student/family needs offers the best chance for students to learn, grow and change. Included in this therapeutic/rehabilitative process are individual and group work, family involvement, individual treatment planning, and experiential learning activities. In addition, youth participate in highly structured daily and weekly schedules that include educational, recreational, and treatment oriented activities, daily group meetings with a focus on building positive, healthy peer-to-peer relationships, youth to adult interactions, successful coping and decision-making skills, self-awareness/insight, and behavioral change.

The treatment model is buttressed by a structured accountability system that responds with quick sanctions at the time of a youth’s inappropriate behavior, and with long term behavioral expectations that each youth must meet to progress through the programmatic levels. The DC Model Program includes components of behavioral modification (encouraging and reinforcing positive behavior with structured techniques and feedback) and cognitive therapy (addressing unhelpful patterns of thinking). Youth and staff safety is the foundation of the treatment program and compliance is viewed as only the first step in the change process.

Jerry M. Consent Decree & Work Plan

History

In 1986, the *Jerry M.* lawsuit was filed in the Superior Court of the District of Columbia alleging violations of basic health and safety standards at the District's Oak Hill facility. The result of the lawsuit was the *Jerry M.* Consent Decree, which set general standards regarding services provided at District juvenile detention facilities.

After 22 years under the *Jerry M.* Consent Decree and with little success in achieving its requirements, DYRS negotiated a Final Work Plan in 2008. The Work Plan established concrete indicators and requirements that, once fulfilled, would release the agency from *Jerry M.*⁵

Structure

The Work Plan is subdivided into Twelve Goals:

- | | |
|--|-------------------------------------|
| I. Secure Facilities | VIII. Health Services |
| II. Discrete Populations* | IX. Construction of a New Facility |
| III. Committed Case Planning† | X. Disabling Oak Hill |
| IV. Education† | XI. Staff Training |
| V. Behavioral Health | XII. Continuous Quality Improvement |
| VI. Structured Activities & Grievance Process† | |
| VII. Environmental Health & Safety | |

* Fully vacated

† Partially vacated

Process

Each goal consists of specific performance standards to be met by the District. A court-appointed Special Arbiter is charged with evaluating the agency's performance against the performance standards established in the Work Plan. If DYRS' performance is deemed to have met the standards laid out in the Work Plan, a motion is filed to vacate that indicator — releasing the agency from that portion of the Work Plan.

Jerry M. Progress

Vacated in 2011

- Only hold detained youth at YSC (Goal II.A)
- Education programming for DC Model youth at New Beginnings (Goal IV.A)
- Daily large-muscle exercise requirements for youth at YSC and New Beginnings (Goal VI.A.1)

Previously Vacated

- Creation of a sustainable detention alternatives program for pre-trial youth (Goal III.B)
- Only hold committed youth at Oak Hill/New Beginnings (Goal II.B)

DYRS Population Statistics and Trends

FY2011 Population Highlights

1,269	Total committed youth served
1,003	Average daily committed population
954	Total detained youth served
146	Average daily detained population (56 at YSC; 90 in detention alternatives)

In FY2011, the average daily population of DYRS committed youth was 1,003. This figure includes committed youth placed in secure facilities, community-based residential facilities, and within the family home. The average daily population of detained youth was 146. Of the 146, the average daily population of detained youth at detention alternatives was 90, and the average daily population of detained youth at YSC (excluding overnighters) was 56. Throughout FY2011, DYRS served a total of 1,269 committed youth and 954 detained youth. In FY2011, there were 243 total new commitments to DYRS.

Population by Demographics and Offense Type

Similar to recent years, in FY2011 newly committed youth were predominately male (86%) and African-American (96%). The demographic characteristics of new commitments has remained relatively stable since FY2004, though there was a slight increase in the percentage of committed females between FY2010 and FY2011.

New Commitments: Demographic Breakdown FY2004-FY2011

	Male	Female	African-American	Latino	White
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%

New Commitments by Age FY2004-FY2011

	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%

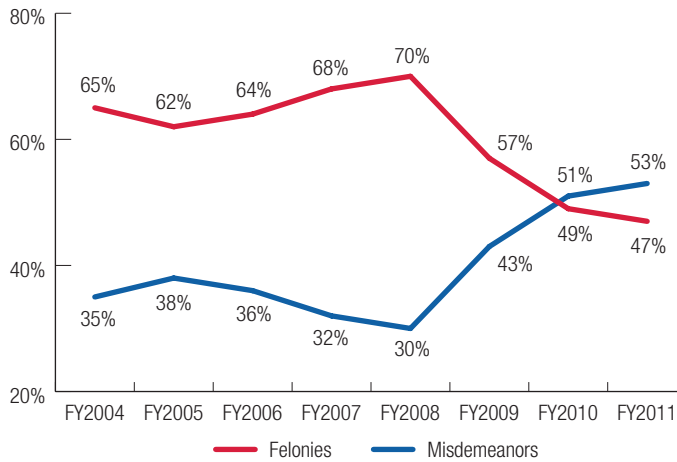
The committed and detained populations are demographically similar, though the committed population has a higher percentage of males and African-Americans than the detained population.

Demographics of Detained vs. Committed Youth 2011

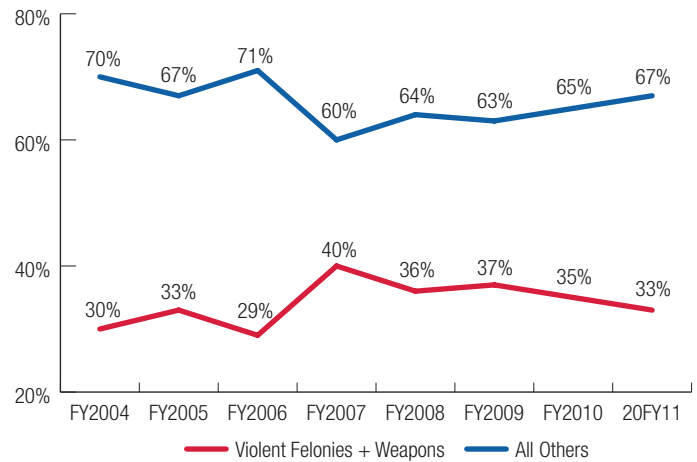
	Committed Youth	Detained Youth
Male	90%	82%
Female	10%	18%
African-American	98%	95%
Latino	2%	4%
Total Youth	1,269	954

More youth were committed for misdemeanor offenses than for felonies in both FY2010 and FY2011, representing the first time this has occurred in the eight years of data studied. The drop in the portion of youth committed on felony charges is driven largely by decreases in commitments from property felonies, such as burglary, which fell from 9% of commitments in FY2008 to 3% in FY2011, and drug felony commitments, such as possession with intent to distribute, which went from 8% of commitments in FY2008 to 2% in FY2011. By contrast, the portion of

New Commitments: Committing Offense Breakdown FY2004-FY2011



New Commitments: Committing Offense Breakdown FY2004-FY2011



Committing Offense Types in Three-Year Snapshots, FY2005-FY2011

FY2005		FY2008		FY2011	
Violent Felony	22%	Violent Felony	30%	Violent Felony	28%
Unauthorized Use of Vehicle	22%	Unauthorized Use of Vehicle	20%	Violent Misdemeanor	18%
Weapons	11%	Property Felony	9%	Property Misdemeanor	13%
Violent Misdemeanor	9%	Drug Felony	8%	Unauthorized Use of Vehicle	12%
Drug Felony	9%	Property Misdemeanor	8%	Drug Misdemeanor	8%
Property Felony	8%	Violent Misdemeanor	7%	Person in Need of Supervision	6%
Drug Misdemeanor	6%	Weapons	6%	Weapons	5%
Other	5%	Drug Misdemeanor	5%	Property Felony	3%
Property Misdemeanor	4%	Threats Felony	3%	Threats Felony	3%
Threats Felony	2%	Other	2%	Threats Misdemeanor	2%
Threats Misdemeanor	2%	Person in Need of Supervision	1%	Drug Felony	2%
Person in Need of Supervision	1%	Threats Misdemeanor	1%	Other	1%

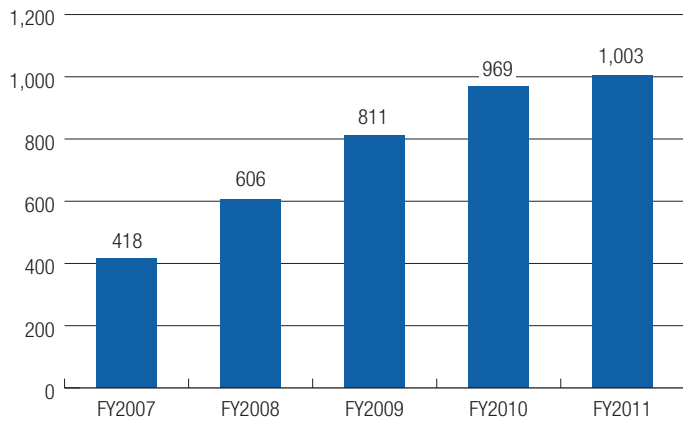
commitments resulting from violent misdemeanors, including simple assault, rose from 7% to 18% in that period, while the portion of youth committed for property misdemeanors, such as shoplifting, increased from 8% to 13% of commitments.

Another way to view the committing offense data is to compare commitments from violent felonies and weapons offenses with the commitments resulting from all other offense categories. The percentage of youth committed for these two charge types has also declined, moving from a high of 40% in FY2007 steadily downward to 33% in FY2011.

Population Trends

The DYRS committed population has increased significantly since FY2007. The high point of the committed population was in 2010 at 1,045 youth. The average daily committed population for each year has also increased significantly over time, from 418 in FY2007 to 1,003 in FY2011.

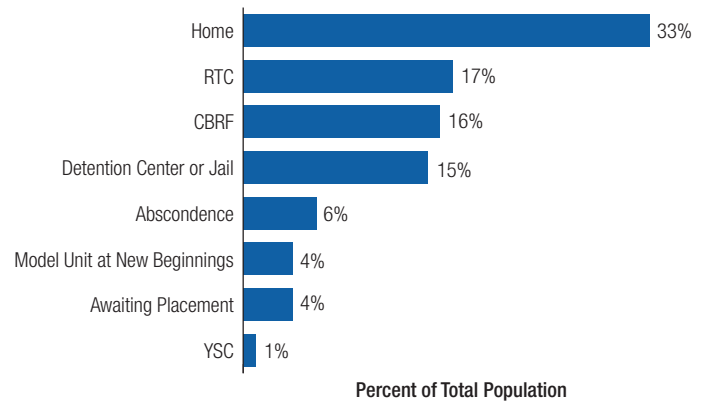
DYRS Average Daily Committed Population FY2007-FY2011



Population by Placement Type

The breakdown of the average daily committed population by placement type in FY2011 was as follows:

FY2011 Average Daily Committed Population by Placement Type



Average Daily Number of Youth Awaiting Placement 2011

Month	Average Daily Number of Youth Awaiting Placement (Overall)
January	27.1
February	26.9
March	29.5
April	25.9
May	25.1
June	36.3
July	43.6
August	49.1
September	51.9
October	44.5
November	42.6
December	44.6

The Nationwide Trend **Away from Incarceration**

Research indicates that placing lower-risk youth in community-based alternatives to secure placement can help lower costs and reduce the likelihood that a youth will re-offend. A 2011 report by the Annie E. Casey Foundation states: “The evidence . . . makes clear that, except in cases where juvenile offenders have committed serious crimes and pose a clear and present danger to society, removing troubled and delinquent young people from their homes and families is expensive and often unnecessary—with results no better (and often far worse) on average than community-based supervision and treatment. Likewise, the evidence makes clear that throwing even serious youth offenders together in large, prison-like, and often-abusive institutions provides no public safety benefit, wastes taxpayers’ money, and reduces the odds that the young people will mature out of their delinquency and become productive law-abiding citizens.”¹

Studies in several states have shown that lower-risk juvenile offenders who are placed within the community are less likely to re-offend than lower-risk youth placed in secure custody. For example, a 2007 Florida study involving more than 40,000 youthful offenders found that those assessed as low risk who were placed into secure residential facilities not only re-offended at a higher rate than similar youth who remained in the community, they also re-offended at a higher rate than high-risk youth placed into correctional facilities.² In addition to its public safety benefits, placing youth in community-based alternatives can be a cost-effective approach. Community-based placements typically have a lower average daily cost than secure facilities; furthermore, some estimate that incarcerating a single youth can cost as much as \$1.7 million in missed employment opportunities, poorer life outcomes, and increased chances of future offending.³

Many jurisdictions have been decreasing their reliance on custody while continuing to achieve positive public safety outcomes. Texas, for example, began reducing its incarcerated juvenile population in 2006. The Texas Youth Commission’s daily confined population fell from 4,800 at the end of August 2006 to 2,250 in August 2009 and 1,800 by August 2010. Contrary to the theories of incapacitation and general deterrence, neither the state’s crime rate nor its juvenile arrest totals have increased since 2006. In fact, violent juvenile felony arrests in Texas fell by 10% from 2006 to 2009, and total juvenile arrests fell by 9%. Similarly, between 1996 and 2010, California reduced its average daily population of youth in state correctional facilities by 85%. Even including the substantial number of California youth housed in county-run correctional camps, the state’s incarcerated juvenile population declined 50% from 1999 through 2008. Contrary to the common presumption that more incarceration breeds less crime, California’s juvenile crime rates have declined substantially during this period of rapid de-incarceration. The arrest rate for property index offenses fell steadily from 1995 through 2009. The juvenile arrest rate for violent index crimes also declined substantially, falling in 2009 to its lowest level since 1970.⁴

1 Mendel, D. (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, Maryland: Annie E. Casey Foundation.

2 Baglivio, M.T. (2007). *The Prediction of Risk to Recidivate Among a Juvenile Offending Population*, Doctoral Dissertation, University of Florida. Retrieved from www.djj.state.fl.us/OPA/ptassistance/documents/Dissertation.pdf.

3 Cohen, M.A. (1998). The Monetary Value of Saving a High Risk Youth, *The Journal of Qualitative Criminology*, 14(1), 5-33.

4 Mendel, D. (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, Maryland: Annie E. Casey Foundation.

Placement Types by Average Daily Population, Average Length of Stay, and Demographics FY2011

	Average Daily Population	Average Length of Stay (days)	Male	Female	African-American	Latino	White
Home	337.4	220.3	91%	9%	97%	3%	0%
RTC	175.1	191.1	82%	18%	96%	4%	0%
CBRF	164.9	87.8	91%	9%	98%	2%	0%
Detention Center or Jail	146.4	155.1	97%	3%	97%	3%	0%
Abscondence	61.4	31	86%	14%	96%	3%	0%
Model Unit at New Beginnings	42.9	274.8	100%	0%	97%	3%	0%
Awaiting Placement	37.4	10.1	99%	1%	98%	2%	0%
YSC	14.4	20.9	78%	22%	98%	1%	1%

Population at YSC and New Beginnings

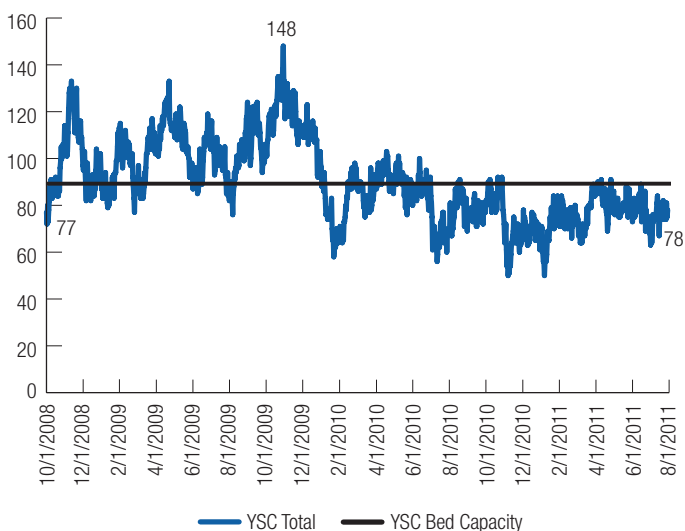
YSC

During FY2011, YSC's average daily population was 76 youth. This represents a reversal from recent years, when YSC's daily population was consistently above capacity and often exceeded 100 youth. In FY2011, YSC operated above the 88-bed capacity during 4% of the year and had zero days during which the

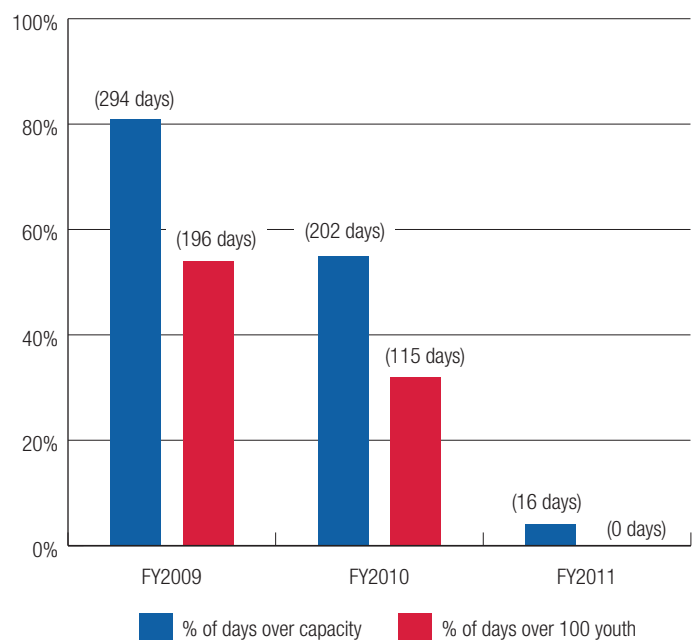
population exceeded 100 youth. This is a marked turnaround since FY2009, when YSC operated above capacity during 81% of the year and had populations exceeding 100 youth during 54% of the year.

The recent decline in YSC's population reflects a concerted effort by DYRS, CSS, OAG, and the DC Superior Court to address overpopulation issues. In early 2010, DYRS began sharing data

YSC Population FY2009-FY2011



YSC Population Levels FY2009-2011



regarding YSC's population size, the reasons for admission to YSC, youth arrest history, and the length of time that youth remained at YSC with stakeholders on a weekly basis, allowing the agency to work with partners including MPD, OAG, and the courts to find solutions to overpopulation problems.

Similar to the overall DYRS committed population, in FY2011 the YSC population was comprised predominately of African-American males. Over the past three fiscal years, the percentage of female YSC residents has risen from 13% to 21%. The percentage of YSC residents aged 18 or older has risen from 7% to 10%, with the other age groups remaining relatively stable. The average length of time that a youth stays at YSC has remained stable since FY2009, hovering between 22.6 and 22.9 days for all three fiscal years.

New Beginnings

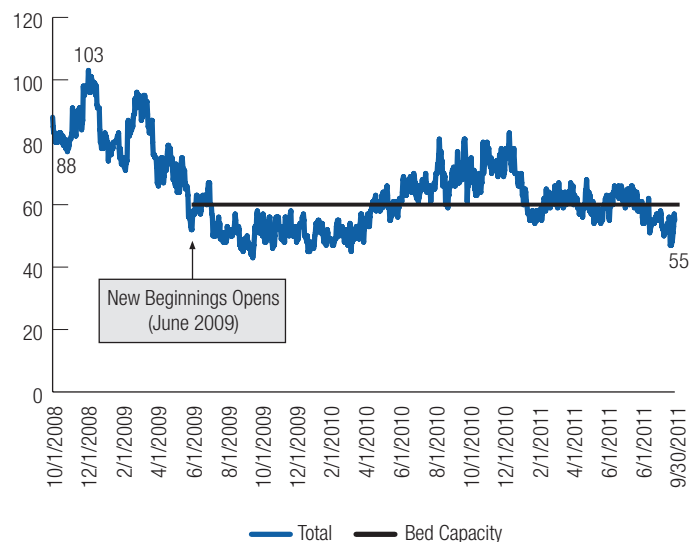
The population size at New Beginnings has fluctuated since the facility's opening in FY2009. In FY2011, the average daily population of the Model Unit was 43 youth, while the average daily population for youth awaiting placement was close to 20.

Like the overall committed population, in FY2011 the New Beginnings population was predominately African-American. Since FY2009, the percentage of the population aged 18 and older rose from 21% to 35%. For residents in the Model Unit, the average length of stay in FY2011 was 275 days, or approximately nine months. For youth awaiting placement, the average length of stay was eight days.

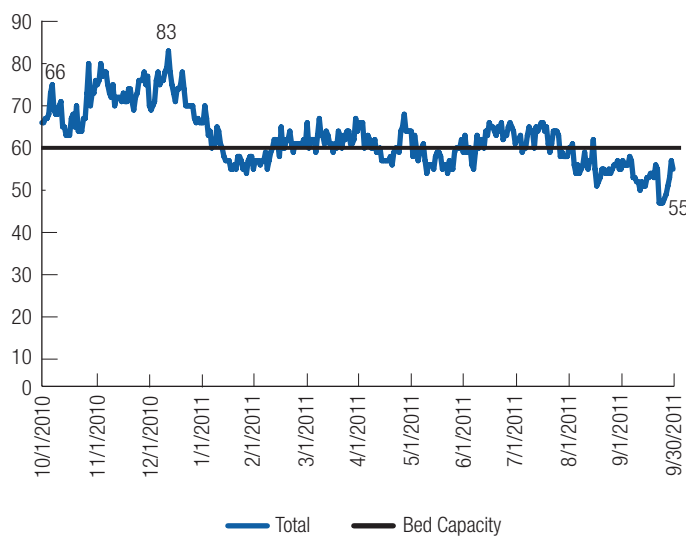
YSC Population by Demographics FY2009-FY2011

	Average Length of Stay (days)	Male	Female	African-American	Latino	White	Age 14 and Under	Age 15	Age 16	Age 17	Age 18 and older	# of Youth
FY2009	22.6	87%	13%	96%	3%	1%	18%	21%	27%	27%	7%	1573
FY2010	22.9	86%	14%	96%	3%	0%	17%	22%	27%	27%	6%	1367
FY2011	22.6	79%	21%	96%	4%	1%	17%	22%	27%	24%	10%	1149

New Beginnings Daily Population FY2009-FY2011



New Beginnings Daily Population FY2011



New Beginnings Population by Demographics FY2009-FY2011

		Average Length of Stay (days)	African-American	Latino	Age 14 and Under	Age 15	Age 16	Age 17	Age 18 and older	# of Youth
Model Unit	FY2009	252.0	96%	4%	8%	16%	27%	41%	8%	51
	FY2010	229.8	95%	5%	3%	10%	33%	46%	8%	63
	FY2011	274.8	98%	2%	2%	13%	24%	39%	22%	54
Awaiting Placement	FY2009	16.9	97%	3%	9%	16%	23%	29%	22%	675
	FY2010	8.4	98%	2%	7%	13%	25%	26%	29%	878
	FY2011	7.4	97%	3%	7%	12%	19%	26%	35%	957
TOTAL	FY2009	41.2	97%	3%	9%	16%	24%	30%	21%	726
	FY2010	20.6	98%	2%	7%	13%	25%	27%	28%	941
	FY2011	24.0	98%	2%	6%	12%	19%	27%	35%	1011

Endnotes

- 1 Oak Hill Archive Project. Retrieved from <https://blogs.commonsgororgetown.edu/oakhill/documents-and-resources/blue-ribbon-commission/>.
- 2 D.C. Law 15-261.
- 3 D.C. Law 15-335. This law took effect in early 2005.
- 4 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.
- 5 Description of *Jerry M.* history drawn from: Mostaghimi, B. (2010). *Measuring and Managing Performance: A YouthStat Optimization Study*. Policy Analysis Exercise, Harvard Kennedy School of Government.

Section 2:

Positive Youth Justice



Section 2:

Positive Youth Justice

The principles of Positive Youth Development (PYD) are grounded in the philosophy that youth are assets and resources to the community, and that with the right programs, opportunities, supports, and services youth can develop to their full potential. According to the PYD principles, positive development requires youth to experience:

- 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 pro-social and caring adults
- Competence and mastery

Measuring Progress through PYJ

“While recidivism is important, it should not be the only standard used to monitor the effectiveness of juvenile corrections systems. These systems should also be measured on how well they help delinquent youth achieve progress toward success in adulthood. How much academic progress do youth make while confined in youth facilities or enrolled in court-sanctioned programs? What percentage of previously confined youth reenroll in school and remain to graduation? How many are placed into jobs, and become steady workers? How much progress do youth make in overcoming behavioral health problems and reducing symptoms of mental illness?”

—Dick Mendel. (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, Maryland: Annie E. Casey Foundation.

Family Involvement in Case Planning

“Best practices for assessment call for the engagement of the child or youth, family, and others as partners in a team process to gather information, plan, and make decisions.

The assessment process should integrate the family support team to gather and analyze information from all possible sources, including the child, family, foster parents, the family’s natural helping system, key professional stakeholders, and service providers.”

—Center for Juvenile Justice Reform. (2009). *Supporting Youth in Transition to Adulthood: Lessons Learned from Child Welfare and Juvenile Justice.*

While PYD is broadly focused on the developmental needs of young people generally, Positive Youth Justice (PYJ) focuses on the specific developmental needs of young people involved in the juvenile justice system. The PYJ model adapts the traditional 40 developmental assets identified through PYD, honing them to six core developmental domains:

- **Work:** Work experience, apprenticeships, employment readiness, income and independence
- **Education:** Literacy, credentials, learning skills, career planning
- **Health:** Physical activity, diet and nutrition, behavioral health, lifestyle and sexuality
- **Relationships:** Communication skills, conflict resolution, family systems, intimacy and support
- **Community:** Civic engagement, community leadership, services, responsibility
- **Creativity:** Personal expression, visual arts, performing arts, language arts

The PYJ framework, which was published in 2010 by a team of researchers led by Dr. Jeffrey Butts at the John Jay College of Criminal Justice in New York City, also establishes two key assets for court-involved youth: (1) learning/doing; and (2) attaching/belonging.¹

DYRS has focused on aligning its programs and accountability mechanisms to the PYJ framework. These strategies are aimed at reducing the likelihood of re-offending and aiding with successful transition into the community. DYRS is committed to meeting the developmental needs of youth, building on youth assets and potential, utilizing youth as resources, and creating partnerships with youth to generate positive, sustaining change—all while engaging parents and families, promoting intergenerational connectivity, reducing the likelihood of re-offending, and aiding with successful community reintegration.

The agency provides a number of programs and supervision services grounded in the principles of PYJ. These strategies include:

- **DC YouthLink:** DYRS committed youth placed within the community are linked to service providers who offer comprehensive services including mental and behavioral health care, supervision, academic tutoring, mentoring, workforce training, and community service.
- **Family involvement in case planning:** DYRS tailors each youth’s placement and service plan to the youth’s individual needs, risks, strengths, and assets. To assist in the development and implementation of a youth’s rehabilitative plan, DYRS convenes Youth Family Team Meetings (YFTMs), whose participants may include DYRS staff and providers, parents, families, mentors, teachers, and other adults involved in the youth’s life.

- **Educational support:** Youth in secure placements attend school onsite. Youth placed within the community receive academic tutoring and educational assessment and placement services.
- **Workforce training and job placement:** New Beginnings provides youth with onsite employment readiness and vocational training. Youth placed within the community receive workforce training, job coaching, and assistance with placement in internships, long-term employment, occupational training, post-secondary education, and enrollment in the military.
- **Physical, mental, and behavioral health care:** Youth in secure placements receive onsite medical and dental services and mental and behavioral health counseling. Youth in the community are linked to clinicians and behavioral health specialists that provide individual counseling, family therapy, and substance abuse counseling.
- **Promoting creativity, family connections, and community engagement:** DYRS works to include families in the case planning and implementation process, encourages family participation in programming at New Beginnings, and facilitates positive interactions between youth and their families. The agency also helps link youth to programs and services that help them develop their creativity and sense of community.

Overview of Section

This section presents information about the DYRS programs and services aimed at promoting PYJ. This section includes the following information:

- ▲ PYJ initiatives and accomplishments during FY2011
- ▲ PYJ programming and outcomes for community-based youth
- ▲ PYJ programming and outcomes at DYRS secure facilities
- ▲ Looking forward to 2012



Positive Youth Justice: FY2011 Initiatives and Accomplishments

In FY2011, DYRS launched a number of initiatives aimed at promoting PYJ. Recent initiatives and accomplishments include:

Work

- **Increased focus on workforce development:** In 2009, DYRS received a \$6.1 million grant from the Department of Labor (DOL) to expand the educational, workforce training, and employment opportunities for youth returning to the community. In FY2011, the DOL grant funds helped DYRS double the number of staff to assist youth with job coaching, career planning, and job readiness skills. Since receiving the grant in 2009, DYRS' Office of Education and Workforce Development (OEWD) has served 355 committed youth.
- **Increased the number of youth linked to job readiness training through DC YouthLink:** In FY2011, DC YouthLink helped connect 200 youth to job readiness training in the community. This is an increase from FY2010, when 67 youth were connected to such services.
- **Partnered with Sasha Bruce Youthwork to offer a comprehensive occupational skills training program:** This program includes work readiness training, occupational training that leads to industry-recognized credentials, placement in relevant training opportunities, and referral for unsubsidized employment. Examples include training in construction, welding, office, and customer service skills.
- **Received a three-year grant to develop a career-focused mentoring program:** In partnership with the Institute for Educational Leadership, DYRS and DC YouthLink received a three-year grant for over \$600,000 from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to develop DC RAMP, a career-focused mentoring program to be implemented at New Beginnings and within the community.
- **Established a partnership with the District's Department of Employment Services:** Through this partnership, DYRS is participating in the planning and design of the revamped Youth Investment Committee of the District Workforce Investment Council.
- **Connected youth with disabilities to workforce programming:** DYRS has created a partnership with the DC Department of Disability Services' Rehabilitation Services Administration to connect youth with disabilities to workforce programming.

Education

- **Received recognition for the education program at New Beginnings:** The *Jerry M.* education evaluator found the Maya Angelou Academy at New Beginnings to be in compliance with the *Jerry M.* Consent Decree and recommended the filing of a joint motion to vacate the indicator regarding education at New Beginnings. She described the program as one of the best she had seen in a youth center, deeming the school's turnaround "remarkable." In FY2011, the program hired a new reading specialist and created an awaiting placement enrollment process manual.
- **Improved academic transition services:** Using the DOL grant funds, DYRS was able to double the number of staff who provide academic support and placement services to youth who have recently returned to the community. DYRS also established a partnership with the DC Public Schools (DCPS) to ensure that youth receive an educational assessment prior to release from a secure facility and are quickly referred to schools upon return to the community.
- **Enhanced services at the Maya Angelou Young Adult Learning Center (YALC):** In FY2011, DYRS and the See Forever Foundation implemented an enhanced workforce programming and integrated learning program at YALC. This school-based workforce development program supports students' academic goals by offering GED preparation, while providing hands-on employment training and practical work experience. During the 2010-2011 school year, YALC served 134 youth, 14 students earned GEDs, and three earned high school diplomas.
- **Increased the number of youth linked to educational support services in the community:** In FY2011, DC YouthLink connected 265 youth to education services such as academic tutoring. This is an increase from FY2010, when 93 youth were linked to such services.
- **Helped youth enroll in post-secondary education programs:** During FY2011, 22 DYRS youth were enrolled in post-secondary education programs, including colleges and universities, community colleges, and technical schools.

Health

- **Increased the number of youth connected to health services within the community:** In FY2011, DC YouthLink helped connect 190 youth to health services within

the community. This is an increase from FY2010, when 79 youth were connected to such services.

- **Targeted health education and wellness at New Beginnings:** Sasha Bruce Youthwork administered a four-week program educating youth at New Beginnings on sexual health issues. New Beginnings also hosted a 'Winter Olympics' in which youth competed against each other in a variety of physical challenges, with the top finishers receiving medals.

Relationships

- **Increased the number of youth connected to relationship support services in the community:** In FY2011, DC YouthLink connected 517 youth to services that promote positive relationships, such as mentoring. This is an increase from FY2010, when 221 youth were connected to relationship-building services.
- **Increased family participation at New Beginnings:** Over 30 families participated in an Award Assembly/Open House at New Beginnings, the largest family participation ever for a New Beginnings event.

Community

- **Provided community service opportunities for youth at New Beginnings:** Youth at New Beginnings, alongside DYRS staff, performed landscaping work for senior citizens in Ward 5.

- **Provided programs at New Beginnings to promote leadership and community awareness:** New Beginnings hosted a number of individuals and organizations who gave workshops, made presentations, and conducted field trips relating to issues such as positive decision making and African-American history.
- **Organized a basketball team at New Beginnings:** This successful team, which competes in the DC Charter School League, has been helpful in promoting positive community interactions and assisting with behavior modification.

Creativity

- **Promoted creativity through innovative programming at New Beginnings:** During the past year, youth at New Beginnings had the chance to rehearse a play with the Shakespeare Theater and participate in an Authors in Schools program. New Beginnings also continued its offering of creativity programming such as The Beat Within, the Theatre Lab, and Awards ceremonies.
- **Linked youth in the community to creativity programming:** DC YouthLink helped connect youth to community-based programs aimed at fostering creativity and positive expression.
- **Formed a band and choir for youth at the Youth Services Center (YSC).**



General Promotion of PYJ

- **Gender-specific programming:** DYRS secured funding to pilot a University-Based Girls Program, which is a local, staff-secure residential treatment and reentry initiative for committed young women aged 15 to 20. DYRS is expanding its services to young women through this and other initiatives.
- **Developed PYJU:** The agency is developing a PYJ ‘University’ to train all DYRS staff and community partners in the principles of PYJ.
- **Launched PYJ-focused outcomes analysis for DC YouthLink:** DYRS published the first ever DC YouthLink Quarterly Performance Reports, providing a level of data on community-based services for committed youth that is unprecedented among state-level juvenile justice agencies nationwide.
- **Implemented reforms to promote improved service delivery at New Beginnings:** The facility restructured its housing unit to enhance therapeutic services, expanded incentives for positive behavior, and increased the number of volunteer vendors.



Positive Youth Justice in the Community

Youth placed within the community receive a number of programs and services, grounded in PYJ principles, that are aimed at reducing re-offending and promoting successful community reintegration. This section highlights DC YouthLink, the DYRS Office of Education and Workforce Development, and the Maya Angelou Academy Young Adult Learning Center, three programs within the community that are responsible for connecting youth to support services.

DC YouthLink



In FY2010, DYRS and the DC Children and Youth Investment Trust Corporation collaborated to launch the DC YouthLink initiative (formerly the Lead Entity/Service Coalition Initiative). DC YouthLink is a coalition of community-based organizations that provide a network of resources, services, supports, and opportunities in community-based settings for committed

youth and their families. The services offered by DC YouthLink providers, which are based on needs identified in each youth's Individual Development Plan (IDP), are designed to promote and sustain successful community reintegration. From traditional services such as mentoring and supervision, to development opportunities such as recreation, tutoring, leadership development, and workforce training, DC YouthLink services address the holistic needs of youth and their families.

Through the DC YouthLink initiative, DYRS has partnered with two community-based organizations, the East of the River Clergy-Police Community Partnership (ERCPCP) and the Progressive Life Center (PLC), to provide fiscal management, coordination, and oversight of a network of approximately 40 local providers. ERCPCP serves District youth in Wards 7 and 8 and Prince Georges County; PLC serves District youth in Wards 1-6 and Montgomery County. DC YouthLink works in partnership with government agencies such as DCPS, the Department of Health, Department of Mental Health, the Addiction Prevention Recovery Administration, and the Department of Employment Services to help ensure DYRS youth access and maximize readily available services.

DC YouthLink Enrollment Data FY2010-FY2011

		FY2011		FY2010		Total	
		#	%	#	%	#	%
Enrollments	DC Youth Link	685	-	594	-	921	-
	ERCPCP	458	67%	391	66%	617	67%
	Progressive Life Center	254	37%	222	37%	357	39%
Gender	Boys	603	88%	538	91%	818	89%
	Girls	82	12%	56	9%	103	11%
Age at Enrollment	12	1	0%	1	0%	2	0%
	13	4	1%	6	1%	10	1%
	14	10	3%	24	4%	33	4%
	15	37	9%	55	9%	92	10%
	16	61	15%	125	21%	186	20%
	17	101	25%	148	25%	248	27%
	18	92	23%	135	23%	224	24%
	19	65	16%	78	13%	141	15%
20	39	10%	28	5%	65	7%	

Among the initiative's key accomplishments have been:

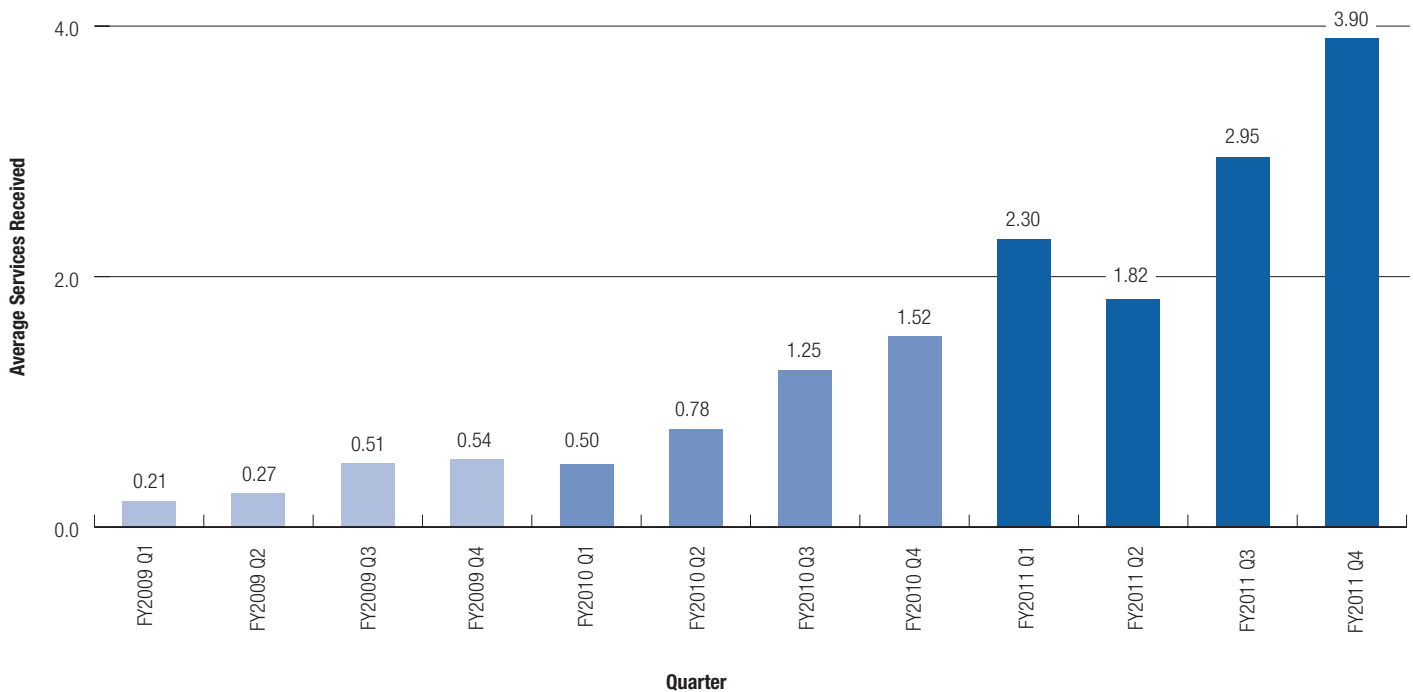
- **Connected hundreds of youth to services upon return to the community:** In the past two fiscal years, 921 young people have been connected to a service through DC YouthLink as part of their community-supervision plan. Among the hundreds of youth connected to services in FY2011:

- 512 youth were connected to a mentor
- 265 youth were connected to an educational support program, such as tutoring

- 200 youth received job readiness training
- 95 youth were connected to a structured physical activity program
- 50 youth were connected to community-based substance abuse treatment

Youth in the final quarter of FY2011 were being linked to twice as many services as their predecessors a year before, and eight times as many services as the youth in the fourth quarter of FY2009.

Average Services Received by Discharged Youth FY2009-FY2011



DC YouthLink Service Connections by Type of Service FY2010-FY2011

	FY2011		FY2010		Total	
	# of youth	% of youth	# of youth	% of youth	# of youth	% of youth
Youth Linked to Services, by Type						
Relationships	517	75%	221	37%	596	65%
Work	200	29%	67	11%	221	24%
Education	265	39%	93	16%	322	35%
Health	190	28%	79	13%	221	24%
Creativity	12	2%	10	2%	17	2%
Community	3	0%	2	0%	5	1%
Average Services Per Enrollment	2.9	-	1.4	-	2.5	-

- **Additional service providers are working with DYRS youth:** Prior to DC YouthLink, community-based services were delivered almost exclusively by three providers, using the Intensive Third-Party Monitoring (ITPM) approach. Since the launch of the DC YouthLink initiative, community-based services for DYRS youth are being delivered by approximately 40 providers, with over a dozen categories of service.
- **More cost-effective service delivery:** Shifting to the DC YouthLink model has enabled DYRS to reduce the costs of serving some youth. For example, as part of this initiative, the city has reduced spending on ITPM services from \$70 to \$35 per day.
- **More effective connections between supervision and services:** DC YouthLink is designed to strengthen the supervision of youth by better marrying the case plans and supervision strategies developed by DYRS Case Managers with the services delivered to these youth. Representatives from the Lead Entities now participate in the planning sessions with youth, their families, their Case Managers, and other stakeholders to identify the kinds of services a youth should receive upon return to the community.

DC YouthLink's quarterly reports, which provide additional information about the program, are available on the DYRS website at <http://dyrs.dc.gov/DC/DYRS/About+DYRS/Who+We+Are/Reports+and+Publications>.

DC YouthLink Hours of Engagement per Youth each Week FY2011

	# of youth
Hours of Engagement per Youth each Week	6.0
Relationships	4.1
Work	3.6
Education	5.5
Health	4.1
Creativity	6.7
Community	-

Community-Based Service Offerings

Relationships

Family Support/Reunification
 Functional Family Therapy
 Mentoring
 Multi-systemic Therapy
 Wrap Around Services
 Youth Parenting Classes

Health

Physical Activity
 Anger Management
 Mental/Behavioral Health
 Respite Care
 Substance Abuse Out-Patient

Work

Job Readiness

Education

Academic Support
 GED Preparation
 Tutoring

Creativity

Arts Enrichment

Community

Civic Engagement



Learning from What Works: **WrapAround Milwaukee**

DC YouthLink was modeled after the WrapAround Milwaukee program, which has been recognized as among the most successful youth development interventions of the last 25 years. Winner of the 2009 Harvard Kennedy School Innovations in Governance Award, WrapAround was praised for the way it “breaks through rigid program silos and delivers cost effective and higher quality care...The program champions a unique approach to care where one size doesn’t fit all. In honoring Wraparound, we hope other states will learn from the program’s innovation and adopt similar practices to ensure improved care of at risk youth.”

Initiated in 1995, WrapAround’s primary focus is to serve children and adolescents who have serious emotional disorders and who are identified by the child welfare or juvenile justice system as being at immediate risk of residential or correctional placement or psychiatric hospitalization. It was launched expressly to develop community-based services that would prevent the need for costly, disruptive out-of-home placements for at-risk youth.

Wraparound Milwaukee has also organized an extensive provider network of 204 agency and individual providers that can offer an array of over 80 services to families. Over the 17 years since its launch, the initiatives key outcomes have included:

- Average cost per month for a youth 60% lower than a stay at a correctional facility or CBRF
- Average Milwaukee population in CBRFs dropped from 375 to 90 youth; large drop in DOC population resulting in closure of two state facilities, reduction in psychiatric inpatient beds from over 250 to 50 beds
- Improved functioning of youth at home and in school based on CBCL (Achenbach) administered at enrollment and discharge
- Permanency—75% of youth were in permanent setting with parent, relative, adoptive resource or subsidized guardianship

Office of Education and Workforce Development

The DYRS Office of Education and Workforce Development (OEWD) creates and implements programs, grounded in PYJ principles, to support the agency’s goal that committed youth be productively engaged. To achieve this goal, OEWD strives to provide committed youth with the appropriate services, supports, and opportunities within the community that promote education, workforce development, and employment. Achievement of OEWD goals has been accelerated by the receipt of one of only five DOL Young Offender State/Local Implementation Grants awarded nationwide.

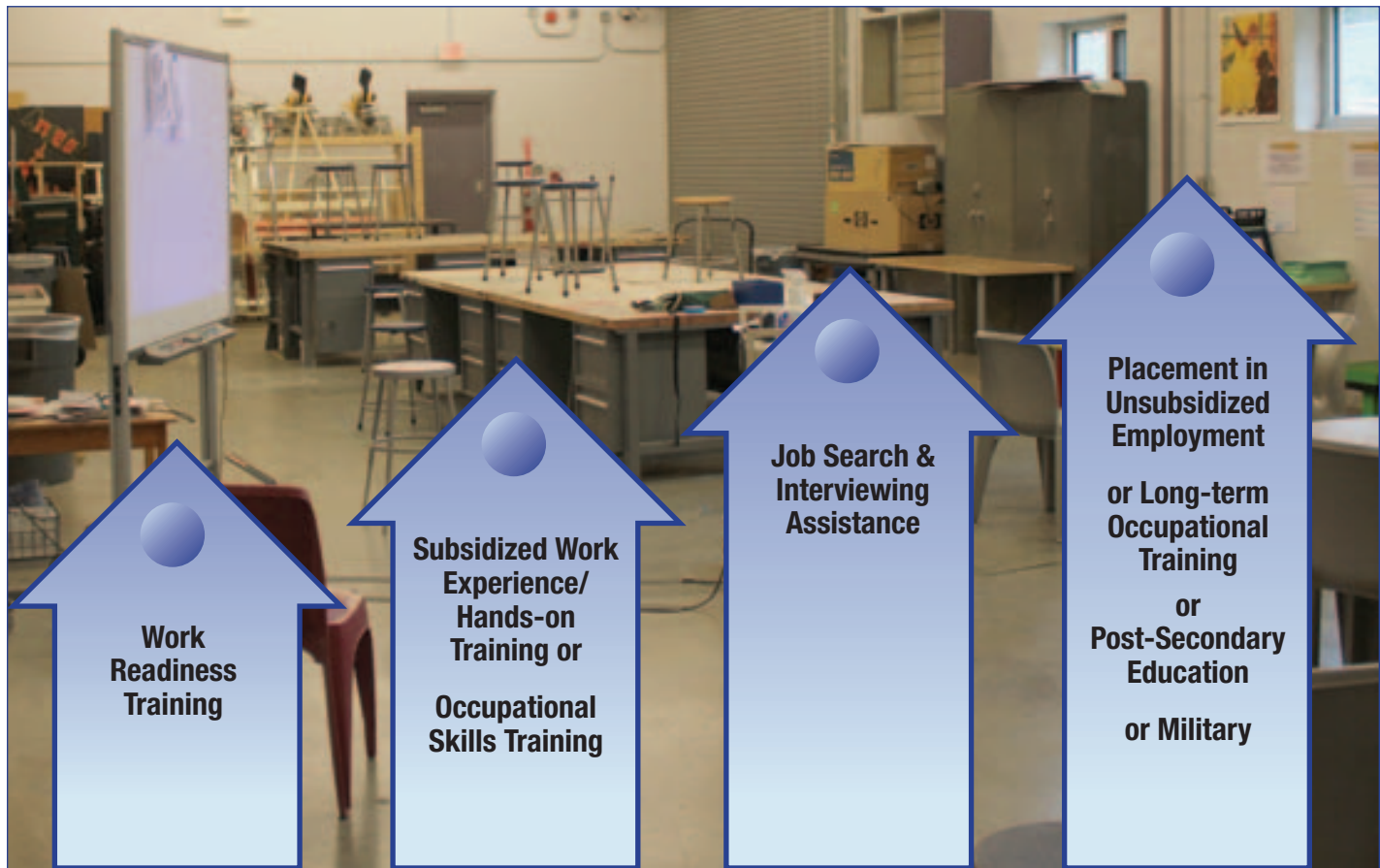
By the Numbers:

With help from the DOL grant, OEWD served 355 committed youth between 2009 and December 2011. In that time, OEWD has accomplished the following achievements:

- Provided work readiness training to 234 youth.
- Placed 184 committed youth into subsidized paid internships and provided follow up assistance and support as needed (e.g., transportation assistance, clothing support, counseling, etc.).²
- Assisted 28 youth with securing unsubsidized employment upon successful completion of internships by developing relationships with employers and assisting youth in negotiating the employment process.
- Helped 16 youth enter post-secondary school.
- Supported 44 committed youth in obtaining GEDs.
- Supported 34 committed youth in obtaining high school diplomas.

OEWD Workforce Development Model

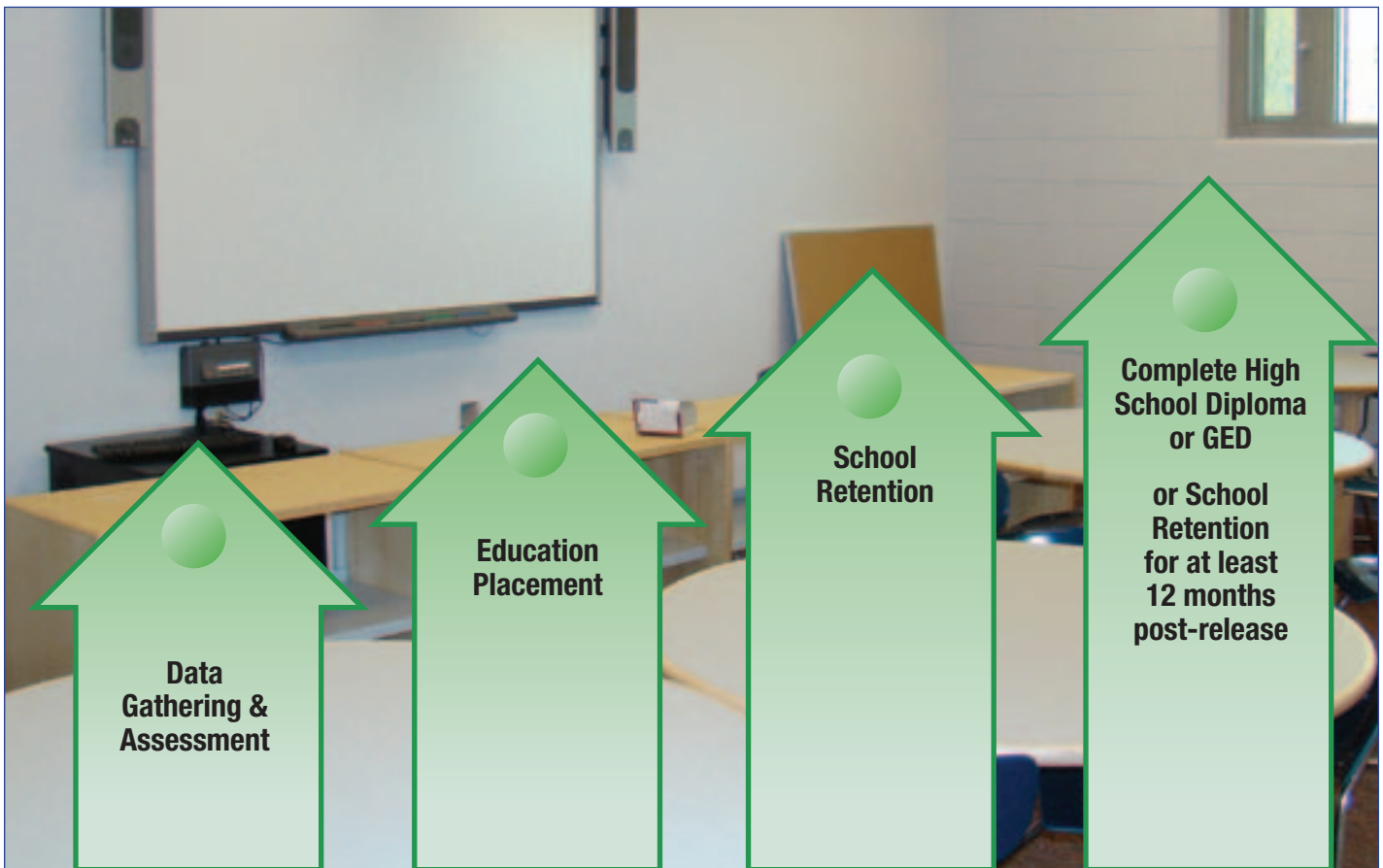
Targets Youth 18 and Older Who Are Returning from Out-of-Home Placements



- Provided intensive in-school support services for 75 committed youth, in partnership with the DCPS Office of Youth Engagement and Office of Special Education. Worked directly with principals, counselors, registrars, and teachers to ensure that committed youth are successful academically and are retained in school.
- In partnership with the See Forever foundation, provided educational programs for 31 youth, 24 of whom obtained a high school diploma or GED.
- Provided work readiness and occupational/apprenticeship skills training to 46 youth in partnership with the Sasha Bruce Youth Build. Training specialized in barbering, construction, hospitality, welding and home health aide.
- Enrolled 11 youth in the University of the District of Columbia/Community College High Tech Training Program to obtain certification and training in copper cable installation.

Education Placement & School Retention Model

Targets Youth 17 and Younger Who Are Returning from Out-of-Home Placement



The Maya Angelou Academy Young Adult Learning Center

The Maya Angelou Academy Young Adult Learning Center (YALC) is a community-based program operated in partnership between DYRS and the See Forever Foundation, a nonprofit organization that manages the Maya Angelou Public Charter Schools in the District. In FY2011, YALC changed its mission from a drop-in, transition center to a fully-integrated program that blends educational services with workforce programming. YALC is a school-based program that supports students' academ-

ic goals by offering GED preparation courses and support; at the same time, students receive hands-on employment training and practical work experience.

During the 2010-2011 school year, YALC served 134 youth in the community. Fourteen current and former YALC students obtained GEDs, and three students obtained high school diplomas.

YALC Outcomes for 2010-2011 School Year

Total # of Students Served	134
# of Students in GED Program	101
# of HS Students	33
GED Graduates	10
Former Students Getting GED	4
HS Diplomas	3

Higher Education

During FY2011, there were 22 DYRS committed youth enrolled in post-secondary education programs including universities and colleges, community colleges, and technical schools.



Positive Youth Justice in DYRS Facilities

Recognition for the Maya Angelou Academy at New Beginnings

- In Spring 2011, the Maya Angelou Academy earned full accreditation by the Middle States Commission on Higher Education. The report referred the Academy as a “model” school, one of the best it had seen.
- The Jerry M. education evaluator referred to the Academy as one of the best programs she had seen in a youth center, deeming the school’s turnaround “remarkable.”
- The Academy has been featured in *Education Week*, *The Washington Post*, and leading education journals.

Youth placed at YSC and New Beginnings receive a number of services and programs aimed at promoting PYJ and successful community reintegration. Programming in the DYRS facilities includes educational services, mental and physical health care, workforce training, and transition services. This section highlights the Maya Angelou Academy at New Beginnings and presents recent data concerning PYJ indicators at DYRS facilities.

The Maya Angelou Academy at New Beginnings

Educational programming at New Beginnings is provided at the onsite Maya Angelou Academy. The Academy is operated by the See Forever Foundation, a nonprofit organization that manages the Maya Angelou Public Charter schools in the District.

Upon entering New Beginnings, the average Academy student has earned only three high school credits and tests at the fourth- to fifth- grade level in English and math. Nearly 50% of Academy students have special needs, and most have experienced multiple failures in traditional school.

To address these deficiencies, the Academy strives to:

- Provide a safe, nurturing, and mutually respectful environment that motivates and prepares each student to fulfill his academic or career potential
- Help students make measurable academic improvements and progress toward a high school diploma or GED
- Help students enjoy school and learn to be successful in school
- Make learning relevant and interesting
- Engage students’ creativity and talents
- Help students see their own potential and tackle skill deficits
- Provide caring, positive feedback and guidance
- Improve students’ chances of staying in school or work upon return to the community
- Support students who are enrolled in college by hiring on-campus tutors, assisting with class scheduling, and communicating with students’ professors

The Academy Structure

- An Individual Learning Plan designed for each student based on assessment tests, prior educational reports, and discussions with academic officials and behavioral specialists
- Small classrooms with a student:teacher:special education case manager ratio of 10:2:1
- Short, thematically-based units designed for immediate reinforcement and gratification
- Incentives to reinforce positive behavior and academic commitment
- Classrooms equipped with Smart boards, Internet, and video streaming

- Differentiated instruction based on individual needs and circumstances
- Awards celebrations at the completion of each unit that include student-led showcases
- Parental participation through the receipt of regular progress reports, parent days, invitations to awards ceremonies, and a 'Back to School' night held in the community
- Continued work with students up to 120 days after leaving New Beginnings
- Progress measured through ongoing assessment tests in math and reading and progress reports sent to students and families every 30 days

The Academy Curriculum

- Courses in English, math, social studies, and science that are aligned with standards set forth by the DC Office of the State Superintendent of Education. Students must receive a C- (70-72%) or higher to earn credit for a course.
- Required craftsmanship/artisanship course in which students learn marketable skills that build on creativity, such as graphic design, digital media, and pre-carpentry
- SAT prep and online college courses funded by the Academy
- GED prep courses that include tutoring, SAT prep, financial aid, and career workshops
- Social skills courses
- Workforce development skills training, including resume and portfolio building, mock interviews, and informational interviews with community leaders
- Transition planning to provide help with school placement, employment, and post-secondary education upon release
- College tours and school/site visits

Academic Achievement Results

Young men's academic skills improve dramatically faster at New Beginnings' Maya Angelou Academy than they ever had before. The average student arriving at the Academy is 17 years old and performs at a fifth-grade level. During the 2010-2011 school year, students improved their reading and math scores by an average of approximately 1.3 grade levels—a pace of learning approximately three times faster than they had experienced before entering.

Academic Improvements for Maya Angelou Academy Students 2010-2011 School Year

	2010-2011 School Year
Average Annualized grade improvement (Reading)	1.33
Average Annualized grade improvement (Math)	1.35
High School Credit Accumulation (as a % of possible credits)	0.84
Diplomas or GEDs earned	14

The Benefits of Education

“School can give adolescents who face multiple risk factors a place in which to excel socially and academically. Achievement in school and the approval of teachers provide the recognition so important to adolescent development—recognition some adolescents do not receive from other sources. Encouragement from teachers can give young people the confidence to seek continued educational or job skills training . . . Extracurricular activities in art, music, drama, school publications, and the like give adolescents an opportunity to participate in constructive group activities and achieve recognition for their efforts. Studies have found that recognition for or involvement in conventional activities—whether family, school, extracurricular, religious, or community—is a protective factor against antisocial behavior.”

—Youth Violence: A report from the Surgeon General. (2001). Washington, DC: Office of the Surgeon General, U.S. Department of Health and Human Services.

This improvement in academic performance is also reflected in the young men’s high school credit accumulation. During the 2010–2011 school year, students earned an average of 84% of potential credits. Before coming to the Academy, students earned an average of 26% of potential high school credits.

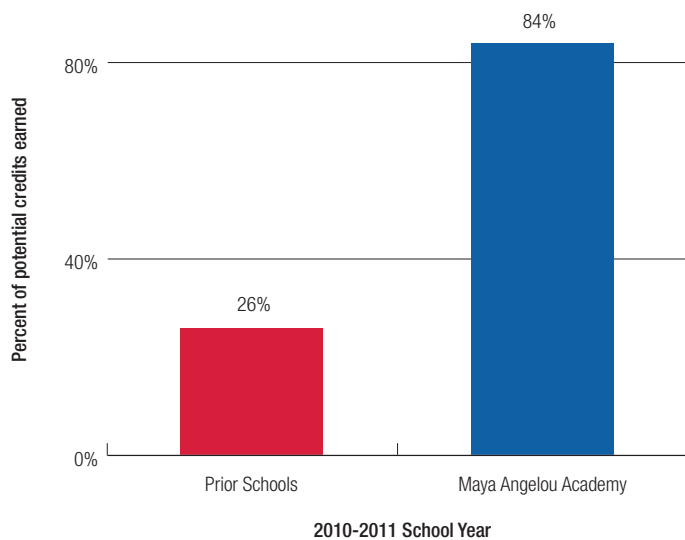
For 14 students, this academic growth culminated in obtaining a high school diploma or a GED either while at the Maya Angelou Academy, or soon after leaving while attending classes at YALC. An average of 3.5 former Academy students were enrolled in college per semester between Fall 2010 and Spring 2012.

PbS & PYJ at DYRS Facilities



DYRS evaluates PYJ outcomes at the two secure facilities it operates— New Beginnings and YSC – by benchmarking performance against similar facilities nationwide using Performance-based Standards (PbS), an evaluation tool developed by the Council of Juvenile Correctional Administrators (CJCA).

Credit Accumulation Ratio: Comparison of MAA to Prior Schools



New Beginnings

Between April and October of 2011, New Beginnings substantially improved the rate of face-to-face contact that youth had with their parents. In both reporting months, facility staff had higher rates of contact with youth’s parents than the national average for like facilities.

Youth Services Center

Between the two reporting months, YSC demonstrated marked improvement in the number of young people whose records indicated that they received math and reading tests. YSC was also in line with the national average for detention facilities in terms of the contact that young people have with their parents while they are at the facility.

PbS Relationship-Focused Outcomes for New Beginnings 2011

	Apr-11		Oct-11	
	New Beginnings	Like Facilities Nationwide	New Beginnings	Like Facilities Nationwide
Percent of youth who have ever had in-person contact with parents or guardians while in facility	44%	69%	77%	72%
Percent of youth who report that they have had phone contact with parent or guardian	96%	94%	84%	97%
Visitation per 100 person-days of youth confinement	0.06	0.08	0.16	0.08
Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit)	7.00	4.50	5.86	4.53

PbS Relationship- and Education-Focused Outcomes for YSC 2011

	Apr-11		Oct-11	
	YSC	Like Facilities Nationwide	YSC	Like Facilities Nationwide
Percent of youth whose records indicate that they received a math test	50%	81%	83%	73%
Percent of youth whose records indicate that they received a reading test	47%	86%	80%	87%
Percent of youth who have ever had in-person contact with parents or guardians while in facility	62%	46%	63%	38%
Percent of youth who report that they have had phone contact with parent or guardian	100%	93%	96%	90%
Visitation per 100 person-days of youth confinement	0.10	0.13	0.08	0.08

Looking Forward to 2012

In FY2011, DYRS made significant progress in expanding and improving its PYJ initiatives. Over the coming fiscal year, DYRS will continue to advance PYJ principles in all DYRS activities, targeting the following areas for improvement:

- ▲ Enhancing job preparedness for older committed youth
- ▲ Strengthening youth linkages to school when they return to their communities after residential placement
- ▲ Expanding substance abuse and mental health opportunities for DYRS young people

Through each of these endeavors, DYRS is committed to promoting PYJ to improve the lives of the District's court-involved young people, and in so doing strengthening the community today and into the future.

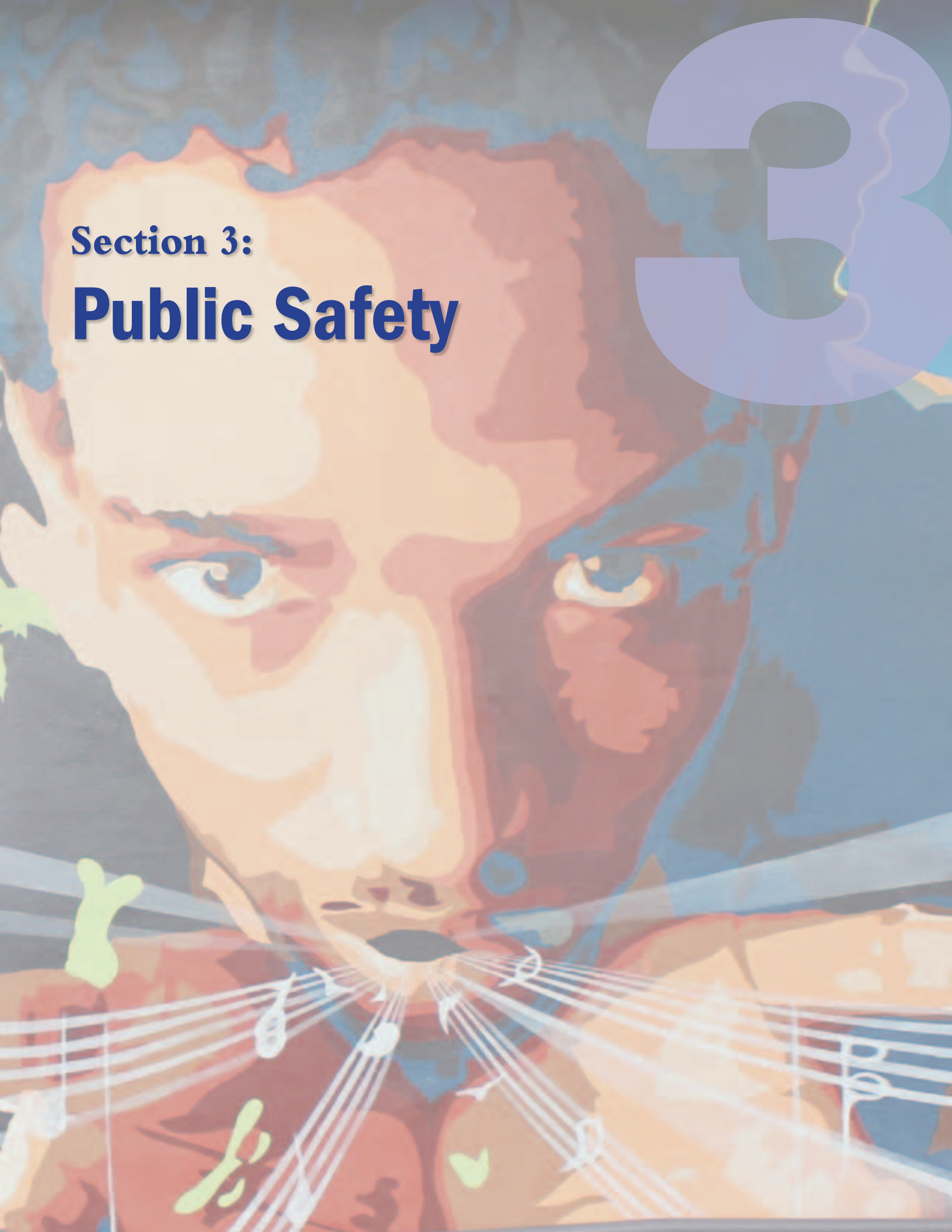
Endnotes

- 1 Butts, Jeffrey A., Gordon Bazemore, and Aundra Saa Meroe (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington, DC: Coalition for Juvenile Justice.
- 2 On-site training and subsidized opportunities are made possible by partnerships with the Office of the Mayor, Department of Consumer and Regulatory Affairs, Department of Parks and Recreation, Department of Transportation, and Department of Public Works.

3

Section 3:

Public Safety





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Public Safety

Protecting public safety is central to the DYRS mission. The agency is dedicated to reducing the likelihood that a youth will re-offend, either while in DYRS custody or upon release, and all DYRS programs and services are designed to help achieve this goal.

The strategies that DYRS employs to promote public safety include:

- **Supervision and monitoring of all youth in DYRS custody:** Youth placed in secure detention facilities are supervised at all times. Youth placed within the community are regularly supervised and monitored by DYRS service providers and staff.
- **Rehabilitative services:** Whether placed in a secure facility or within the community, youth receive comprehensive services designed to promote positive development and reduce the likelihood for re-offending.
- **Electronic monitoring program:** At any given time, 150 to 175 DYRS youth who reside in the community wear electronic Global Positioning System (GPS) devices, which track their movements and alert officials when the youth is not where he or she is supposed to be.
- **Response to youth on abscondence:** DYRS has an abscondence unit that, along with the Metropolitan Police Department (MPD), goes directly into the community to locate and return youth on abscondence. The abscondence unit also deploys to youth who have or may have attempted to abscond, with the goal of verbally communicating with the

Praise for DYRS

“Public safety is best protected when juvenile justice agencies combine efforts to hold youth accountable with creative prevention efforts and with consistent services and positive supports. The most effective juvenile justice systems offer a broad menu of interventions that are managed collaboratively with law enforcement, social services, schools, employers, and neighborhoods. This is exactly what DYRS does, which is why the agency is increasingly seen as a model by juvenile justice experts nationwide.”

—Jeffrey A. Butts, Ph.D., Executive Director, Research and Evaluation Center, John Jay College of Criminal Justice, City University of New York

Testimony to the Council of the District of Columbia, Committee on Human Services.
September 23, 2010

troubled youth and convincing him or her to return to the court-appointment placement. The abscondence unit, with help from the electronic monitoring program, responds to all critical incidents within the community.

- **Structured Decision Making risk-assessment tool:** Placement decisions are guided by a validated, data-driven Structured Decision Making (SDM) tool that assesses a youth's risk to the community based on factors such as offense severity, prior offenses, school discipline, and peer relationships. Each youth for whom commitment is recommended undergoes a mandatory SDM assessment.
- **Recidivism assessment:** DYRS measures re-offense rates for committed youth, using this information to identify areas for improvement with respect to public safety outcomes.
- **Outcome-based performance measures:** The agency evaluates its own performance with respect to public safety using data-driven assessment tools, such as YouthStat and Performance-based Standards (PbS), and uses this information to identify areas for improvement.
- **Sentinel reviews:** The agency conducts a thorough case review of any homicide incidents involving DYRS committed youth, whether as an alleged victim or suspect, to review the care given to each youth in order to determine (1) whether key agency protocols were followed and (2) what the agency can learn from the youth's particular case about how DYRS can better care for all youth committed to its custody.

Overview of Section

This section presents information about the DYRS programs and services aimed at promoting public safety. This section includes the following information:

- ▲ Public safety initiatives and accomplishments in FY2011
- ▲ Public safety outcomes within the community
- ▲ Public safety initiatives and outcomes within DYRS facilities
- ▲ Looking forward to 2012

Public Safety: FY2011 Initiatives and Accomplishments

In FY2011, DYRS launched a number of initiatives aimed at improving public safety. Recent public safety initiatives and accomplishments include:

- **Expanding the Electronic Monitoring Program:** DYRS dramatically increased the number of youth who receive GPS monitoring, from zero youth in FY2009, to 26 youth in FY2010, to 570 youth in FY2011. The agency is also working to improve GPS technology and enhance how DYRS uses this technology.
- **Implementing security upgrades at New Beginnings:** New Beginnings implemented a number of security upgrades during FY2011, including adding more monitors to the control room, initiating a Roll Call process, developing an airport transportation safety policy, establishing a Manager on Duty position to enhance command and control, installing additional lighting and removing obstructions around the front gate, and establishing a Safety and Security Council.
- **Increasing inter-District partnerships and collaborations:** DYRS is collaborating with partner public safety agencies and service providers to solve common problems involving delinquency and crime. To improve monitoring and supervision, DYRS has launched data-sharing initiatives with agencies such as MPD, the DC Office of the Attorney General (OAG), the Child and Family Services Agency (CFSA), and the Court Services and Offender Supervision Agency (CSOSA). DYRS sends a weekly report to MPD identifying youth with a history of committing serious offenses. This report includes the youth's existing placement and the date that his or her DYRS commitment is set to expire.
- **Improving responses to absconders:** DYRS has partnered with MPD and the Department of Corrections to conduct several coordinated searches throughout the District in an effort to locate youth on abscondence. GPS monitors, combined with a reporting system that DYRS implemented in partnership with the District's Office of Unified Communications, has helped make DYRS' responses to absconders more swift and immediate and reduced the number of youth on abscondence to its lowest rate in three years. The abscondence rate in FY2011 was 6.1%, a 25% decrease since FY2010. On average, 17 fewer youth are on abscondence per day in FY2011 than in FY2010.
- **Participating in public safety walk-throughs in the community:** Under the leadership of Deputy Mayor for Public Safety and Justice Paul Quander, DYRS joined MPD, government agencies, and community partners to conduct several public safety walk-throughs in selected areas of the District. The walk-throughs resulted in identifying action steps to deter criminal activity, better the appearance of the community, and improve the overall quality of life for residents.
- **Conducting a mandatory call-in for DYRS' 17-20 year-old population:** DYRS, in collaboration with MPD, convened all young adults committed to DYRS for a review of the agency's expectations and services.
- **Improving performance at YSC and New Beginnings:** Based on PbS measures, the Youth Services Center (YSC) and New Beginnings each improved to a Level II facility, meaning that 85% of their 'critical outcome' measures are at or above the field average.
- **Enhancing transitions and community-based linkages:** DC YouthLink has enhanced the way that DYRS links youth to community-based services aimed at reducing re-offending and ensuring successful transition back to the community.

Public Safety in the Community

Protecting the safety and well-being of the community is central to DYRS' mission. This section presents information on three of the measures that the agency uses to assess its performance with respect to public safety: recidivism rates; homicide incidents involving DYRS youth; and data concerning youth on abscondence.

Recidivism

Why Report Recidivism?

One way to measure the agency's performance toward meeting its public safety mission is to determine how many of the youth committed to the agency are found 'involved,' or guilty, of a new offense. This is the 'recidivism rate.' Recidivism rates are useful indicators because there is an intuitive relationship between what brought the youth into the system—his/her committing offense—and one key outcome by which success is measured: whether the youth has offended again.

Defining Recidivism

Recidivism may be a common outcome indicator for juvenile justice agencies, but there is significant variation in how different jurisdictions define the measurement. The first major source of differences concerns the type of contact that a youth must have with the juvenile justice system to have 'recidivated.' The two most common interpretations are:

- **Re-arrest**—a youth is arrested and charged with a new offense.
- **Re-conviction**—a youth is found involved or guilty of a new offense in a court of law.

In October 2009, the Council of Juvenile Correctional Administrators (CJCA), in a report commissioned by the Department of Justice's Office of Juvenile Justice and Delinquency Prevention (OJJDP), concluded that:

...[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.¹

The second area of common disagreement is how long the review period for re-offending should be. To strike a balance between comprehensiveness and timeliness, DYRS reports recidivism rates for youth who have been in a community-based

placement for one year. According to a study conducted by the Virginia Department of Juvenile Justice in 2005² and quoted in the 2006 OJJDP³ paper, which compared the recidivism measurement methods across different states, over three quarters of states reporting statewide recidivism rates use the one-year standard.

Combining the interpretation of re-offending as a re-conviction in a court of law with the one year time frame, 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.

Data Collection Method

Data on new juvenile and adult offenses for DYRS committed youth is collected from the District's JUSTIS database. JUSTIS is administered by the Criminal Justice Coordinating Council (CJCC), which acts as a clearing house for criminal justice data for District stakeholders, including MPD, OAG, and the DC Superior Court. JUSTIS' conviction data pulls from the DC Superior Court's Information system, Courtview.

The JUSTIS file for each youth committed to DYRS is individually reviewed after the youth has been in the community for a full year. For each youth, the following information is recorded:

- Total number of arrests occurring within one year of release to a community setting.
- Full jacket information for the most serious jacket, including offense type, date of offense, date of disposition, and outcome.
- Notes on the outcome of all additional jackets, including dates and most serious offense.

'Most serious jacket' is defined as the jacket with the most serious offense and highest level of disposition. If, for example, a youth is convicted for robbery in one jacket and misdemeanor drug possession in a second jacket, the robbery data would be included. If the robbery jacket is dismissed, then the drug jacket would be included in the re-conviction recidivism calculation and the robbery jacket in the re-arrest recidivism calculation.

In addition to the jacket data, DYRS also includes basic demographic information – date of birth, race, and gender – in the recidivism database. The date of the youth's original commitment and the most serious offense leading to that commitment are also listed.

DYRS staff includes placement data for each committed youth in order to identify the time when youth returned to the community and to associate outcomes with particular treatments. The research team identifies the initial placement of each youth after he/she had been committed to DYRS, and the date of release from that particular facility. This allows the agency to measure a one-year period of time in a community placement, regardless of the youth's initial placement. So long as the youth is in secure confinement or at a residential treatment center (RTC), the recidivism 'clock' does not start.

Once nearly all youth have been back in the community for one year, DYRS runs the statistics to determine the rate of recidivism for committed youth. Final re-conviction numbers are analyzed in total (all committed youth convicted of a new offense within one year of community placement), as well as by gender, race, age, placement, and offense type.

Challenges with Collecting and Interpreting Recidivism Data

Jurisdictional Constraints: The DYRS recidivism study reports on re-convictions that occur within the jurisdiction of the District of Columbia. This is consistent with the practice of juvenile justice agencies in neighboring jurisdictions and

nationwide. DYRS is currently working with other District stakeholders and the neighboring jurisdictions, however, to find ways for their systems to work together so that the District can have reliable or consistent individual level offense data for arrests that occur in other jurisdictions.⁴

Difficulty in Establishing Appropriate Comparisons:

Finding an appropriate group against which to benchmark the District's juvenile recidivism rate can be challenging. The intuitive comparison would be with neighboring jurisdictions, Maryland and Virginia. The unique status and structure of the District, however, makes this comparison tenuous. Recidivism rates reported by Maryland and Virginia combine the outcomes of any youth who has been placed on probation, which the states operate, as well as youth committed to the state. The DYRS recidivism study, by contrast, does not include youth on probation because Court Social Services (CSS), not DYRS, has jurisdiction over these young people. The result of this difference is that the District's recidivism analysis starts with a cohort of youth that has a more significant delinquent background and is therefore more likely to re-offend. Other subtle differences in the laws governing juvenile commitment, such as the conditions under which a youth can be waived to the adult system, also make comparisons difficult.

Pathways to Desistance

In March 2011, the Office of Juvenile Justice and Delinquency Prevention (OJJDP) released a Juvenile Justice Factsheet with highlights from the Pathways to Desistance Study, which is a longitudinal study of serious adolescent offenders. The Pathways Study is different from other research that has been done because it is a large, collaborative, multidisciplinary project that has followed 1,354 serious juvenile offenders aged 14 -18 for seven years after their conviction. This study has compiled the most comprehensive data set currently available about juvenile offenders and their lives in late adolescence and early adulthood.

Key Findings of the Pathways to Desistance Study:

- Most youth who commit felonies greatly reduce their offending over time.
- Longer stays in juvenile institutions do not reduce recidivism.
- In the period after incarceration, community-based supervision is effective for youth who have committed serious offenses.
- Substance abuse treatment reduces both substance use and criminal offending for a limited time.

Citation: Office of Juvenile Justice and Delinquency. March 2011. "Highlights From Pathways to Desistance: A Longitudinal Study of Serious Adolescent Offenders." *Fact Sheet*

Findings

The overall re-conviction rate for the 1,768 youth committed to DYRS between FY2004 and FY2009 was 35%. Over that five year period, roughly two-thirds of committed youth did not recidivate within one year of their release to the community. During this period, the high point for recidivism was the FY2008 cohort of committed youth, 45% of whom were found guilty of a new offense committed within one year of a community placement. This rate has decreased in every subsequent cohort group since.

Gender: There is a significant difference in the recidivism rates between males and females committed to DYRS. While 38% of males re-offended within a year of community placement, only 11% of females were convicted of a new crime.

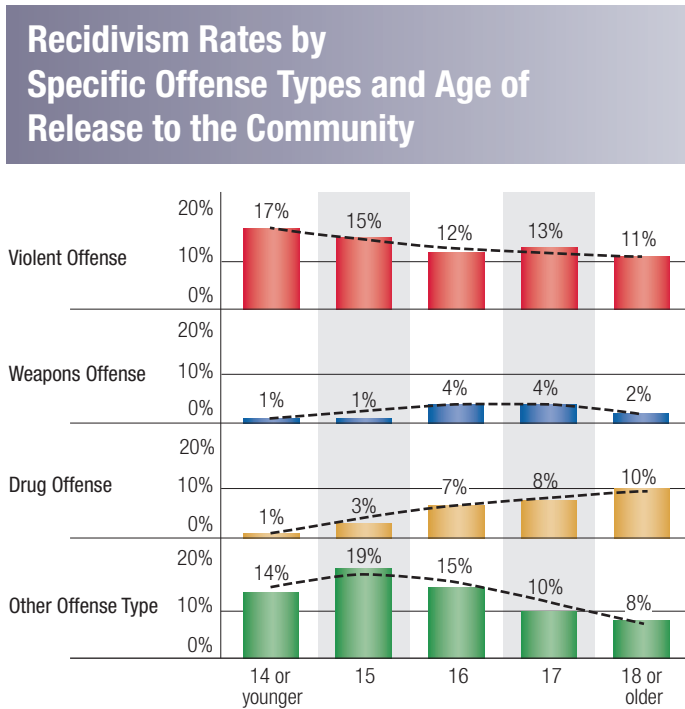
Race: Ninety-seven percent of all youth reviewed in this study are African-American. Likewise, African-American youth made up 97% of committed youth with new re-convictions. Latino youth account for 3% of the commitments, while white and Asian youth make up less than 1%.

The recidivism rates for African-American youth (35%) and Latino youth (38%) were comparable. None of the four white or Asian youth recidivated.

Age: The average age at the time of commitment was 16 years old. Almost 75% of all youth were between ages 16 and 18 upon initial commitment to DYRS. Between FY2004 and FY2010, the recidivism rate for young people aged 18 or older was 5% lower than for younger youth. This finding is consistent with other research that indicates that older adolescents tend to ‘age out’ of criminal behavior.⁵

Another noteworthy trend is that the rate of re-offending for violent crimes diminishes as youth get older. Youth age 14 and younger have been 50% more likely to be re-convicted of a violent offense than young people age 18 or older. Conversely, older youth are increasingly likely to be re-convicted of a drug offense as compared to younger youth.

Initial Placement: Upon commitment, DYRS youth are generally placed at New Beginnings, at an RTC, or in a community based setting, based on their treatment needs and risk. Starting in FY2009, these placement decisions were informed by risk assessments using the SDM risk-assessment tool. Prior to that time, the decision of what level of restrictiveness was best for a given youth was generally the product of individual decision making, guided by the agency mission to put youth in the “least restrictive, most homelike environment consistent with public safety.” Because a youth may have several different types of placements while committed to DYRS, identifying the particular impacts of any one program cannot be accomplished cleanly. Nevertheless, in reporting recidivism rates the agency does home in on each youth’s initial placement upon commitment. A youth’s initial placement is of particular importance, as it speaks to DYRS’ initial decision making process regarding youth newly committed to the agency.



Re-Conviction and Re-Arrest Rates FY2004-FY2010

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010*	Total
Re-Conviction	31%	26%	20%	39%	45%	42%	37%	35%
Re-Arrest	48%	37%	34%	52%	62%	56%	59%	51%

*FY2010 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Recidivism by Age at Time of Placement in Community FY2004-FY2010

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010*	Total
Over 18	35%	18%	9%	31%	39%	40%	46%	31%
Under 18	30%	29%	22%	41%	46%	42%	36%	36%

*FY2010 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Recidivism Rates by Initial Placement Type FY2004-FY2010

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010*	Total
Re-Conviction								
Community	40%	23%	20%	38%	45%	43%	37%	36%
Oak Hill**	29%	26%	18%	45%	51%	45%	-	34%
Residential Treatment Center	26%	30%	25%	27%	35%	39%	-	32%
Re-Arrest								
Community	65%	34%	32%	51%	62%	58%	59%	52%
Oak Hill**	44%	44%	31%	60%	71%	60%	-	50%
Residential Treatment Center	34%	37%	54%	27%	51%	51%	-	44%

* FY2010 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.

Recidivism Reporting Cohorts

There is a time lag between date of commitment and date of reporting that is a natural product of the rehabilitative needs of youth in the agency's care. This can be demonstrated by looking at three potential paths for youth committed to the agency on the same day (January 1, 2008):

- **Youth 1: Initial placement in a community-based facility**

For a youth placed in the community immediately after commitment, the recidivism 'clock' would begin on the first day of his commitment: January 1, 2008. His outcomes could be measured and included in the recidivism database as early as January 1, 2009, one year after commitment.

- **Youth 2: Initial placement at New Beginnings**

The second youth, who may have been committed for a more serious crime, is initially placed in secure care such as New Beginnings Youth Development Center. He receives treatment there for 9 months and is then placed back in the community on October 1,

2009. For this youth, the recidivism outcomes would be available for review on October 1, 2010.

- **Youth 3: Initial placement at an RTC**

The final example is a youth who has been placed initially at an RTC. Although this youth is also committed on January 1, 2008, his date of release from the RTC is not until December 1, 2008, and even then he may need treatment at another facility before returning home. If he transitions back to independent living in the community on June 1, 2010, recidivism will not be measured until June 1, 2011, more than three years after the date of initial commitment.

As a general practice, in order to have as complete an analysis as possible for its recidivism study, while also considering the importance of timeliness of reporting, DYRS does not release its recidivism outcomes until the agency has full recidivism information for at least 95% of a fiscal year cohort.

NOTE ON FY2010 STATISTICS

At the time of publication of this Annual Performance Report, only 83% of the FY2010 cohort of youth had completed one year in a community-based setting. For this reason, the full data for FY2010 is not available. However, the agency is able to report on that portion of the cohort whose initial placement was in a community setting, since 97% of this subset have completed the full timeframe for recidivism analysis. This represents 71% of the overall FY2010 cohort.

These data have been included in order to provide the most up to date data possible. Historically, the recidivism rate of community-based youth has been comparable to the cohort as a whole.

Comparative Recidivism Rates: Overall Rate vs. Recidivism Rate for Youth with Initial Community Placements FY2004-FY2010

	Overall Recidivism Rate	Recidivism Rate for Youth with Initial Community Placements	Difference
FY2004	31%	40%	+ 9%
FY2005	26%	23%	- 3%
FY2006	20%	20%	0%
FY2007	39%	38%	- 1%
FY2008	45%	45%	0%
FY2009	42%	43%	+ 1%
FY2010	TBD	37%	-

Cohort Completion Status FY2004-FY2010

	Non-Community Initial Placement	Community	Total
FY2004	100%	100%	100%
FY2005	100%	100%	100%
FY2006	100%	100%	100%
FY2007	100%	100%	100%
FY2008	98.3%	99.5%	99.1%
FY2009	92.7%	99.6%	97.5%
FY2010	36.7%	97.5%	80.9%

Recidivating Offense Types: Since FY2004, 16% of DYRS youth have been re-convicted of a violent or weapons offense. For any single year, FY2008 had the highest re-conviction

rate for violent or weapons offenses (23% of youth); the initial FY2010 data, however, indicates that fewer youth are now committing these sorts of crimes.

Recidivism Rates by Recidivating Offense Type FY2004-FY2010									
Re-Conviction									
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010*	Grand Total
Violent Offense	Violent Felonies	7%	7%	5%	8%	17%	15%	9%	11%
	Violent Misdemeanors	2%	1%	1%	2%	3%	3%	4%	2%
Weapons Offense	Weapons	2%	3%	1%	3%	3%	4%	2%	3%
Drug Offense	Drug Felonies	9%	3%	2%	3%	4%	3%	1%	3%
	Drug Misdemeanors	4%	0%	2%	4%	4%	5%	4%	3%
Other Offense Type	Unauthorized Use of Vehicle	2%	5%	6%	7%	4%	4%	4%	5%
	Threats (Felony)	0%	1%	0%	2%	1%	0%	0%	1%
	Threats (Misdemeanor)	1%	1%	0%	1%	1%	1%	1%	1%
	Property (Felony)	0%	2%	1%	2%	3%	2%	4%	2%
	Property (Misdemeanor)	2%	1%	1%	5%	2%	4%	6%	3%
	Other	2%	1%	1%	2%	2%	2%	1%	2%
	PINS	1%	0%	0%	0%	1%	0%	0%	0%
No Re-Conviction		69%	74%	80%	61%	55%	58%	63%	65%
Re-Arrest									
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010*	Grand Total
Violent Offense	Violent Felonies	10%	10%	8%	11%	18%	18%	13%	13%
	Violent Misdemeanors	3%	3%	2%	5%	5%	5%	8%	5%
Weapons Offense	Weapons	4%	3%	3%	3%	4%	4%	5%	4%
Drug Offense	Drug Felonies	10%	4%	2%	3%	5%	3%	2%	4%
	Drug Misdemeanors	4%	2%	3%	4%	6%	6%	5%	5%
Other Offense Type	Unauthorized Use of Vehicle	7%	7%	9%	7%	6%	5%	4%	6%
	Threats (Felonies)	0%	1%	0%	2%	1%	1%	0%	1%
	Threats (Misdemeanors)	1%	1%	0%	1%	1%	1%	3%	1%
	Property Felonies	1%	3%	2%	3%	3%	3%	6%	3%
	Property Misdemeanors	5%	2%	2%	8%	5%	5%	7%	5%
	Other	2%	1%	3%	3%	4%	3%	4%	3%
	PINS	1%	0%	0%	0%	3%	1%	2%	1%
No Re-Arrest		52%	63%	66%	48%	38%	44%	41%	49%

*FY2010 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Among the most notable trends over the six cohorts were:

- A spike in violent felonies during the FY2008 and FY2009 cohorts, peaking at 17% of DYRS committed youth in FY2008 and declining ever since.
- A strong downward trend in the percent of DYRS youth re-arrested or re-convicted of drug felonies, falling from 10% in FY2004 to 3% in FY2009 and 2% among the community-placed youth in FY2010.

Harm Reduction FY2004-FY2010

Re-Conviction

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010*	Grand Total
More Serious Offense	9%	12%	9%	14%	19%	17%	15%	14%
Comparable Offense	6%	3%	3%	5%	7%	8%	9%	6%
Lesser Offense	16%	11%	8%	20%	20%	17%	13%	15%
No Re-Conviction	69%	74%	80%	61%	55%	58%	63%	65%

Re-Arrest

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010*	Grand Total
More Serious Offense	13%	17%	13%	16%	23%	22%	25%	19%
Comparable Offense	11%	5%	7%	7%	7%	11%	10%	8%
Lesser Offense	23%	14%	14%	30%	32%	24%	23%	23%
No Re-Arrest	52%	63%	66%	48%	38%	44%	41%	49%

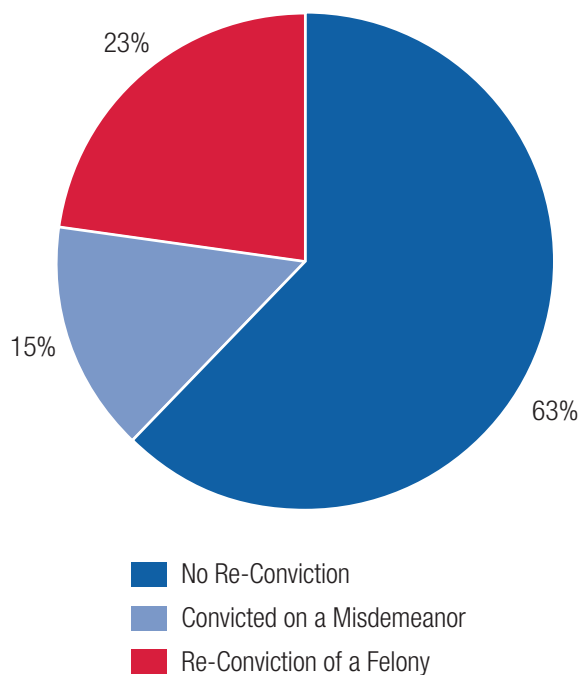
*FY2010 data reported only for youth with initial community-based placements. Data for youth placed in out-of-community placements is pending.

Harm Reduction: In addition to looking at overall trends in recidivism, DYRS also looks at the change in offense types for youth who have been re-arrested or re-convicted. Using the District of Columbia's Sentencing Guidelines Manual as a base, offense types are coded and new charges are analyzed to determine if the recidivating offense is at a higher, lower, or of a similar level to the initial committing offense.

Overall, 80% of DYRS youth either were not convicted of a new offense (65%) or convicted of a less serious offense than their original committing offense (15%). Comparable offenses accounted for 6% of youth, and more serious offenses accounted for 14%.

Between FY2004 and FY2009, slightly over half (51%) 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 fewer than a quarter (23%) committed a new felony with a year of their return to the community.

Harm Reduction: Recidivism Rates of Youth Committed to DYRS for a Felony Offense FY2004-FY2009



Homicide Statistics

Another public safety measure is the number of DYRS committed youth involved in homicide incidents, either as an alleged perpetrator or as a victim. In an effort to assess agency 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.

Harm Reduction by Committing Offense Type FY2004-FY2010

Re-Conviction

	Committing Offense Type			
	Violent Offense	Weapons	Drug	Other
No Re-Conviction	63%	68%	62%	66%
Re-Convicted of a Lesser Offense	24%	21%	7%	9%
Re-Convicted of a Comparable Offense	6%	4%	7%	6%
Re-Convicted of a More Serious Offense	8%	7%	24%	18%

Re-Arrest

	Committing Offense Type			
	Violent Offense	Weapons	Drug	Other
No Re-Arrest	49%	54%	47%	50%
Re-Arrested of a Lesser Offense	32%	29%	12%	18%
Re-Arrested of a Comparable Offense	8%	6%	8%	9%
Re-Arrested of a More Serious Offense	11%	11%	32%	24%

DYRS Victims of Homicide FY2008-FY2011

Fiscal Year	Total DYRS population (# of youth)	DYRS youth who were victims of homicide (# of youth)	% of DYRS population that were victims of homicide
2008	911	6	0.7%
2009	1165	3	0.3%
2010	1302	11	0.8%
2011	1269	9	0.7%

DYRS Youth Charged with Homicide FY2007-FY2011

Fiscal 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
2007	541	8	1.5%	4 (50%)	4 (50%)	0 (0%)
2008	911	8	0.9%	2 (25%)	6 (75%)	0 (0%)
2009	1165	7	0.6%	4 (57%)	0 (0%)	3 (43%)
2010	1302	18	1.4%	9 (50%)	2 (11%)	7 (39%)
2011	1269	7	0.6%	1 (14%)	0 (0%)	6 (86%)

In any given year, the vast majority of DYRS committed youth—close to 99%—are neither homicide victims nor alleged perpetrators of a homicide. Of the 1,269 youth committed to DYRS in FY2011, nine (0.7%) were victims of homicide in FY2011. A similarly small portion of all DYRS committed youth are arrested for homicide each year. In FY2011 there were 1,269 youth committed to DYRS, and seven of these youth (0.6%) were charged with homicide.

On average, there is an 18 month delay between the time an individual is arrested for homicide and the time the charge is adjudicated. As a result, many of the youth charged with homicide between FY2007 and FY2011 are still awaiting trial. Of the 48 DYRS youth arrested for homicide during those years, 16 youth (33%) are still awaiting trial. At this time there is not enough data to draw conclusions about conviction rates for DYRS youth charged with homicide. The agency will be able to shed additional light on the conviction rates for DYRS youth charged with homicide once pending cases are resolved.

Abscondence

Young people are on abscondence whenever they are not where they are supposed to be as agreed to in a Community Placement Agreement, an agreement issued 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

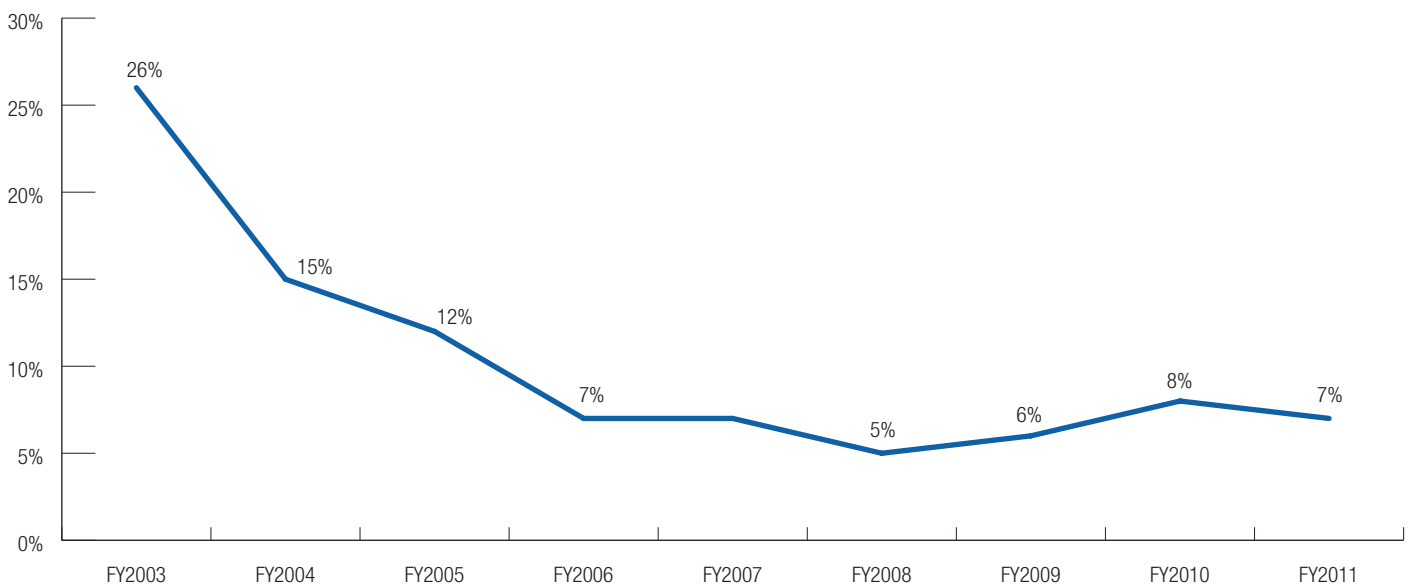
at home who has stopped keeping close contact with his or her Case Manager, or a youth who has not returned by curfew to a community-based residential facility (CBRF).

When either DYRS or CBRF staff find that a young person is on abscondence, a Custody Order is requested from the court. MPD and the DYRS Abscondence Unit is tasked to bring the young person into custody.

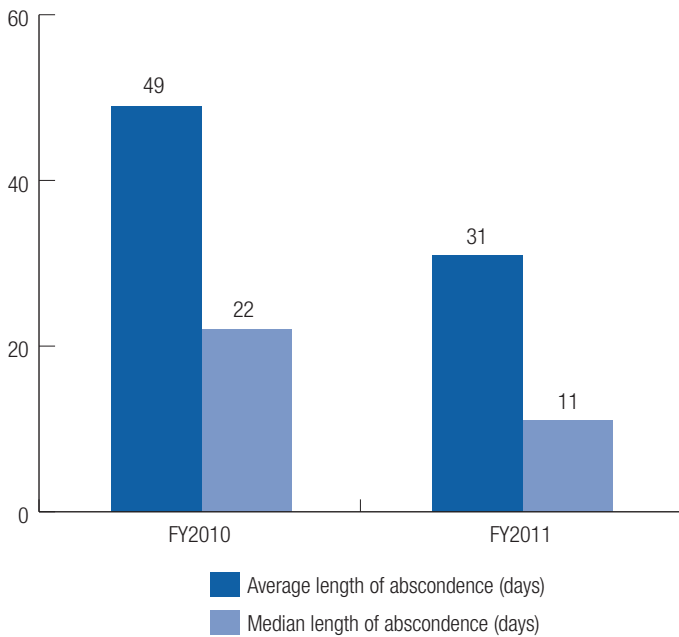
In 2003, the year before the Establishment Act for DYRS was signed, 26% of youth under the District’s supervision were on abscondence status each day. The new agency made abscondence an immediate and permanent priority, and by FY2010 the rate had dropped to 8.1%. In FY2011, DYRS continued to work closely with partner agencies, including MPD and OAG, to find youth on abscondences and bring them back into custody as fast as possible. The abscondence rate in FY2011 was 6.1%, a 25% decrease since FY2010. On average, 17 fewer youth are on abscondence per day in FY2011 than in FY2010, and the median length of abscondence dropped by half, from 22 days to 11 days.

Females and younger youth are over-represented in the population of youth who abscond. In 2011, 15% of absconders were female and 55% were under 18. For the overall DYRS population in 2011, only one youth in ten was female, and fewer than half were under 18. Similarly, for DYRS youth placed in the community during 2011, a little over one in ten youth were female and fewer than half were under 18.

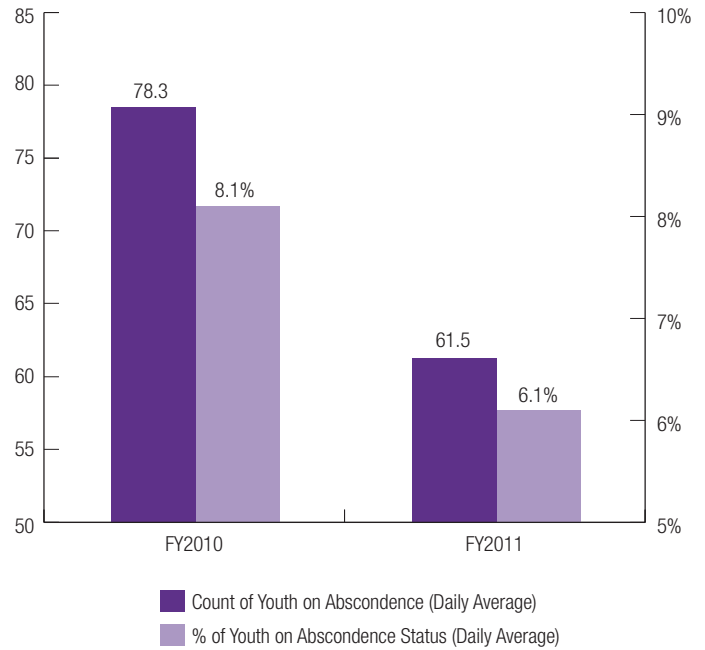
Abscondence Rates FY2003-FY2011



Average Length of Abscondence FY2010-FY2011



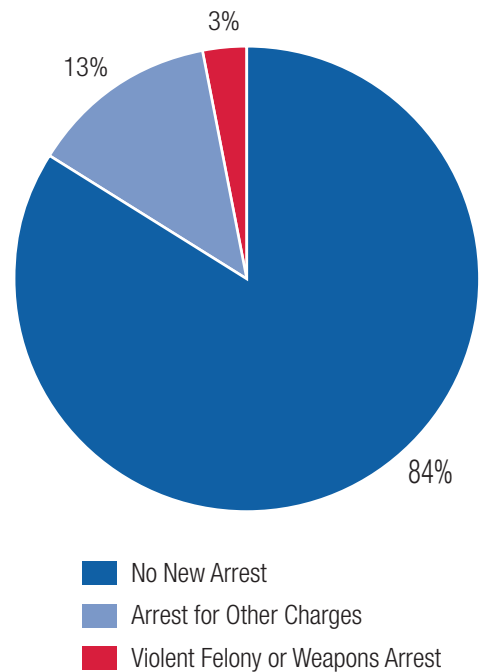
Average Daily Population of Youth on Abscondence FY2010-FY2011



Profile of Absconders in 2011

Under 18	55%
Over 18	45%
Male	85%
Female	15%

Outcome of Abscondences in FY2011



It is a public safety concern when a young person under DYRS supervision is not where he or she is supposed to be. In most instances, however, the young person's location is identified and he or she is brought back under agency supervision without any new arrest. Over the course of 2011, 84% of youth were re-located without further incident. Relatively few youth – just 3% – were arrested for a violent felony or weapons charge while on abscondence.

Public Safety in DYRS Facilities

In addition to protecting public safety within the community, DYRS engages in a number of strategies to improve safety within the agency's secure and community-based facilities. This section highlights two of these initiatives, the Juvenile Detention Alternatives Initiative (JDAI) and the Performance-based Standards (PbS) program.

Juvenile Detention Alternatives Initiative

The Juvenile Detention Alternatives Initiative (JDAI) is a reform initiative launched by the Annie E. Casey Foundation that is aimed at improving the secure detention process in the juvenile justice system.⁶ The objectives of JDAI include eliminating the inappropriate or unnecessary use of secure confinement, improving public safety by minimizing re-arrests and failure to appear rates, ensuring appropriate conditions of confinement in secure facilities, redirecting public finances to sustain successful reforms, and reducing racial and ethnic disparities. To achieve these goals, JDAI sites pursue eight interrelated core strategies:

- Collaboration between juvenile justice agencies, other governmental entities, and community organizations.
- Use of accurate data to diagnose systemic problems and to assess the impact of reforms.
- Developing objective admissions criteria and instruments.

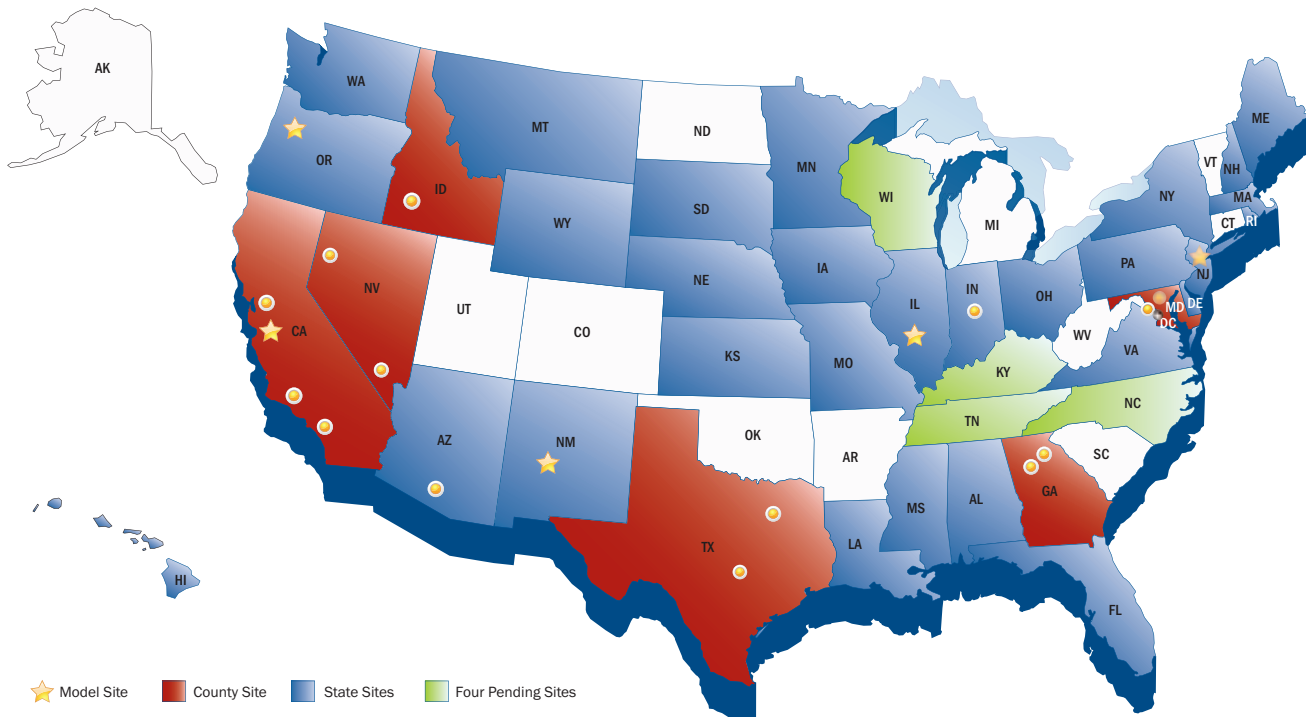
Praise for JDAI

“The Juvenile Detention Initiative, an Annie E. Casey Foundation reform initiative, demonstrates that jurisdictions can safely reduce reliance on secure detention by employing objective risk-screening instruments, nonsecure alternatives to detention, expedited case processing, and other strategies tailored to maximize the strengths of families and local communities.”

—Center for Juvenile Justice Reform (CJJR). (2009). *Supporting Youth in Transition to Adulthood: Lessons Learned from Child Welfare and Juvenile Justice*.

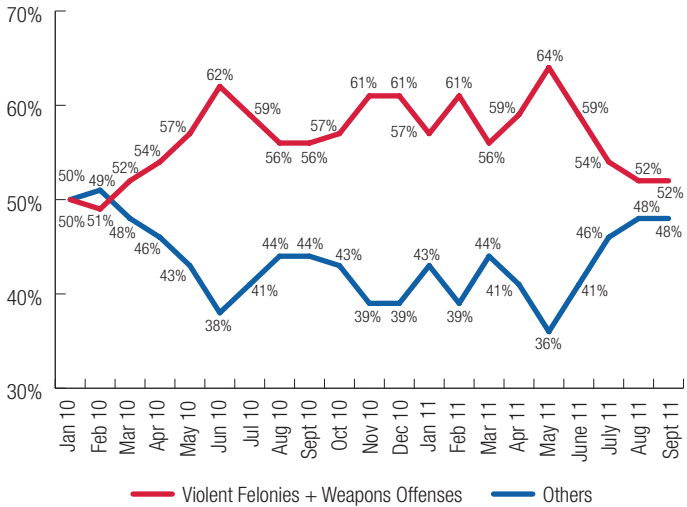
- Implementing new or enhanced non-secure alternatives to detention.
- Reforming case processing to expedite the flow of cases through the system.
- Re-examining special detention cases, such as youth placed in custody due to probation violations.
- Engaging in strategies to reduce racial disparities.
- Improving conditions of confinement through routine inspection and rigorous protocols.

2012 JDAI Sites

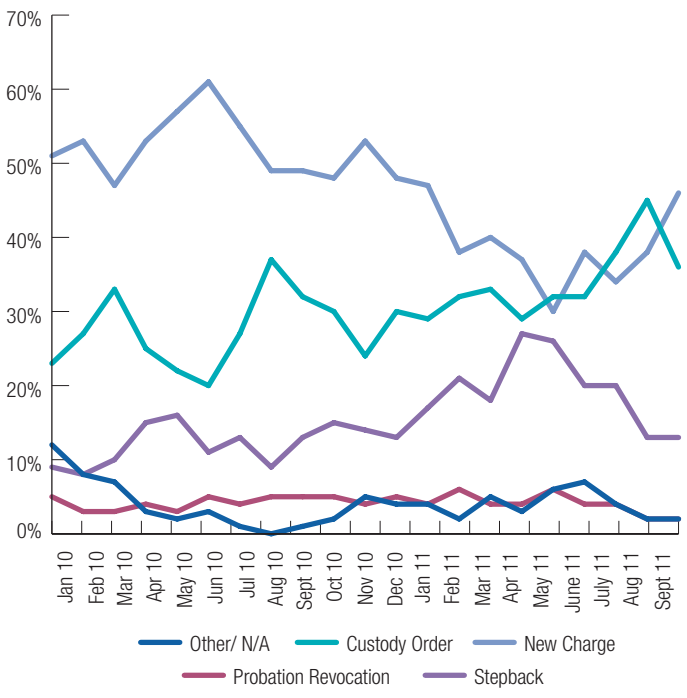


As of early FY2012, there were JDAI sites in 35 states and the District of Columbia, with four additional states pending. JDAI was launched in the District in 2005 and involves collaboration between DYRS, CSS, OAG, MPD, CJCC, and the Public Defender Service (PDS).

YSC Primary Charged Offense % by Month January 2010-September 2011



YSC Admission Reason per Month January 2010-September 2011

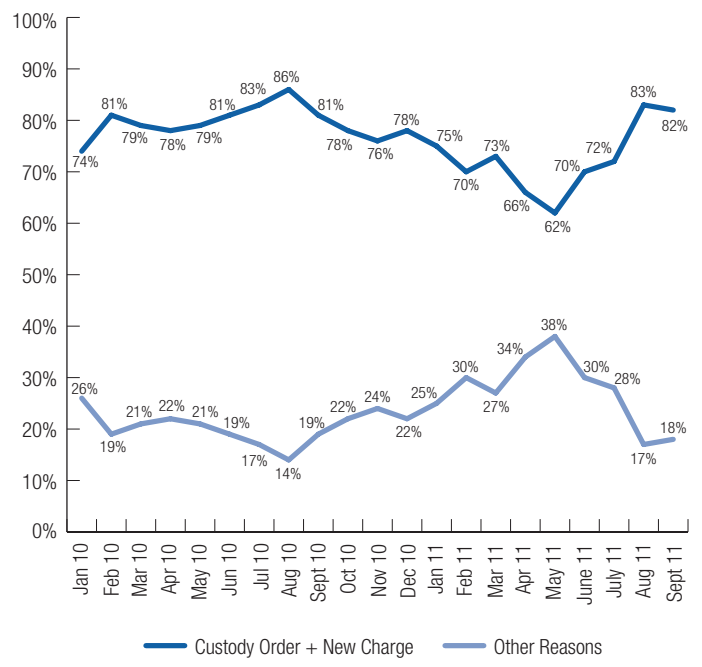


Performance of Detention Alternatives

When appropriate, DC Superior Court judges place detained youth in an alternative to secure detention. On an average daily basis, approximately 62% of detained youth are placed at a detention alternative, with the other 38% placed at YSC. There are two categories of detention alternatives: Youth Shelter Homes and Intensive Third-Party Monitoring (ITPM). Youth placed in shelter homes have an overnight bed and are monitored daily by the shelter home staff. Youth receiving ITPM supervision remain in the family home but are monitored through their specific services.

Almost 1,000 youth stayed at DYRS detention alternatives in FY2011. The primary purposes of the detention alternative program are to ensure that youth show up on time to their scheduled court appointment and remain crime free while their court case is being processed.⁷ In FY2011, 93% of DYRS youth completed their detention alternative without a re-arrest or failure to appear. This percentage was consistent with DYRS' performance in FY2010.

YSC Admission Reason per Month January 2010-September 2011



Impact of JDAI at YSC

Diverting lower-risk youth to detention alternatives has helped to free up space at YSC for more serious, violent offenders. The percentage of YSC admissions due to violent felony offenses rose from 24% in January 2010 to 37% by the end of FY2011. By the end of FY2011, 52% of all YSC enrollments were due to violent felonies and weapons offenses combined.

Most YSC enrollments in FY2011 resulted from either a custody order or a new charge. Although the percentage of enrollments due to a new charge has decreased somewhat since 2010, it remains, along with custody orders, one of the primary reasons for admission to YSC.

By the end of FY2011, 82% of all new YSC enrollments resulted from a custody order or new charge. This statistic has remained relatively stable over the 19 months studied; aside from a temporary dip between February 2011 and July 2011, the percentage of all youth enrolled due to new charge or custody order has typically remained between 75% and 85%. This temporary dip could be due in part to an increase in enrollments resulting from stepbacks from community placements.

Performance-Based Standards



Through the PbS initiative, a program administered by CJCA, DYRS benchmarks its performance against juvenile justice facilities in similar jurisdictions. Bi-annually, DYRS submits to PbS performance data on upwards of 100 performance indicators at each of its two secure detention facilities, and then receives a performance report from CJCA measuring DYRS performance against the field averages for each performance area.

The data collected by PbS is grouped into seven domains: safety, order, security, programming, justice, health, and reintegration. These domains capture information on, among other things, the intake process, educational evaluations, assaults, hours of engagement, and staff-to-youth ratios. The rigorous data collection process occurs in one-month intervals twice a year, in April and October. These cycles generate facility reports that document how a facility compares to the generalized field average across each particular performance indicator. Overall scores are aggregated for each facility, culminating in a four tier rating system:

- **Level I:** facilities credited with a valid data collection system.
- **Level II:** facilities having not only good data collection, but also having 85% of 'critical outcome' measures at or above the field average.
- **Level III:** facilities having 85% of all measures registered at or above the field average.
- **Level IV:** facilities that are at or above the field average in all PbS measures.

Currently, 27 states, as well as the District of Columbia, participate in PbS, generating data from 198 secure facilities. The facilities, including YSC and New Beginnings, participate as independent entities, each receiving a stand-alone evaluation; the District does not receive an overall score.

DYRS' PbS Performance to Date

DYRS' participation in PbS dates to October 2009. During the first two data collection cycles both YSC and New Beginnings were considered to be in 'candidacy phase,' a precursor to the Level system. In October 2010, the two facilities achieved Level I status, affirming that the data collection processes were sufficiently valid to be included in field-average calculations.

In April of 2011, data collection processes improved at New Beginnings, as did outcomes. As a result, the facility was elevated to Level II. By October 2011, both YSC and New Beginnings were operating as Level II facilities.

PbS Safety and Security Outcomes in DYRS Secure Facilities

Youth development requires, as a prerequisite, a safe and secure environment. DYRS evaluates the safety and security of the two facilities it operate—New Beginnings and YSC – by benchmarking incident rates against like facilities nationwide through the PbS initiative.

New Beginnings

The safety and security evaluation at New Beginnings had a strong positive trajectory in FY2011. Between April and October of 2011, it surpassed the field average in lowering injuries to youth, mechanical restraint usage, use of isolation or room confinement, and in the average duration of room confinements. Also noteworthy, the ratio of youth to staff at New Beginnings is nearly double the field average for like facilities. The facility has targeted its rate of assaults and fights for improvement in 2012.

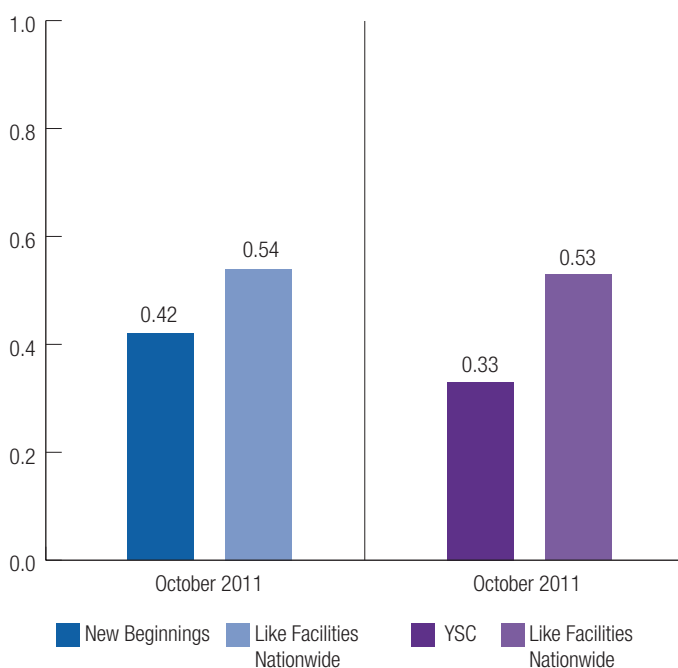
Youth Services Center

YSC also saw significant improvements over the course of 2011. In the April data collection, the facility experienced data collection challenges that undermined some of the facility's findings. By October, those data collection problems had been rectified. In that month, YSC had fewer injuries and shorter isolations than like facilities. Like New Beginnings, YSC has also targeted its assault rate for improvement in 2012.

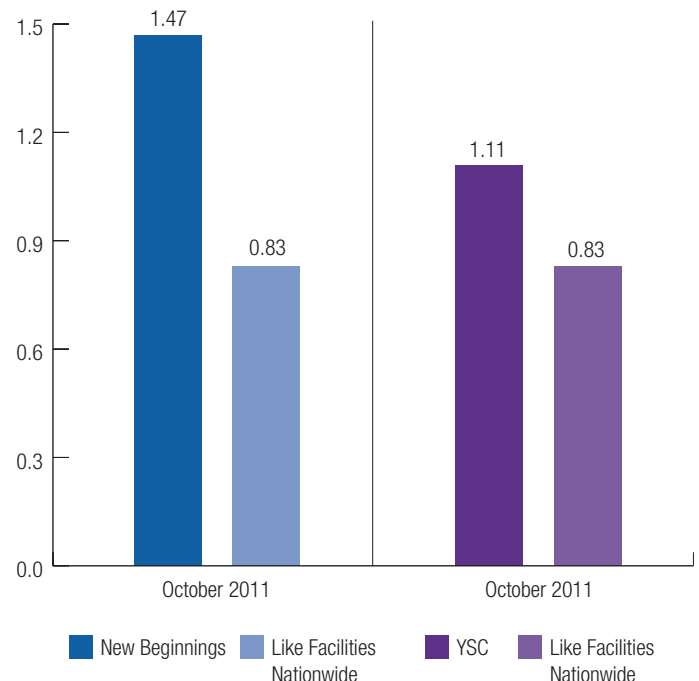
2011 PbS Safety Outcomes for New Beginnings and YSC, as Compared to Like Facilities Nationwide

	New Beginnings				YSC			
	April 2011		October 2011		April 2011		October 2011	
	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	0.91	0.56	0.42	0.54	0.10	0.40	0.33	0.53
Assaults and fights on youth per 100 person-days of youth confinement	0.96	0.38	0.60	0.47	0.19	0.40	0.57	0.32
Physical restraint use per 100 person-days of youth confinement	5.25	0.76	2.60	0.80	-	0.70	1.75	1.09
Mechanical restraint use per 100 person-days of youth confinement	0.28	0.71	0.30	0.85	0.00	0.13	0.00	0.33
Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement	0.57	0.55	0.48	1.33	-	3.32	5.94	4.66
Average duration of isolation, room confinement, and segregation/special management in hours	6.77	73.08	3.01	13.61	-	4.25	1.58	5.14
Average daily ratio of direct care staff to youth during the collection month	1.31	0.79	1.47	0.83	1.43	0.90	1.11	0.83

Injuries to Youth per 100 Person-Days of Youth Confinement



Average Daily Ratio of Direct Care Staff to Youth During the Collection Month



Looking Forward to 2012

In FY2011, DYRS made significant progress in expanding its strategies to target public safety concerns. Over the coming fiscal year, DYRS will continue its efforts to protect public safety in and around the District, targeting the following areas for improvement:

- ▲ Reducing youth recidivism
- ▲ Reducing abscondences rates
- ▲ Improving oversight of the District's community-based residential facilities

Through each of these endeavors, DYRS is committed to reducing the likelihood that youth will re-offend, assisting successful community reintegration, and protecting the safety and welfare of the greater community.

Endnotes

- 1 Council of Juvenile Correctional Administrators. (2009). *Defining and Measuring Recidivism*, 29 (emphasis in original).
- 2 Virginia Department of Juvenile Justice. (2005). *Juvenile recidivism in Virginia*. DJJ Research Quarterly. Richmond, VA:VDJJ.
- 3 Snyder, H.N., & Sickmund, M. (2006). *Juvenile Offenders and Victims: 2006 National Report*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.
- 4 Caseworkers for particular youth are generally notified by staff in neighboring jurisdictions when their youth are arrested so this information is used for case management purposes, but this data is not part of the agency's recidivism database because it does not meet the threshold of validity needed for inclusion.
- 5 Elliott, D. S. (1994). *Serious Violent Offenders: Onset, Developmental Course, and Termination*. The American Society of Criminology 1993 Presidential Address. *Criminology*, Volume 32, Number 1.
- 6 The Annie E. Casey Foundation. Retrieved from <http://www.aecf.org/MajorInitiatives/JuvenileDetentionAlternativesInitiative.aspx>.
- 7 One of DYRS' Key Performance Indicators is the 'Percent of youth completing detention alternatives without re-arrest or failure to appear in court.'

Section 4:

Effective Management

4



Section 4:

Effective Management

4

DYRS is dedicated to being a good steward of public resources by continually improving its effectiveness in operations, management, finances, and administration of services and programs. In addition to external oversight by District officials and government agencies, DYRS regularly assesses its own performance using a number of outcome-based evaluation processes.

Strategies that DYRS employs to promote effective management include:

- **Data-driven performance assessments:** DYRS uses outcome-based, data-driven tools such as YouthStat and Performance-based Standards (PbS) to measure its performance and identify areas for improvement.
- **Professional development and training:** The agency provides its staff with numerous training programs that support specific job functions and promote professional development. DYRS also offers specialized training in areas such as Positive Youth Justice (PYJ) principles, youth culture, and behavioral modification techniques. On average, the agency's quarterly training calendar offers over 170 training dates in 13 topical areas, as well as ad hoc courses based on current needs.
- **Data-sharing with other agencies:** DYRS routinely shares information with agencies such as the Metropolitan Police Department (MPD), the Court Services and Offender Supervision Agency (CSOSA), and the Child and Family Services Agency (CFSA) in an effort to improve the delivery of supervision and treatment services.
- **Cooperation with external oversight bodies:** DYRS regularly responds to requests for information from the DC City Council, participates in performance oversight hearings, and provides information to the public with respect to its budget, operations, and performance.

- **Community and government partnerships:** By partnering with community organizations and other government agencies, DYRS has been able to receive grants and other funding to enhance its services and programs.
- **Providing effective alternatives to secure placement:** The average daily cost per youth is much lower for community-based residential facilities (CBRFs) than for secure detention facilities or residential treatment centers (RTCs). Providing these alternative placements for lower-risk youth not only helps promote public safety and positive development, but it is also a cost-effective strategy.

Overview of Section

This section presents information about DYRS operations and the steps the agency has taken to improve its overall management. This section includes the following information:

- ▲ Effective management initiatives and accomplishments in FY2011
- ▲ Agency accountability, including internal monitoring and external oversight
- ▲ FY2011 DYRS expenditures and costs
- ▲ DYRS staffing data
- ▲ The training and professional development programming provided to DYRS staff
- ▲ Looking forward to FY2012

Effective Management: FY2011 Initiatives and Accomplishments

In FY2011, DYRS launched a number of initiatives aimed at promoting fiscal stability and effective management. Recent initiatives and accomplishments include:

- **Secured federal funds and foundation grants:** The agency secured federal grant funds and foundation grants to continue existing services and administer new programs such as enhanced Global Positioning System (GPS) monitoring, development of a residential girls' program, and expanded vocational training. In FY2009, DYRS received a \$6.1 million grant from the Department of Labor (DOL) to expand the educational, workforce training, and employment opportunities for youth returning to the community. In FY2011, funds from the DOL grant accounted for over \$1.2 million of DYRS' total expenditures. In partnership with the Institute for Educational Leadership, in FY2011 DYRS and DC YouthLink received a three-year grant for over \$600,000 from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to develop DC RAMP, a career-focused mentoring program.
- **Achieved progress on the *Jerry M.* Work Plan:** In FY2011, the court-appointed Special Arbiter vacated three indicators of the *Jerry M.* Work Plan, deeming DYRS performance up to standard on these measures. These vacatur more than double the number of indicators that have been removed from the Work Plan since the inception of the *Jerry M.* lawsuit.
- **Establishment of a Medicaid Billing Reform Task Force:** In partnership with the Department of Health Care Finance and other District agencies, DYRS established a task force to vigorously pursue Medicaid funding. This initiative will allow important services to continue while leveraging existing federal funds and reducing the overreliance on local funding.
- **Improved oversight over community-based service delivery:** The agency is implementing a system to improve the monitoring of DC YouthLink program operations, outcome measures, and program quality. Additionally, during FY2011 DYRS staff and DC YouthLink providers made a concerted effort to improve data entry procedures and practices. These trends are publicly reported in the DC YouthLink Quarterly Performance Reports, which provide a level of data on community-based services for committed youth that is unprecedented among state-level juvenile justice agencies nationwide.
- **Improved facility operations and population management:** DYRS has reduced administrative barriers and increased efficiencies to lower the awaiting placement population at New Beginnings, ease facility overcrowding, and deliver better services to youth in DYRS custody.
- **Enhanced Staffing and Workforce Development:** Consistent with the staffing requirements outlined in the *Jerry M.* Consent Decree, DYRS is working to reduce overtime expenditures and decrease the number of staff unavailable for duty.
- **Initiated an aggressive hiring, retention, and recruitment campaign:** This initiative led to a decreased turnover rate and over 20 direct care staff hires since January 2011.
- **Implemented efforts to improve employee morale and development at New Beginnings:** The facility initiated an Employee of the Month program, held quarterly Superintendent Town Hall meetings, enhanced staff training opportunities, and established a Human Relations Council.
- **Complied with the DC Department of Small and Local Business Development requirements concerning expenditures on small business enterprises:** DYRS expanded more than 50% of its expandable budget on purchasing goods and services from small business enterprises.

Agency Accountability

As an agency responsible for serving the citizens of the District of Columbia, there are a number of ways that DYRS is held accountable for its performance, management, and administration of services. In addition to external oversight by the District government, DC Superior Court, and the public, DYRS also regularly monitors its own performance through a number of evaluative processes.

Internal Agency Monitoring

Over the past six years DYRS has focused on using data-driven management techniques to assess its performance and improve its service delivery. The agency has incorporated initiatives like CompStat that have been proven effective in other agencies and jurisdictions, and has designed strategic interventions unique to DYRS, such as the oversight of community-based services. The agency's Office of Research & Quality Assurance has partnered with the City Administrator's office to leverage technologies and harness the performance management potential of DYRS data systems. The agency asks its managers to make data-driven decisions, and does its best to provide them with tools and information to enable this. The strategies are diverse in size and focus, but are singular in purpose: to improve DYRS service delivery. Taken together, these strategies have reaped tangible improvements in the agency's performance.

YouthStat

The YouthStat process provides a platform for consistent and regularized course correction for performance strategies. Initi-

ated in January of 2009, YouthStat is a performance management system based on the CompStat model, and is dedicated to the principles of data-driven decision making, thoughtful experimentation, continuous improvement, and relentless follow-up. It is built around frequent, regularized meetings between the DYRS Director and Executive Staff. These discussions focus on fixing performance deficits through creative, targeted interventions.

DC YouthLink Performance Initiative

DYRS has also targeted resources toward better aligning its performance measures with the agency mission, while improving the capacity for data collection. This is exemplified through the DC YouthLink Performance Initiative. Over the past two years, DYRS has developed a raft of public safety and youth engagement indicators to measure the inputs, processes, outputs and outcomes of DC YouthLink. Concurrently, the agency developed a reporting system that allows it to track these indicators with unprecedented precision. The results of DYRS' analysis of DC YouthLink performance is made public through quarterly performance reports, available on the agency's website: <http://dysr.dc.gov/DC/DYRS/About+DYRS/Who+We+Are/Reports+and+Publications>

Performance-based Standards (PbS)

The agency's emphasis on consistent progress has also involved benchmarking itself against juvenile justice agencies in similar jurisdictions. Through PbS, administered by the CJCA, DYRS is able to compare the efficiency and effectiveness of its facility-based operations with other facilities across the country. Bi-



annually, in April and October, DYRS submits performance data on upwards of 100 performance indicators at each facility to PbS, and then receives a performance report from the CJCA benchmarking DYRS performance against the field averages for each performance area.

Sentinel Reviews

The agency conducts a thorough case review of any homicide incidents involving DYRS committed youth, whether as an alleged victim or suspect, to review the care given to each youth in order to determine: (1) whether key agency protocols were followed; and (2) what the agency can learn from the youth's particular case about how DYRS can better care for all youth committed to its custody.

External Oversight

DYRS operates within a system of accountability that includes oversight by District officials, the DC Superior Court, other government agencies, and the public. The agency is committed to transparency and welcomes cooperation with the public and with other District agencies.

Oversight by the Mayor of the District of Columbia

The Executive Office of the Mayor (EOM) works to ensure that DYRS is abiding by federal and District laws, regulations, and policies. Each quarter, DYRS submits to EOM a report on the agency's performance with respect to thirty Key Performance Indicators (KPIs), which is made public through EOM. DYRS regularly responds to information requests from EOM and works closely with EOM representatives to find solutions to problems.

Oversight by the Council of the District of Columbia

DYRS is subject to oversight by the Council of the District of Columbia. DYRS falls under the jurisdiction of the Committee on Human Services, chaired by Councilmember Jim Graham, which holds regular public hearings related to DYRS performance and operations. DYRS routinely makes reports to the Committee and responds to information requests from Council members. Members of the Committee on Human Services are also able to review the files of individual youth.

Oversight by the DC Superior Court through the *Jerry M.* Consent Decree

Through the *Jerry M.* Consent Decree, the DC Superior Court monitors the treatment and supervision of youth under DYRS custody. Though the District was able to avoid receivership by enacting the reforms launched in 2004, DYRS is still subject to the oversight of the DC Superior Court. A court-appointed

Special Arbiter has full access to all DYRS records covered by the Work Plan, and is a regular presence at DYRS facilities as she conducts her mandated reviews. The Special Arbiter makes periodic reports to the DC Superior Court on the agency's progress toward meeting the requirements of the lawsuit. Above and beyond the Work Plan, *Jerry M.* Plaintiffs may seek Court intervention for material violations of the Consent Decree by DYRS in extraordinary circumstances that present imminent danger to the safety or well-being of youth in its care.

Disclosure of Information to the Public

In addition to the KPI reports and information made public at Council oversight hearings, DYRS publicly discloses reports concerning its performance, budget, facilities, and services. These reports can be accessed on the DYRS website: <http://dyrs.dc.gov/DC/DYRS/About+DYRS/Who+We+Are>.

Information-Sharing Initiatives

In an effort to improve its supervision and care of youth, DYRS participates in a number of data-sharing initiatives with other District agencies. Examples of these include:

- **Metropolitan Police Department:** DYRS sends a weekly report to MPD identifying youth with a history of committing serious offenses. This report includes the youth's existing placement and the date that his or her DYRS commitment is set to expire. This information 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 (CJCC). Through JuvenileStat, DYRS shares information with MPD, the DC Office of the Attorney General (OAG), Court Social Services (CSS), and other District stakeholders to develop and/or refine interagency data-driven strategies for addressing the needs of high-risk offenders and absconders.
- **Court Services and Offender Supervision Agency:** DYRS works with CSOSA to create a weekly report of youth who are active in both the DYRS and CSOSA systems. These lists are monitored on a monthly basis to track entries and exits from either system.
- **Pre-Trial Services Agency:** On a monthly basis, DYRS identifies youth who are active in both DYRS and CSS systems to coordinate supervision and services.
- **Child and Family Services Agency:** DYRS works with CFSA each month to identify youth who are active in both the DYRS and CFSA systems.

FY2011 Expenditures and Costs

In FY2011, DYRS expenditures totaled \$100.6 million, 97% of which came from the agency's general fund. The remaining came from federal funds and intra-agency transfers.

Of the FY2011 expenditures, 89% went toward providing direct care services to detained and committed youth. The majority of the agency's total FY2011 expenditures (55%) went towards funding Committed Services, which administers the facilities, programs, and services for youth committed to DYRS custody. Detained Services received the second-highest amount of FY2011 spending (22%), while the remaining expenditures went toward general agency administration (11%), Education and

Workforce Development (7%), and Health Services Administration (5%).

A slight majority of FY2011 spending (57%) went toward personnel-related expenditures, including salaries and benefits. The remainder (43%) was spent on non-personnel items such as supplies, equipment, and contracts with vendors.

With respect to FY2011 program costs, the two DYRS secure detention facilities, YSC and New Beginnings, had higher average daily costs per youth than the community-based residential facilities.

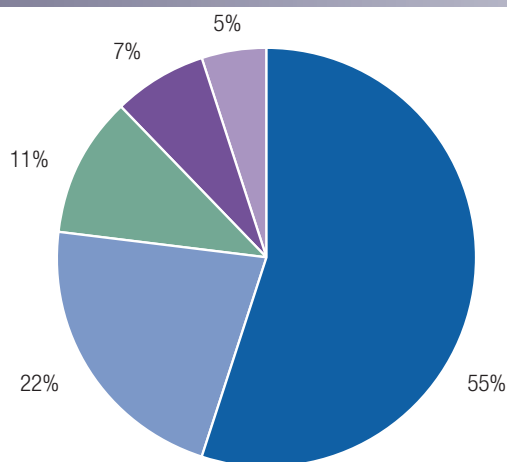
DYRS FY2011 Expenditures by Source of Funding

General Fund Expenditures	\$97,064,360	97%
Federal Grants	\$1,262,670	1%
Federal Payments	\$1,257,613	1%
Intra-Agency Transfers	\$1,049,279	1%
Total FY2011 Expenditures	\$100,633,923	

DYRS FY2011 Personnel vs. Non-Personnel Expenditures

Personnel Expenditures	\$57,011,891	57%
Non-Personnel Expenditures	\$43,622,031	43%
Total FY2011 Expenditures	\$100,633,923	

DYRS FY2011 Expenditures by Program



Total FY2011 Expenditures \$100,633,923

Committed Services	\$55,198,709	55%
Detained Services	\$22,210,719	22%
Agency Administration	\$11,501,722	11%
Education & Workforce Development	\$7,010,407	7%
Health Services Administration	\$4,712,366	5%

FY2011 Average Daily Cost per Youth by Program Type (Weighted)

Programs for Committed Youth

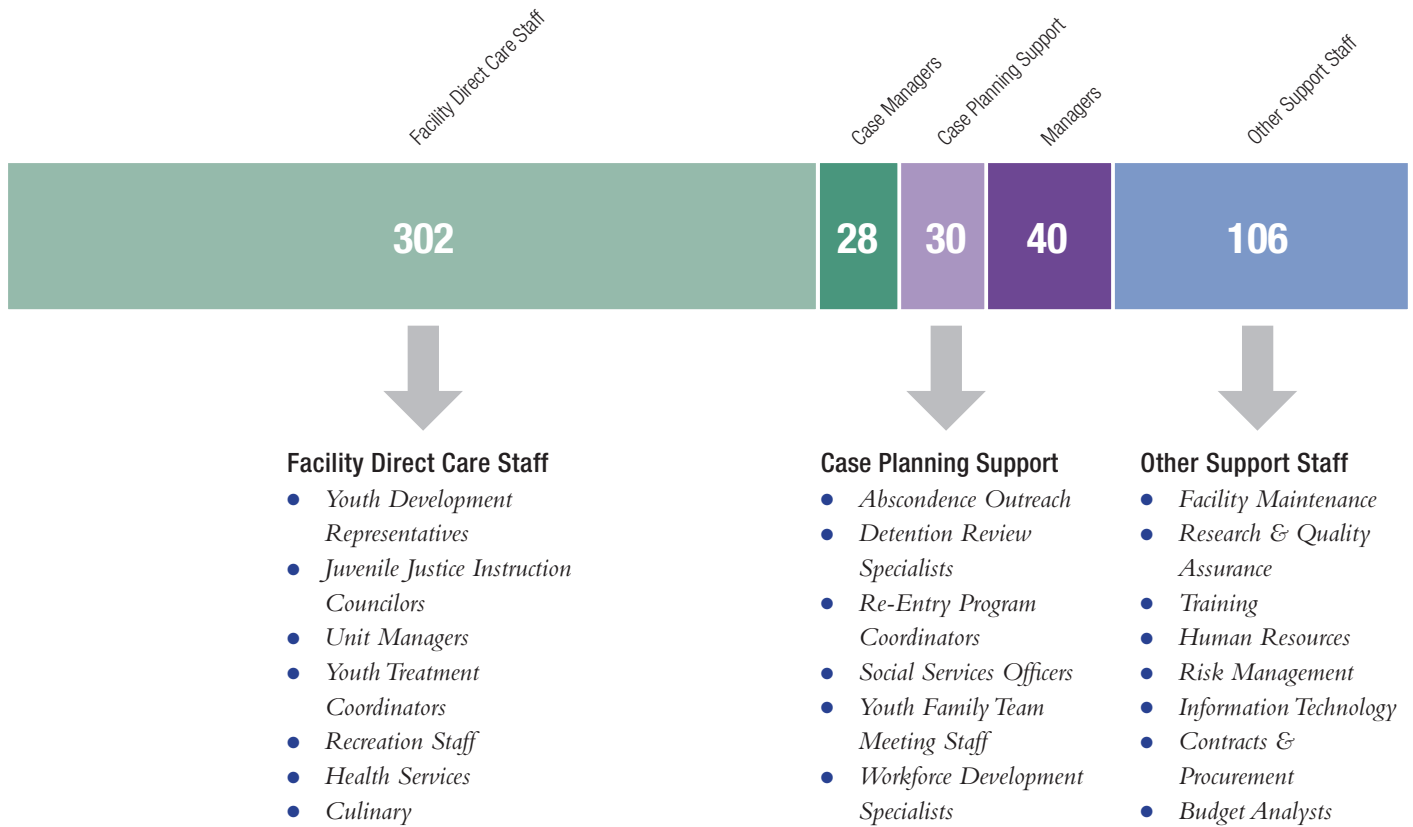
New Beginnings Youth Development Center	\$761
Residential Treatment Centers	\$294
Therapeutic Family Homes	\$289
Group Homes	\$274
Independent Living Programs	\$232
Extended Family Homes	\$228

Programs for Detained Youth

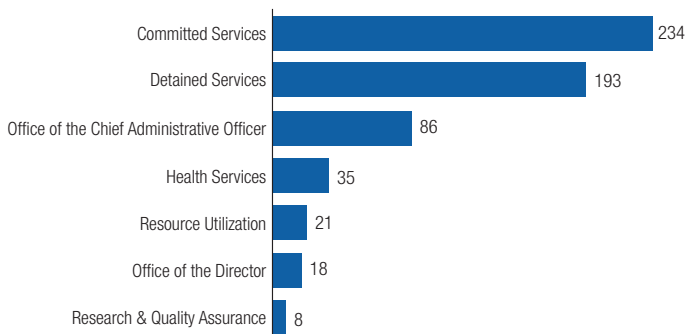
Youth Services Center	\$522
Shelter Homes	\$253

DYRS Staffing

FY2011 Breakdown of DYRS Staff (by Position Type)



FY2011 Breakdown of DYRS Administration (by Department)



Staff Training and Professional Development

DYRS Office of Professional Development

The agency's Office of Professional Development (OPD) is responsible for providing or facilitating training for over 500 DYRS employees. OPD is committed to the continued professional development of staff using tried and true adult learning methodologies. OPD's mission is to provide timely and structured learning, offer quality training and development experiences that support specific job functions and duties, and respond to ad hoc employee development needs. OPD strives to provide a high-quality learning environment where employees are offered an opportunity for development of their skills and knowledge, as well as an awareness of their roles and responsibilities in the support of the agency's young people.

On average, OPD's quarterly training calendar offers over 170 training dates in 13 topical areas, as well as ad hoc courses developed and delivered based on current needs. These programs include:

- **Employee Development Programs:** New Youth Development Representative (YDR) Orientation (119 hours); Overview of the Juvenile Justice System; First Aid/CPR/AED; Computer Basics; Adolescent De-

velopment; Impact of Trauma on the Brain; Substance Abuse/Psychotropic Drugs; Policies and Procedures; Effective Communications; Conflict Resolution; Anger Management; Cultural Sensitivity; Circle of Treatment; Correctional vs. Treatment; Professional Boundaries; Beliefs and Philosophy; Problems vs. Symptoms; Safe Crisis Management; Report Writing; Sexual Harassment; Suicide Prevention and Team building.

- **Ongoing and Refresher Programs:** CPR/First Aid; Safe Crisis Management; Suicide Prevention; Behavioral Health; Report Writing; DC Model; OSHA; Sexual Harassment; Emergency Medical Response; Youth Empowerment System (YES); and Computer Basics.

Specialized Programs

OPD also offers a number of specialized programs designed to train staff on specific youth needs and agency goals. These include:

- **Leadership Development Academy:** A six-month program for qualified staff grades 11 and above. Employees are competitively selected for participation in



the program. The goal of the Academy is to improve the quality and strength of management and to develop a cadre of staff prepared to be the next leaders of the agency. Participating employees are provided instruction in the areas of Leadership and Supervision, Managing Change, Managing Diversity and Enabling Collaboration, Budgeting through Fiscally Challenging Times, and Trends and Effective Strategies in Juvenile Justice. A portion of the program is delivered in partnership with The George Washington University Center for Excellence in Public Leadership. Upon completion of the courses, participants earn 4.8 CEUs.

- **Advancing Youth Development:** A 30-hour interactive training course that introduces youth workers to the principles and best practices of youth development.
- **Navigating Youth Culture:** A one-day course covering issues surrounding youth and gang culture in at-risk youth populations. The course provides insight into the differences between youth culture and gang culture and discusses coding and street socialization. The curriculum helps participants learn about gangs and why youth join gangs, provides instruction on how to integrate the PYJ approach into programs, and helps staff better communicate with youth.
- **CHOICES—Drop it at the Door:** Provides training on controlling emotions and de-escalating situations positively.

- **DC Model:** This program is founded on the belief that in order for youth to change and not re-offend, they must go through a process of self-exploration that addresses the youth's history, family issues and challenges and how those influence a youth's current situation. The program includes components of behavioral modification with structured techniques and feedback and cognitive therapy. Youth and staff safety is the foundation of the program and the curriculum. Course topics include: Problems vs. Symptoms; Circle of Treatment; Group Dynamics; Professional Boundaries, Human Dignity; Beliefs and Philosophy; and Treatment House.
- **National Juvenile Detention Association (NJDA):** A series of courses designed for youth care workers working with detained youth. Course topics include: Anger Management; Behavior Management; Behavior Observation and Recording; Critical and Current Issues in Juvenile Confinement; Conflict Resolution; Effective Communication; Juvenile Rights; Managing Mentally Ill Youth; and Safety and Security.
- **DYRS Team Building Essentials:** Provides instruction on the stages of team development and interaction/communication skills.

Looking Forward to 2012

In FY2011, DYRS worked to maximize the agency's impact while effectively managing public resources. Over the coming fiscal year, DYRS will continue its efforts to improve efficiency and oversight, targeting the following areas for improvement:

- ▲ Reducing reliance on residential treatment centers
- ▲ Increasing the use of evidence-based programs
- ▲ Lowering overtime usage

Through each of these endeavors, DYRS is committed to continually improving its effectiveness in operations, management, finances, and administration of services and programs.

Dreams

I dream to be president,
And the white house is my residence.

I dream to be successful,
And have a girl that's blissful.

I dream to make honey,
And sting like a bee.

I dream to be on tv,
And rich and famous.

I dream to live a life, that's free,
And more painless.

I dream to be Dr. King,
And speak on my dream.

-Markel





DEPARTMENT OF YOUTH
REHABILITATION SERVICES

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