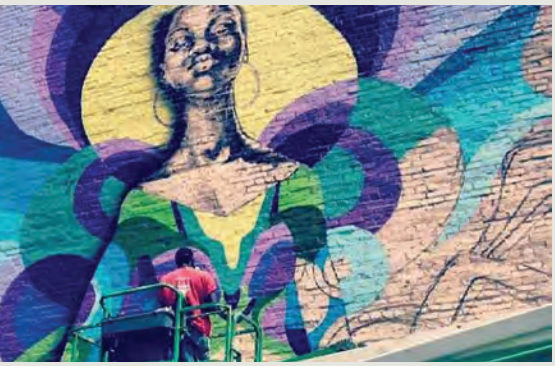


DC YOUTH REHABILITATION SERVICES

AGENCY PROGRESS REPORT

2014

DYRS
Department of Youth Rehabilitation Services

DC YouthLink
Community Allies Empowering Youth and Families

AGENCY PROGRESS REPORT 2014

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DC YOUTH REHABILITATION SERVICES

Vincent C. Gray, Mayor

BB Otero, Deputy Mayor for Health and Human Services

Paul A. Quander Jr., Deputy Mayor for Public Safety and Justice

Neil A. Stanley, Director

December 2014

Prepared by:
DC Youth Rehabilitation Services
dyrs.dc.gov

The artwork included in this report are original pieces by DYRS youth.
Credit: D'angelo Martinez (cover artwork, upper left and lower left)

TABLE OF CONTENTS

Letter from the Director **1**
Executive Summary **2**
Public Safety Gains 2
Navigating Youth Toward Success 2
Fine-Tuning Our Management Strategies 3
Our Work Continues 3
Section One – Inside DYRS **4**
An Overview 4
Positive Youth Justice 6
Programs and Services 6
Section Two – Data-Driven Approach **9**
Expanded Community Supervision 9
Improved Tracking and Redirecting of Youth 10
Increased Rate of Law-Abiding Youth 10
Navigating Youth Toward Success 11
Our Youth Succeeding in the District of Columbia 2011–2014 12
Section Three – Youth Succeeding in Homelike, Community Settings **13**
Community Placements 13
Assessment Tools 14
Achievement Center 14
DC YouthLink 15
Partnering with Families 16
Community-Based Residential Facilities 16
Section Four – Youth Succeeding in Secure Settings **18**
Secure Placements 18
New Beginnings 19
Youth Services Center 20
Section Five – Moving Toward Continued Success **21**
Improved Use of Data for Placement Decisions 21
Promising Practices 22
Team Decision Making 22
Responsible Stewardship of Taxpayer Dollars 23
Cultivating an Elite Workforce 23
Our Work Continues 24
Glossary **25**
Appendix – Positive Youth Justice Outcomes and Measures **27**

December 2014

Dear District Resident,

I am pleased to present the DC Youth Rehabilitation Services Progress Report for 2014. I hope you'll find that the agency is committed to promoting public safety through an effective community-based approach to rehabilitation.

DYRS became a cabinet-level agency in 2004. Since then, many changes have occurred. In 2009, we opened the New Beginnings Youth Development Center, a facility based on a positive approach to rehabilitation. This change not only affected our secure facilities, but it also created a cultural shift throughout the agency, promoting Positive Youth Justice.

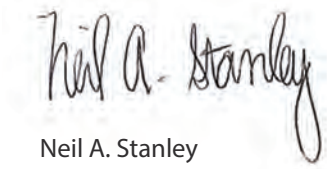
This year we opened the Achievement Center, a centrally located headquarters where youth empower themselves and our communities through programs providing career development, life skills, and healthy living. In addition to receiving these services, our youth meet with their social workers while at the center. This unified approach enables youth and their families to develop into healthy, independent, and capable people who can thrive and enjoy a high quality of life. This is a stark contrast to years past, when our youth needed to travel around the District of Columbia to receive these services, an approach we knew could be improved.

We could not launch these initiatives without tremendous guidance and steadfast support from numerous partners, including, but not limited to, Deputy Mayor for Health and Human Services BB Otero, Deputy Mayor for Public Safety and Justice Paul Quander, and, of course, Mayor Vincent Gray.

I would also like to thank our staff. Their tireless efforts are often unrecognized, but I see their commitment every day and am continually inspired by their dedication to our mission. Without their unparalleled service to our youth and community, none of this would be possible.

We are extremely proud of the work done here. However, we know more can, and will, be achieved. Our foundation is strong and we look forward to building upon it.

Sincerely,



Neil A. Stanley
Director

EXECUTIVE SUMMARY

Helping court-involved youth develop the skills and relationships they need is DYRS's most important long-term strategy for public safety and rehabilitation. We use the Positive Youth Justice (PYJ) framework, an evidence-based model, to help young people transition to a successful adulthood.

The pages that follow describe our core belief that public safety improvements and the expansion of community-based services are directly correlated with one another. Through the innovative DC YouthLink initiative, we prepare youth to succeed in their home communities by building on their strengths and supporting them with targeted, community-based services.

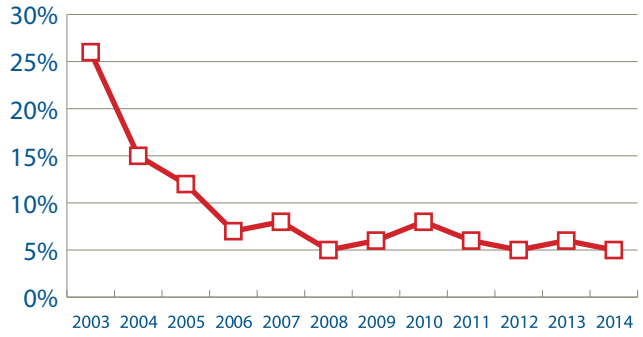
PUBLIC SAFETY GAINS

To reduce the likelihood that youth will re-offend, we combine comprehensive rehabilitative services with careful monitoring. In 2010, only 1% of our youth were monitored in the community electronically; now, almost 60% of DYRS youth in the community maintain GPS electronic monitoring systems on their person.

Improved Tracking and Redirecting of Youth

In 2003, over 25% of our youth required redirecting to authorized DYRS placements. Today, through aggressive strategies using real-time data and the assistance of external stakeholders like the Metropolitan Police Department, this number is at 5%.

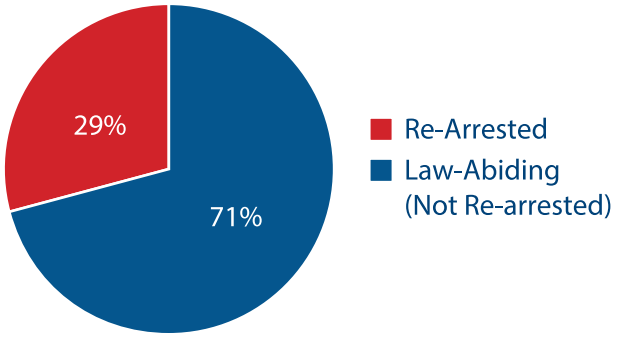
Percentage of DYRS Youth Requiring Redirection: 2003-2014



Increased Rate of Law-Abiding Youth

DYRS is considered the "deep end" of the juvenile justice system. In order to prevent re-arrest, we aggressively leverage technology and utilize key stakeholders to produce impressive results. Less than one-third of youth in our custody are re-arrested under new charges.

Rate of Law-Abiding DYRS Youth: 2011-2014



NAVIGATING YOUTH TOWARD SUCCESS

In 2009, we launched DC YouthLink, a national award-winning initiative that focuses on connecting youth with community support and services where they live. Since DC YouthLink's inception, we have simultaneously improved public safety metrics and positive youth outcomes. More than ever before, DYRS youth are achieving success in education and workforce development. Equally important, we are leveraging the power of the District's nonprofit community to achieve these results.

Outcomes for Youth Committed to DYRS

Number of Education Milestones Achieved					
Milestone	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**Grand Total**
Advancement to next school grade			34	39	73
GED/HS Diploma	28	48	18	22	116
College Enrollment	6	8	19	11	44
TOTAL	**34**	**56**	**71**	**72**	**233**
Number of Workforce Development Milestones Achieved					
Milestone	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**Grand Total**
Certificates Earned*	23	117	106	22	268
25 Hours of Community Service Completed			7	19	26
Paid Work	5	51	38	47	141
TOTAL	**28**	**168**	**151**	**88**	**435**

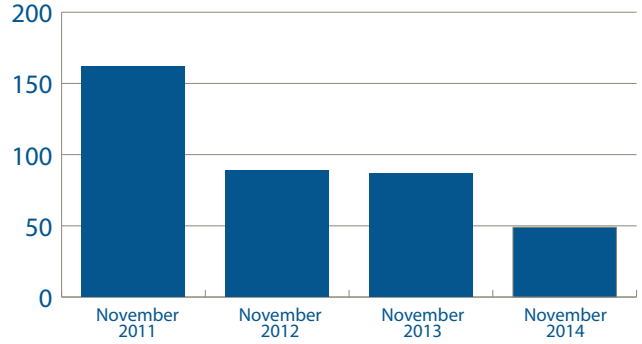
*Examples include food handler's license, A+ technology certification, and Microsoft Office proficiency

FINE-TUNING OUR MANAGEMENT STRATEGIES

Community Investment

We reallocated savings from expensive out-of-state placements to community intervention programs and services while simultaneously improving all public safety metrics and youth success rates.

Total Youth in Out-of-State Placements



Improved Compliance with DC Superior Court

DYRS has been subject to accountability standards pursuant to a consent decree established in 1986 by the DC Superior Court as part of the Jerry M. case regarding the District's juvenile detention facilities. We have diligently and successfully pursued performance objectives, and the Court has found DYRS in compliance with 15 of these requirements. The District recently filed a motion to vacate the consent decree, and it is foreseeable that DYRS will exit the legislation within the next 18 months.

Enhancing our Staff

DYRS recruits the best and the brightest — all new case managers must be licensed social workers or licensed clinical social workers, and all new Youth Development Representatives in our secure facilities must have a minimum of 60 hours of college credits in a relevant field.

OUR WORK CONTINUES

In the pages that follow, we provide a more detailed look at the agency's operations, programs, and outcomes. We are ready to build on the progress attained to better serve our youth and our community.

SECTION ONE – **INSIDE DYRS**

AN OVERVIEW

At DC Youth Rehabilitation Services (DYRS), we work every day 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.

We believe a comprehensive program based on youth and family needs offers the best chance for youth to learn, grow, and change. Our therapeutic rehabilitation process includes individual and group work, family involvement, individual treatment planning, and experiential learning activities. In addition, youth participate in structured daily and weekly schedules that include educational, career development, recreational, and treatment oriented activities, as well as regular group meetings with a focus on building positive, healthy peer-to-peer relationships and youth-to-adult interactions. Through these activities, we encourage our youth to develop useful coping and decision-making skills, as well as self-awareness insights and behavioral change.

Safe Facilities and Communities

Public safety is a core goal of DYRS. Our initiatives focus on improving the long-term safety of the District of Columbia by enhancing outcomes for youth.

Safety is not just an end for DYRS; it is also the means to achieving our mission. Promoting and maintaining safe environments for all youth is fundamental to our theory of change. As we state in our guiding principles, "a safe environment is the foundation for a flourishing community."

Employee Spotlight: Carl Matthews, Acting Lead Worker

"I believe that I was put here for a reason greater than just the job. I believe I was put here to make a difference in young people's lives. It's more than just a job to me. I'm one of the few people who gets to love coming to their job for 17 years every day."

DYRS Strategic Plan

Goal 1: Youth Prepared to Succeed			
Vision	Youth engage in Positive Youth Development	Our culture demonstrates that youth can change	Communities invest in our youth
Strategic Focus	1. Develop youths' sense of well-being and belonging 2. Offer youth opportunities to achieve a skill 3. Connect youth to people and community	1. Involve youth in planning and realizing change 2. Empower youth through our activities	1. Work to ensure that our city has everything needed to serve youth locally 2. Meaningfully partner with families

Goal 2: Safe Facilities, Safe Communities			
Vision	The public feels safe	Youth feel safe	Staff are equipped to work safely
Strategic Focus	1. Keep youth on track with their treatment plans 2. Ensure youth are where they are supposed to be 3. Communicate our public safety record clearly	1. Ensure youth have strong positive relationships 2. Establish and maintain best-in-class facilities	1. Provide appropriate professional training 2. Deploy our staff appropriately

Goal 3: Efficient and Effective Management				
Vision	Our efforts maximize youth outcomes	We are the employer of choice	Our approach is clear and effectively implemented	We establish strategic partnerships
Strategic Focus	1. Align our business processes with best practices 2. Identify creative funding streams 3. Empower staff to manage their budget	1. Attract and retain the highest quality employees to best serve our youth 2. Define the culture to reflect the mission and vision 3. Strengthen our local image	1. Enhance training and professional development 2. Effectively leverage technology and communication 3. Apply our policies consistently and fairly	1. Enhance sister agency and system stakeholder partnerships 2. Enhance partnerships with unions

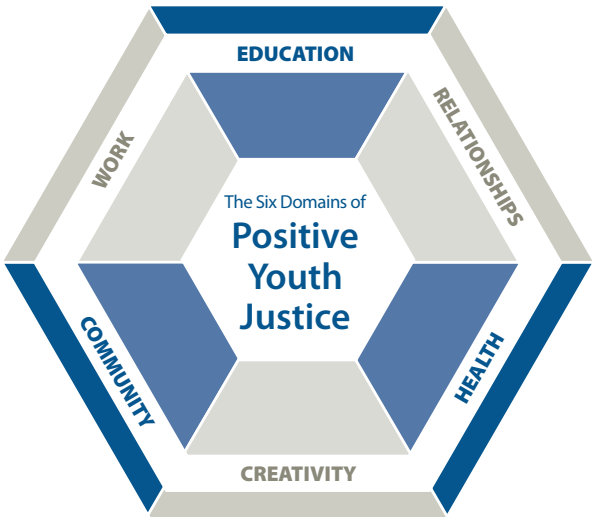
The DYRS Strategic Plan, developed in FY2013, provides an overview of our overall approach to meeting the agency's mission by listing our overarching goals, vision, and strategic focus areas. The plan provides a window into where we think the agency has the greatest opportunities to leverage our resources to maximize our impact.

POSITIVE YOUTH JUSTICE

We have adopted the Positive Youth Justice (PYJ) framework developed by Dr. Jeffrey A. Butts from the John Jay College of Criminal Justice as the evidence-based model for helping youth successfully transition to adulthood. PYJ is derived from the broader body of research behind Positive Youth Development (PYD). The PYD principles are grounded in the philosophy that youth are assets and resources to the community. With the right programs, opportunities, supports, and services, youth can develop to their full potential.

While PYD is broadly focused on the developmental needs of youth generally, PYJ focuses on the specific needs of youth involved in the juvenile justice system. The PYJ model adapts the traditional 40 developmental assets identified through PYD, honing them into six core developmental domains:

- **Work.** Work experience, apprenticeships, employment readiness, income, and independence.
- **Education.** Literacy, credentials, learning skills, and 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, and responsibility.
- **Creativity.** Personal expression, visual arts, performing arts, and language arts.



As part of the agency's performance planning process, we have developed and started implementation of a PYJ Monitoring and Evaluation Plan. The plan links performance measures and outcomes to key activities conducted within the PYJ domains by DYRS staff and community-based service providers. Over time, this plan will allow us to capture relevant and compelling data points that showcase the success of our youth. **Outcomes and measures from the plan are included in the appendix.**

PROGRAMS AND SERVICES

Committed Case Management

Each youth committed to DYRS is assigned to a social worker who works with the youth, their families, teachers, and other individuals involved in the youth's life to develop and implement a Success Plan based on the youth's strengths, risks, and needs. The Success Plan outlines the ongoing supervision, services, supports, and opportunities required to foster the youth's successful transition to adulthood and to reduce the likelihood of re-offending. The social worker gets to know each youth personally and monitors how the youth is doing with his or her plan, guiding the youth to make adjustments as necessary.

Case Planning

Once a judge commits a youth to DYRS, we are 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, we give 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 Court Social Services, psychological and psychiatric evaluations, psycho-educational evaluations, and discharge summaries from other programs and placements.
- **Mental Health and Substance Abuse Needs Assessments.** Licensed clinicians and behavioral health specialists conduct mental health and substance abuse needs assessments for youth placed at New Beginnings. Youth housed at the Youth Services Center (YSC) awaiting their disposition hearing also have access to our clinicians.
- **Risk Assessments.** We conduct risk assessments using the Structured Decision Making (SDM) tool. The

SDM tool uses factors such as committing offense severity, prior offenses, and peer relationships to assess a youth's risk level, and the results are taken into account when determining the level of supervision that the youth requires.

Programs for Community-Based Youth

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

Our primary goal and our legal mandate are to place youth in the least restrictive, most homelike environment consistent with public safety. Community-based placements include the following options:

- **Community-Based Residential Facilities (CBRFs).** We contract with providers to house youth in a structured, homelike residential setting. These "group home" programs are staffed 24 hours a day and typically house 6-8 youth. Although youth reside full-time in the program, they attend local schools, hold outside jobs, participate in family visits, and receive support services within the community. CBRFs provide supervision, counseling services, structured recreational activities, and programs designed to promote positive youth development.
- **Community-Based Shelter Homes.** When appropriate, DC Superior Court judges place detained youth in alternatives to secure detention. Detention alternatives in the District include shelter homes, which are under contract with DYRS to provide supervision and services. Alternatives like shelter homes help ensure that youth arrive on time to their scheduled court appointment and remain crime-free while their court case is being processed.
- **Independent Living Programs.** Youth assigned to independent living programs reside within a structured living program and receive monitoring by a DYRS contract provider. The program provides basic living expenses and youth are required to attend school or maintain full-time employment.
- **Therapeutic Foster Care/Extended Family Homes.** Youth can also reside with a foster family in a private home where their activity is monitored. When placed in foster care or an extended family home, youth receive individual, group, and family counseling, and attend school or maintain employment within the community.
- **Home Placement.** Youth may be placed at home with a parent or guardian, or with a third-party guardian, such as a foster parent. A DYRS social worker monitors the youth's activities and connects the youth with community-based support services. Youth are required to attend school or have full-time employment.

Programs for Youth Placed in Secure Facilities

Secure placements include the following options:

- **New Beginnings Youth Development Center.** New Beginnings is a 60-bed secure detention facility that provides youth with 24-hour supervision, care, and custody. Services include diagnostic screening, onsite medical and dental care, behavioral health care and counseling, structured recreational activities, workforce and life skills training, family visits, and transition services. The Maya Angelou Academy, a nationally recognized alternative school operated by the See Forever Foundation, operates on-site educational services for youth at New Beginnings.
- **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 District of Columbia Public Schools (DCPS), structured recreational activities, and family visits.
- **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. Typically, RTC placements last from 6 to 12 months. Most RTCs are located outside the Washington metropolitan area.
- **Residential Drug Treatment.** Youth requiring substance abuse detoxification and stabilization receive short-term treatment at the Psychiatric Institute of Washington. Extended residential substance abuse treatment is available through selected DYRS contract providers.

Community-Based Support Services

DYRS youth placed in the community receive comprehensive support services designed to promote positive development and successful integration into the community, including:

- **DC YouthLink.** DYRS and the DC Children and Youth Investment Trust Corporation (CYITC) oversee the award-winning DC YouthLink initiative, operated by two community-based organizations known as the Lead Entities. The Lead Entities work with youth, their families, other service providers, and our staff to connect youth to services and opportunities tailored to each youth's needs. Through a network of providers, youth can receive an array of services, including mentoring, tutoring, medical and mental health care, workforce training and job placement, recreational and cultural activities, leadership development training, and community service opportunities.
- **Workforce Training and Job Placement.** Community partners provide DYRS youth with workforce readiness training, job coaching, and placement assistance. DYRS youth use these services to pursue internships, subsidized and unsubsidized long-term employment, occupational training and certification, and post-secondary education. We also organize career fairs and provide best practice support to our community partners.
- **Educational Support.** Community organizations provide youth with accredited education classes and tutoring, after-school mentoring, educational assessment and placement, GED and SAT prep courses, and other educational support services. DYRS also works with DCPS to provide transition services and academic placement assistance and partners with area colleges and universities to strengthen access to post-secondary opportunities.
- **Mental and Behavioral Health Care.** Based on their needs, youth are linked with clinicians and behavioral health specialists to receive individual counseling, family therapy, and substance abuse counseling.
- **Health and Wellness.** DYRS sees to the physical, social, and behavioral needs of youth committed to the agency. We believe that physical activity, diet and nutrition, mental and behavioral health, and a healthy lifestyle are critical for a successful transition to adulthood. We have medical personnel who are experts in their fields and we link youth to outside services when needed.
- **Family Empowerment.** A young person's long-term chances for success are greatly improved when his or her family is supportive and involved in the treatment process. We treat the family as a partner in the youth's treatment, rehabilitation, and success in the community. Our enrichment activities for families include orientation sessions, participation in Team Decision Making meetings, parent and caregiver retreats, visits and calls, and other valuable opportunities for families to engage with each other and in the treatment process.
- **Electronic Monitoring.** Youth residing in the community may be required to wear an electronic Global Positioning System (GPS) device as part of the agency's electronic monitoring program. Electronic monitoring technology allows the agency to track the location of an individual to monitor compliance with any pre-determined movement or curfews.

Employee Spotlight: Donneattrice Brown, Youth Development Representative

"When I was in high school, I wanted to be a policeman. I became a Special Police Officer and worked in the community. I started working at the DC jail with the adults. I was like, there's got to be something different. I saw an opening for this position and I've been here for 10 years. I thought, maybe I could help them so they won't go into [the] adult system."

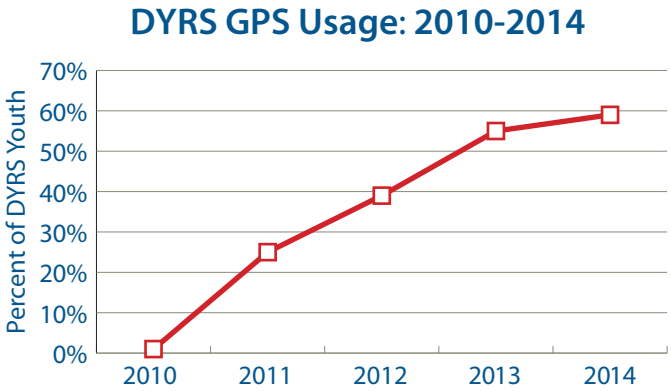
SECTION TWO – **DATA-DRIVEN SUCCESS**

We have made substantial progress over the past four years in improving community safety while enhancing the lives of youth.

EXPANDED COMMUNITY SUPERVISION

We use GPS technology as a key part of monitoring youth placed in the community. This allowed DYRS to fulfill two primary goals: to place the youth in a local, homelike setting and to prioritize public safety.

In 2010, only 1% of youth were monitored in the community electronically; now, almost 60% of DYRS youth in the community maintain GPS electronic monitoring systems on their person.

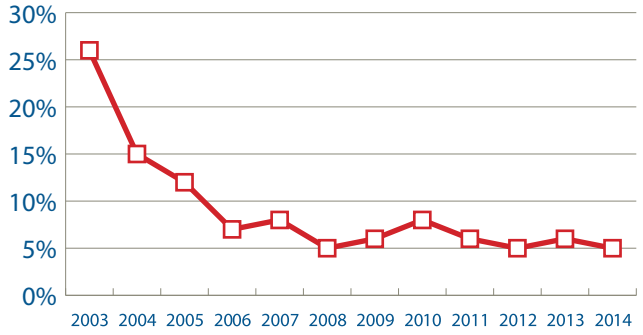


IMPROVED TRACKING AND REDIRECTING OF YOUTH

Correlated to our increased use of GPS technology is a dramatic reduction in the number of youth in need of redirection — that is when a youth veers out of pre-determined acceptable geographic boundaries and we redirect them to where they are supposed to be.

Currently, less than 5% of all committed youth are in need of redirection, a far cry from the rates in 2003, when on an average day 25% of all youth were unable to be located. Our youth engagement specialists work proactively with the DC Metropolitan Police Department and the Court Services and Offender Supervision Agency to ensure that youth remain connected to their services and in their placements. Over the next four years, we are committed to eliminating the need to redirect youth who have deviated from their growth path.

Percentage of DYRS Youth Requiring Redirection: 2003-2014

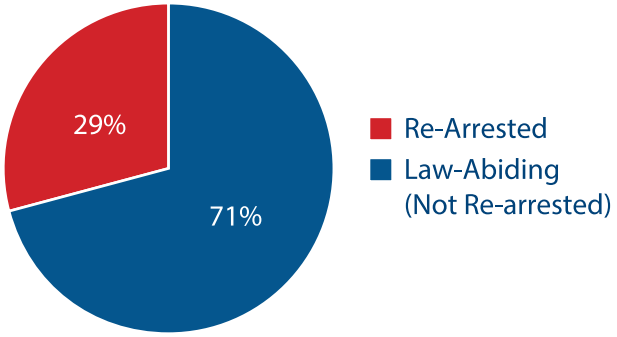


INCREASED RATE OF LAW-ABIDING YOUTH

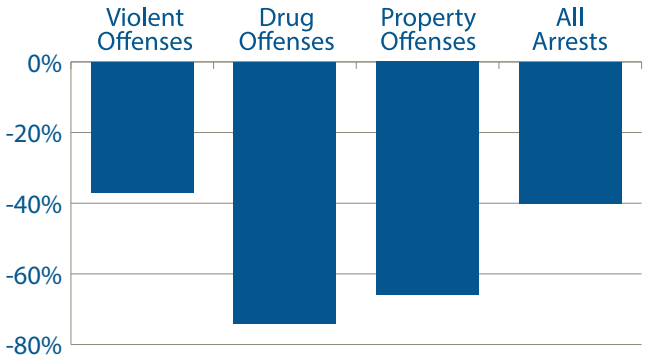
DYRS is considered the "deep end" of the juvenile justice system, which means we have to move swiftly and aggressively to prevent future criminal offenses. Our methodology is producing impressive results in encouraging youth to remain law abiding. Less than one-third of youth in our custody are re-arrested under new charges.

Not only are youth being re-arrested at relatively low rates, but the seriousness of youth offenses has also declined dramatically.

Rate of Law-Abiding DYRS Youth: 2011-2014



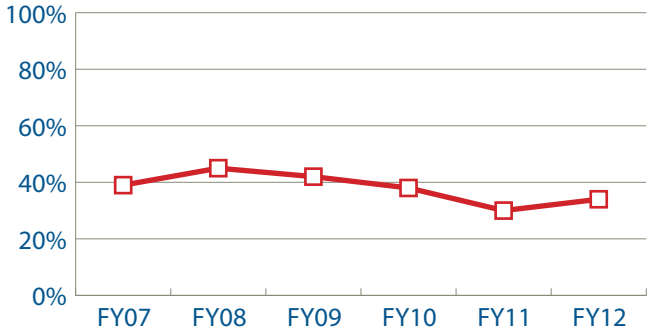
Declines in Offenses: 2011 to 2013



In addition to declines in re-arrest rates, the DYRS recidivism measure (defined as re-conviction within one year of community release) has also decreased, with FY2012 being the third consecutive year of less than 40% recidivism for the agency.

Overall Recidivism Rates Stay Down for DYRS Youth

One-Year Re-conviction Rates for DYRS Youth



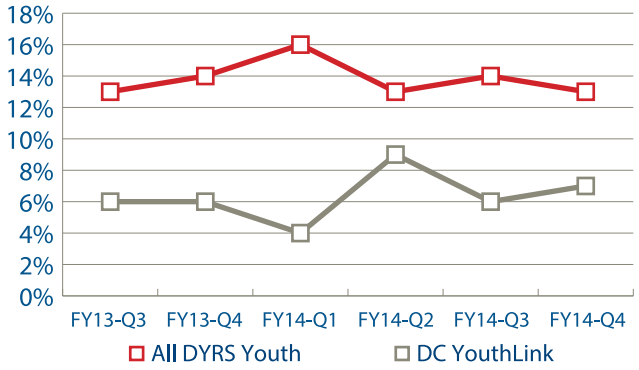
NAVIGATING YOUTH TOWARD SUCCESS

Helping a young person transform his or her life requires a team-oriented approach.

In 2009, we made a radical shift by launching DC YouthLink, a national, award-winning initiative that connects youth with community support and services where they live, while ensuring effective supervision. Since the launch of DC YouthLink our public safety metrics have improved, and youth are demonstrating a positive transition into adulthood.

Re-Arrest Comparison

All DYRS Youth vs. DC YouthLink Youth



Improvements in Public Safety

Youth enrolled in DC YouthLink are arrested about half as frequently as the overall committed population.

Youth Demonstrate Positive Transitions While Committed to DYRS

With the continued growth of DC YouthLink, DYRS youth are achieving impressive milestones in educational and workforce development — acquiring the necessary skills to transition into adulthood as positive members of society.

Outcomes for Youth Committed to DYRS

Number of Education Milestones Achieved					
Milestone	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**Grand Total**
Advancement to next school grade			34	39	73
GED/HS Diploma	28	48	18	22	116
College Enrollment	6	8	19	11	44
TOTAL	**34**	**56**	**71**	**72**	**233**
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Certificates Earned*	23	117	106	22	268
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Paid Work	5	51	38	47	141
TOTAL	**28**	**168**	**151**	**88**	**435**

*Examples include food handler's license, A+ technology certification, and Microsoft Office proficiency

Our Youth Succeeding in the District of Columbia: FY2011-FY2014

Youth Succeeding at Work

1125
DYRS youth linked to job programs

473
DYRS youth with job experiences

141
DYRS youth with paid work experiences

Youth Succeeding at Education

739
DYRS youth linked to education programs

116
DYRS youth who earned HS diplomas/ GEDs

34
DYRS youth enrolled in colleges/ universities

Youth Succeeding in Health

656
DYRS youth linked to community-based health services

296
DYRS youth linked to substance abuse treatment services

92%
Youth receiving a complete medical screening upon entry to DYRS secure facilities

Youth Succeeding in Relationships

988
DYRS youth linked to relationship programs

277
DYRS youth working to improve family engagement

875
DYRS youth working directly with a mentor

Youth Succeeding in Creativity

228
DYRS youth linked to community-based creativity programs

59
DYRS youth participating in artistic services at the Achievement Center

12
DYRS vendors providing artistic services at the Achievement Center

Youth Succeeding in Community Engagement

277
DYRS youth linked to community service programs

4300
Hours of community service DYRS youth have participated in

Examples:
- Volunteering
- Serving the homeless
- Voter registration

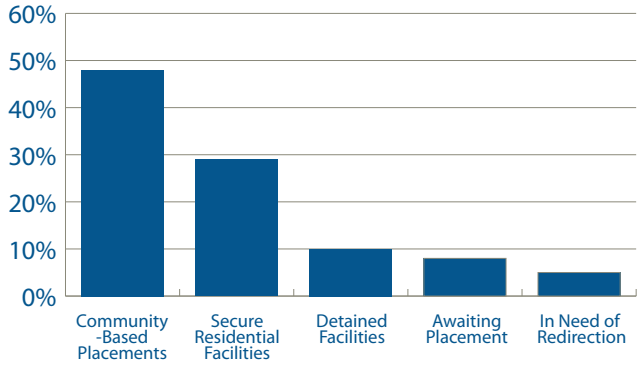
SECTION THREE – **YOUTH SUCCEEDING IN HOMELIKE, COMMUNITY SETTINGS**

A core DYRS goal is to place youth in the least restrictive, most homelike environment possible, so long as public safety is not compromised. Most of our committed youth are able to receive treatments/services and demonstrate success in community settings.

COMMUNITY PLACEMENTS

Community-based placements include residential homes, foster homes, or in some cases a youth's own family home. On an average day in FY2014, roughly one-half of all committed youth resided in community-based placements.

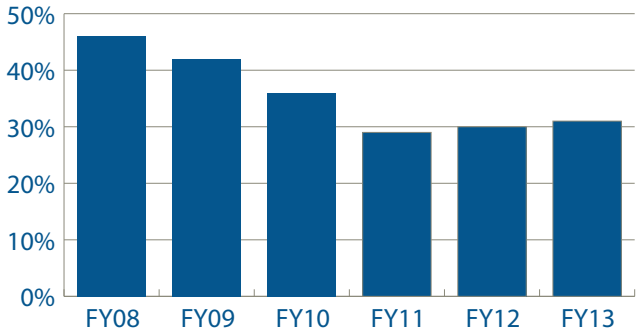
Average Placement Distribution: FY2014



We are able to continue the trend of connecting youth to their home communities and local services because of consistently improving public safety outcomes.

For those youth deemed capable of immediate re-entry into a community setting at the point of commitment, recidivism rates have consistently improved over the past six years. The figure below shows a 33% drop in one-year recidivism rates from 2008 to 2013.

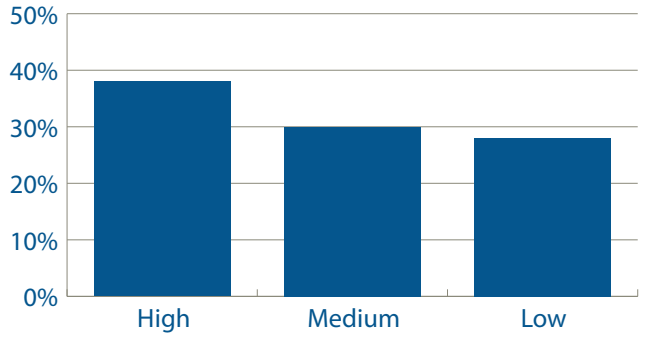
One-Year Recidivism Rates for Youth with an Initial Community Placement



ASSESSMENT TOOLS

We began using the Structured Decision Making tool with all committed youth in 2009. By performing accurate assessments throughout the youth's commitment with DYRS, we are able to make informed placement decisions that benefit both the individual youth and the community at large, such as providing high-risk youth with more intense supervision.

Recidivism Rates by Structured Decision Making Risk Classification: 2011-2013



In general, youth placed in community-based homes are unlikely to be discharged from their placement due to a new arrest. Less than 10% of youth released from a foster care placement, group home, or independent living facility were re-arrested in FY2014.

ACHIEVEMENT CENTER

DYRS opened the Achievement Center in August 2014 committed to the concept of holistic development and the belief that court-involved youth will not return into the system when provided with resources that prime them for success. Since its opening, the Center has worked with 125 youth and 39 specific service providers. We plan to open another Center in Southeast DC in 2015.

The mission of the Center is to inspire court-involved youth to empower themselves and their communities through Positive Youth Justice (PYJ) programs that foster career development, life skills, and healthy living. This unified approach enables families and their youth to develop into healthy, independent, and capable people who can thrive and enjoy a high quality of life.

Recent Successes and Activities at the Achievement Center

- Developed a partnership with DDOE in Rain Water Gardens. Youth will gain employment skills and a chance to give back to the community.
- Hosted a networking breakfast to form partnerships with local businesses for youth employment opportunities.
- Launched a workforce development orientation and job search program.
- Hosted the first "African American Male Summit: Why am I unemployed?" This powerful event brought in 24 young men who came to learn more about reaching their employment goals and how to connect with companies within their community.
- Connected youth in the customer service and interview technique class with an opportunity to work for a day on Capitol Hill, where they met with senators and representatives to talk about careers in federal government.

Activities at the Achievement Center

The Center offers DYRS youth a robust selection of classes six days a week. Youth may receive certifications in areas such as culinary arts, food safety and handling, bicycle repair, dog training, and photography, as well as academic assistance that includes GED classes and other skills-based programming.

The Center also offers programming 25 hours per week during the school year and over 60 hours per week during vacation breaks. Saturday scheduling allows opportunities for all members of the family to engage in Achievement Center services.

The Center is located in a LEED-certified building that also features:

- A state-of-the-art culinary center that teaches youth proper food handling and cooking skills.
- A fully equipped music room that allows youth to create and produce their own music.
- A flexible and newly renovated space for youth to engage with staff and one another, take workforce development classes, and learn about small business development, among other activities.

- Accommodating hours that offer youth a productive and safe environment during times when youth are most vulnerable to inappropriate activity.

DC YOUTHLINK

DC YouthLink is an active partnership between DYRS, the National Center for Children and Families, and the Progressive Life Center. Our partners, known as Lead Entities, enroll our youth in programming with a network of local service providers. The East of the River Clergy-Police Community Partnership (ERCPCP) previously served as a Lead Entity. ERCPCP continues to provide valuable community-based services through a partnership with the Achievement Center.

Our service providers are selected through a formal process and their work is incentivized based on the achievement of youth milestones, including high school graduation or earning employment. We work with the Lead Entities to:

- Advance the rehabilitation of DYRS youth by helping them succeed in a community setting.
- Enhance public safety by promoting structured activities and enhanced supervision.
- Invest in and build upon the strengths of community-based organizations to create safe, strong environments for our youth.

We emphasize active, ongoing engagement with locally based providers who are able to help our youth achieve milestones across the youth development domains. Initial data shows certain providers combining comprehensive services in the areas of health, workforce development, and other domains with low re-arrest rates.

Success

Since its inception, DC YouthLink has grown to serve approximately half of the DYRS population. DYRS youth enrolled in DC YouthLink are less likely to be re-arrested, less likely to abscond, more likely to contribute to the public safety and overall strength of the District, and more likely to be engaged in structured, positive activities.

As of the end of FY2014, DC YouthLink successes include:

- More than 530 youth participated in subsidized employment programs.
- Less than 10% of youth who were enrolled with a Lead Entity were re-arrested.
- More youth than ever before have transitioned from our care to independence, allowing the agency to reallocate resources to ensure optimal outcomes for youth, families, and communities.

> *"DC YouthLink operates a concerted effort among local youth agencies to improve the likelihood of successful reintegration and enhance opportunities for at-risk and formerly incarcerated youths. Drawing from effective juvenile justice reform models, including Wayne County in Michigan and RECLAIM Ohio, DCYL helps to connect youth and their families with a range of educational, vocational, and rehabilitative supports that they can access in their own communities. These programs and services increase the likelihood of youth reform and also enhance community safety, while costing far less than secure and residential facilities."*
>
> Douglas Evans, John Jay College of Criminal Justice
> Author of *Pioneers of Juvenile Justice Reform: Achieving System Change Using Resolution, Reinvestment, and Realignment Strategies*

Measuring Performance

In order to measure the success of DC YouthLink, DYRS and the DC Children and Youth Investment Trust Corporation (CYITC) developed a system of oversight that includes regular reporting on youth engagement, site visits and case file monitoring, and financial reviews. This system allows DYRS and CYITC to track the public safety outcomes of DC YouthLink and the success of DYRS youth overall.

Expanding DC YouthLink

We have recruited an expanded group of providers for 2015, with an emphasis on community and secure facility-based engagement. Additionally, we are expanding the DYRS continuum of care by introducing community-based service providers to youth in secure facilities. This effort will help grow dynamic programming, as well as provide more

opportunities to build relationships between DYRS youth and service providers, which increases the likelihood for active programmatic engagement as youth transition back to the community.

PARTNERING WITH FAMILIES

Parents, caregivers, and other family members are critical to supporting a youth's positive development. They are also valuable resources for each other. We invest in various forms of peer support and leadership development for families of DYRS youth. The DYRS approach uses family-centered best practices from juvenile justice systems across the country.

For example, we recently partnered with the DC Department of Behavioral Health, family advocates, and other agencies to strengthen peer support for families. In FY2014, DYRS families participated as faculty members and trainees in the District's first cohort of Certified Family Peer Specialists.

Other family-centered practices include:

- Comprehensive **staff training** in family engagement.
- A dedicated staff member who serves as **family engagement coordinator.**
- Family **support groups.**
- A **Family Bill of Rights** that represents our commitment to partnering with families.
- Active **involvement of families in key decisions** regarding their youth.
- Classes, activities, and other **programming** open to families through the Achievement Center and DC YouthLink.
- A **shuttle service** for families to visit youth at New Beginnings and active encouragement of youth to call their families regularly.
- **Leadership development** for families, including opportunities to serve on panels in support of community-based juvenile justice practices.
- A **Youth, Family, and Staff Circle** that involves families in identifying and pursuing agency improvements.

COMMUNITY-BASED RESIDENTIAL FACILITIES

Recently, we implemented a plan to efficiently and effectively assess our Community-Based Residential Facilities (CBRFs), including all aspects of their human care agreements, which guide their partnerships with us. As part of this work, we launched our first CBRF performance report. This report provides a framework of specific performance targets focused on maximizing positive youth outcomes.

We work closely with our CBRF providers to identify appropriate training opportunities to include effective management, unusual incident reporting, positive youth development, reducing recidivism, and effective programming. Additionally, we work with our providers to help them attain accreditation from the Council on Accreditation.

Parent Profile: Jennifer F.

Jennifer is a standout among family members of DYRS youth. A mother of two youth who have been committed to DYRS, Jennifer exemplifies the strength and resilience that our families possess.

Jennifer wants her children to do better. When her sons were committed, she decided to make some changes in her own life to help her entire family. She embraced wellness and recovery and sought out a workforce development provider that helped her find a rewarding job. She also joined our family panel, which helps train DYRS staff in family engagement.

Jennifer found encouragement and a bond with other families as she participated in our support group. As she shared her experiences, she realized the value of peer support. Jennifer applied and was accepted into our inaugural class of Family Peer Support Specialist trainees. After completing the training process, Jennifer was hired to use her skills at the Department of Behavioral Health and at a DC YouthLink service agency. In her new role, she assists families of DYRS youth every day and encourages other parents and caregivers to become Family Peer Specialists.

TOOLS FOR POSITIVE YOUTH JUSTICE

At DYRS, we focus on providing our youth with a strong continuum of care that emphasizes achievement and leadership development. Our work revolves around community-based solutions grounded in the domains of Positive Youth Justice (PYJ).

Workforce Development

DYRS supports and emphasizes programming that assists our youth in the development of job readiness skills. For example, DC YouthLink provider Life Deeds Inc. has demonstrated a growing ability to successfully link transitioned youth to long-term and secured employment opportunities after completion of a residential treatment program.

Education

We recognize that many youth placed in our care experience numerous and often complex challenges that impact their ability to attend and remain in school. Our youth are enrolled in educational services soon after entering our facilities and attend educational programming 5 days per week. Our staff also works to enroll youth who have been suspended or expelled in alternative schools or GED programs.

Health

The DYRS health and wellness program promotes physical, social, behavioral, and mental health for youth and employees by placing emphasis on nutrition, healthy eating, physical fitness, recreation, and stress management. We operate from the belief that healthy habits and attitudes enable our youth to do better in school and in training programs, leading to positive outcomes and lower recidivism rates.

Relationships

Positive relationships give youth opportunities to learn and experience new things, develop positive relationships and a sense of belonging, and ultimately aid in the development and rehabilitation process. We make it a priority to provide youth access to a caring and consistent adult role model in their lives through mentoring services and by encouraging active involvement with family and friends who positively influence their lives.

Community Engagement

Our community engagement programming emphasizes the development of core leadership skills among our youth. Our providers work to not only engage youth but also challenge their actions to help generate positive social change. Our programs provide structured activities that contribute, teach, and allow learning from each other to drive home the importance of positive community engagement.

Creativity

Positive culture and creative outlets play an essential role in promoting sustainable social and economic development for our youth. Our community programs and secure placements offer dynamic, creative programming in the arts, music, and creative writing, among other areas. With the opening of the Achievement Center in August 2014, we are providing positive creative and cultural interactions for our youth every day.

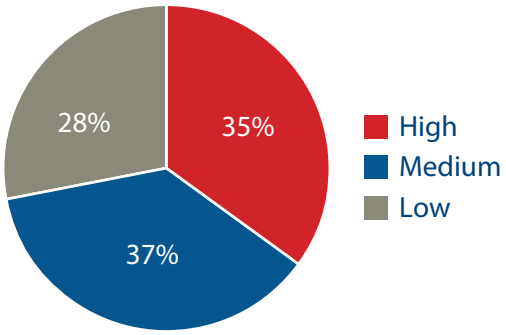
SECTION FOUR – **YOUTH SUCCEEDING IN SECURE SETTINGS**

Some DYRS youth require more intensive treatments in secure environments before they can transition to a less restrictive community setting. However, even in secure settings, we are committed to preserving human dignity and creating facilities that encourage vibrancy, learning, and development. We operate two secure environments: New Beginnings and the Youth Services Center.

SECURE PLACEMENTS

We use the Structured Decision Making (SDM) tool to assess DYRS youths' public safety risk. On average, the SDM classifies approximately two-thirds of DYRS youth as low or medium risk to the community; the remaining one-third are identified as high risk.

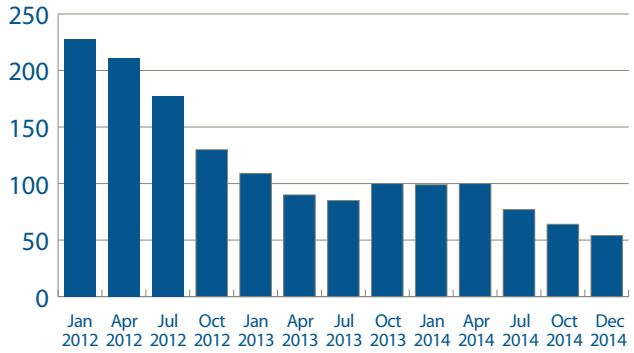
Structured Decision Making Risk Classifications: 2011-2014



Our primary goal is to improve public safety, so youth determined "high risk" start their treatment at an intensive, secure placement, which can provide them with the necessary supports to address underlying issues and improve overall behavior. The agency emphasizes using the initial secure placement as a stepping-stone to community re-engagement and placements in less-restrictive environments.

We emphasize placements closer to home. This comes after a period in our agency's history during which we had no alternative but to place high-risk youth in secure treatment facilities out-of-state through contractual relationships with vendors. In early December 2014, fewer than 60 committed youth were placed at out-of-state treatment facilities, enabling more youth to re-engage with their local communities and take advantage of growth in local service options.

DYRS Youth in Out-of-State Residential Treatment Facilities: 2012-Present

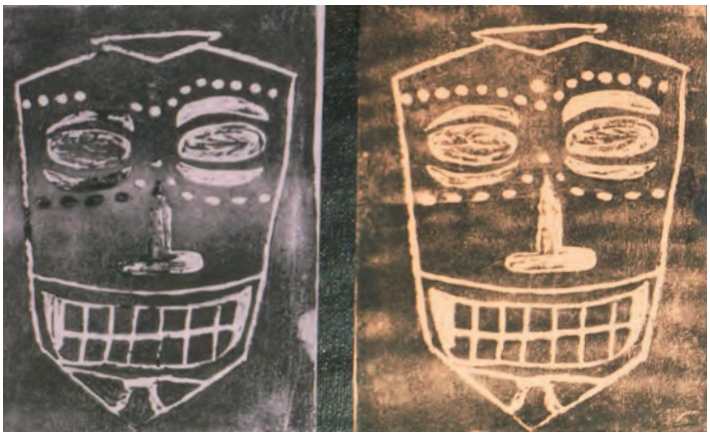


NEW BEGINNINGS

Youth at the 60-bed New Beginnings Youth Development Center spend the better part of a year receiving behavior modification treatment and positive youth development services before they are transitioned to less restrictive, community settings. New Beginnings provides highly structured schedules that focus on developing positive relationships, successful coping and decision-making skills, self-awareness, and behavioral change.

New Beginnings offers DYRS youth needed benefits across the PYJ domains:

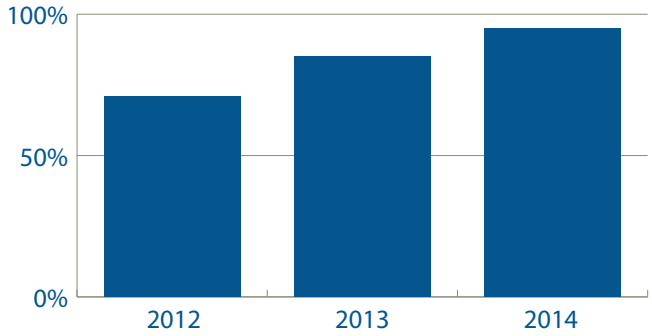
- **Work.** Youth participate in vocational education programs and work readiness classes. Our vendors help prepare and connect youth to career/employment opportunities in their communities when released. In FY2014, 24 youth participated in a work readiness training session and four youth received work certificates while enrolled at New Beginnings.
- **Health.** Our youth receive a full range of behavioral, medical, and mental health services when placed at our RTCs. In total, over 20,000 hours of therapy and counseling were provided to New Beginnings residents in FY2014. Additionally, New Beginnings residents received over 10,000 hours of physical education and activity in FY2014.
- **Relationships.** Families are more involved in the treatment process. Rather than asking parents to travel to far-away facilities to visit their children, they are more easily able to visit their children regularly, observe the care received, and even participate in some services to help our youth get the treatment they need before returning home.
- **Education.** At the Maya Angelou Academy, youth receive DCPS-eligible credits for attending school daily while receiving treatment at New Beginnings.
- **Creativity.** New Beginnings has several programs aimed at encouraging youth to share their ideas and experiences in a safe environment and directing youth creativity toward positive, productive outlets. Examples include The Beat Within program (a national program encouraging literacy, self-expression, critical thinking, and healthy, supportive relationships with adults), the Theatre Lab Group, and the Annual Speech Competition.



Maya Angelou Academy
In FY2014, five youth received GEDs while attending the Maya Angelou Academy at New Beginnings. Additionally, three youth earned their high school diplomas, and one enrolled in a four-year university.

The picture displays two drawings from a young man at New Beginnings.

Percent of Youth with Positive Connections Upon Release from New Beginnings: 2012-Present



Nurturing Relationships at New Beginnings

95% of all youth who completed programming at New Beginnings were connected with school, work, and a positive adult within six months of their release into the community. This is the third consecutive year DYRS has improved in this metric.

YOUTH SERVICES CENTER

We also operate the Youth Services Center (YSC), an 88-bed, 24-hour secured juvenile detention center. YSC serves youth, both female and male, who have been remanded to the custody of Court Social Services and are awaiting dispositions regarding their court hearings and/or future placements.

Programs and Services

YSC staff provides various enrichment programs and services to meet basic and wellness needs of each youth. Programs and services include behavioral health assessment and placement services, onsite medical care, trauma-based care, individual and group counseling, workforce and vocational training, educational services, structured recreational activities, and family visits and engagement programs.

Each youth typically participates in daily educational programming provided by DC Public Schools. YSC residents participated in 50,000 hours of educational development in FY2014. Arts, music, and creative writing are staples of the YSC curriculum, giving YSC residents a constant variety of creative outlets. YSC residents participated in 8,000 hours of creative activities in FY2014.

YSC residents also participate in community engagement activities by working with volunteers who provide valuable services at the YSC facility. In FY2014, YSC provided almost 2,000 hours of programming with local volunteers, with 230 youth benefitting from these programs.

All YSC residents receive a complete physical upon admission. In FY2014, youth participated in over 15,000 hours of physical activity, while also receiving consistently healthy meals from the facility cafeteria. Additionally, in FY2014, 83% of residents received an initial mental/behavioral health screening within four hours of admission. With a variety of counseling programs in place, residents participated in over 12,000 hours of mental and behavioral health services, including counseling, team building, and group therapy exercises.

SECTION FIVE – **MOVING TOWARD CONTINUED SUCCESS**

We embrace a vision of excellence and continued improvement. By implementing promising practices, ensuring the responsible stewardship of taxpayer dollars, cultivating an elite workforce, and taking a data-driven approach to decision making, we guide our youth through a continuum of care that emphasizes the positive contributions they can make to their communities.

IMPROVED USE OF DATA FOR PLACEMENT DECISIONS

In 2011, DYRS joined with the National Council for Crime and Delinquency and other national experts to recalibrate a key placement decision instrument called Structured Decision Making (SDM). This objective tool helps us decide which youth can safely remain at home and which need the intensive supervision provided by group homes and residential treatment centers like New Beginnings.

> [DYRS] has developed and implemented a structured decision making (SDM) system that assists staff in identifying the appropriate level of restrictiveness for committed youth. In the SDM system, an evidence-based instrument classifies each committed juvenile into one of three risk levels based on the relative likelihood that he or she will commit a new offense. The risk assessment currently used by DYRS successfully classifies committed youth into three groups according to their likelihood of recidivating, thus showing the current risk assessment to be a valid tool for predicting recidivism.
>
> **The National Council on Crime and Delinquency, 2014**

We have also joined with other DC government agencies, including the Department of Behavioral Health (DBH) and the Child and Family Services Agency (CFSA) to use the Child and Adolescent Functional Assessment Scale (CAFAS) with all committed youth during their period of DYRS engagement. The CAFAS assesses how a youth functions day-to-day in critical life subscales while tracking changes over time.

The SDM and CAFAS help us understand the public safety and developmental needs of our youth and identify the necessary supports to rehabilitate youth.

PROMISING PRACTICES

Our Reinvestment Strategy

By avoiding costly out-of-state placements when possible, DYRS is reinvesting in community-based programs and practices proven to reduce recidivism. We aim to invest resources in strategies that can improve public safety outcomes and maximize return on investment. In alignment with this strategy, we have reduced our use of RTCs. The savings have enabled DYRS to sustain successful initiatives such as workforce development programs that were previously funded by federal grants.

Collaboration with District Government Partners

Our partnerships with public agencies and non-profit organizations are key to our success. We work closely with the Metropolitan Police Department, Court Social Services, the Court Services and Offender Supervision Agency, and the Pretrial Services Agency to ensure access to community-wide intelligence we rely on to keep youth on course. Partners alert us of hot spots and neighborhood disputes, as well as identify youth who drift out of bounds, among other information sharing activities.

Helping a young person transform his or her life requires a team-oriented approach. Our collaboration with DBH, CFSA, DCPS, and the Office of the State Superintendent of Education are equally important. We also work closely with the Raise DC cradle-to-career initiative to pursue common goals with measurable outcomes in areas such as education advancement, work readiness, and employment.

Community Reinvestment with DC YouthLink

With the inception of DC YouthLink, we have grown the number and types of services available to our youth. Increasingly, youth are remaining involved in those services and staying out of trouble. Recidivism is dropping as we work to keep more youth closer to home and enrolled in quality, comprehensive community-based services. This is not only a public safety gain, but also a cost-efficiency, allowing us to reinvest public dollars locally.

TEAM DECISION MAKING

In a Team Decision Making (TDM) meeting, a youth's parents, extended family and other supportive people in the youth's life, foster parents (if the child is in placement), service providers, other community representatives, and the caseworker come together to create a Success Plan. Every youth committed to DYRS embarks on a Success Plan, which is updated every 90 days through the TDM process.

The TDM meeting is collaborative. Participants share all information relating to the youth, including but not limited to issues related to safety, functioning of the family, strengths, challenges, placement, goals, and mental health treatment. Strengths, challenges, and needs are identified based on the youth's most recent CAFAS, which allows the team to make clinical and evidence-based decisions.

Clinical Case Management

Over the past several years, DYRS transformed its case management team by shifting from non-licensed case managers to licensed social workers. This shift has allowed the agency to empower our case management teams with a high level of responsibility, as well as leverage the specific knowledge base of well-trained social workers. Our social workers have enhanced the variety and complexity of services provided to court-involved youth in essential areas like prevention, treatment, and after-care services.

RESPONSIBLE STEWARDSHIP OF TAXPAYER DOLLARS

Agency Performance Planning

Every fiscal year, the agency creates a performance plan to identify goals and measure outcomes related to those goals. This process is integral toward helping the agency achieve objectives in the DYRS Strategic Plan.

Goals are developed with an eye toward accomplishing something new, better, or different for the next fiscal year. We update the agency's performance plan every quarter and review our goals and performance at the end of the fiscal year. Information gathered at the end of the year helps us prepare a performance accountability report, which informs performance planning for the next year.

National Recognition

In 2013, DC YouthLink won recognition from the National Criminal Justice Association as an Outstanding Criminal Justice Program.

DYRS was recognized as one of the Top 50 Programs for *Harvard's Innovations in American Government* award.

Intensive Program Monitoring

DYRS has an aggressive plan focused on program compliance. We review case management practices to ensure all relevant information concerning our youth is captured, including timely assessments, goal setting meetings each quarter, and progress related to youth Success Plans. Our compliance specialists review case files, confer with social workers, and alert managers when they identify opportunities for improvement.

Our compliance specialists also oversee the licensing of Community-Based Residential Facilities (or group homes) for safety, security, and other requirements. This process helps ensure that youth receive adequate services to meet the goals in their Success Plans.

CULTIVATING AN ELITE WORKFORCE

Our staff promotes the mission of the agency on a daily basis by focusing on enhancing public safety and increasing positive outcomes through the effective rehabilitation of our youth. Together, we focus on positive and measurable results consistent with the efficient management of agency resources.

Managing for Success

As part of our vision for continuous learning, we have implemented "Managing for Success" meetings, which draw on agency data and performance standards as the underpinning for regular conversations focused on improving our service delivery.

The program emphasizes five core values:

- Data-driven decision-making.
- Competitive problem solving.
- Thoughtful experimentation.
- Continuous improvement.
- Relentless follow-up.

Professional Development

Our professional development team provides various services to refine staff talent, support innovative training, and assist in the professional development of the agency's staff, including:

- Pre-service certification for new DYRS employees.
- Continuing education for existing employees.
- Curriculum development.
- Procurement of vendor-supplied training.
- Consultative services for departments and divisions within DYRS.

In 2011, we partnered with the George Washington University's Center for Excellence in Public Leadership to develop a leadership academy for our managerial and supervisory staff. The program spanned six months and offered various learning activities to aid employees in developing their leadership competencies. We are replicating the program for 2015 and expanding its scope to include a live application project, peer learning circles, project team coaching, and individual leadership coaching.

OUR WORK CONTINUES

When DYRS was launched in 2004, city officials charged the agency with leading the reform of the District's juvenile justice system and serving as a nationwide model for excellence. DYRS takes this directive seriously. We apply research to practice, studying the latest proven developments and incorporating them into our work.

Over the past four years, we have made great strides in our efforts to becoming a nationwide leader. We see the potential of the District's youth and more importantly, they see it for themselves. DYRS continues to improve and grow every year. We are committed to studying what works, improving our practices, and helping youth and families build successful futures for themselves and our communities.

GLOSSARY

CAFAS: Child and Adolescent Functional Assessment Scale. An assessment that tracks how youth are doing in all areas of life. These include school/work, home, community, behavior toward others, moods/emotions, self-harmful behavior, substance use, and thinking problems. Each youth has a CAFAS every 90 days to help with planning at their Team Decision Making (TDM) meeting.

CFSA: Child and Family Services Agency.

CBRF: Community-Based Residential Facility, often called a "group home."

CPA: Community Placement Agreement. The rules that youth must obey while in the community. These may include curfews, school attendance, drug screening, etc.

CSOSA: Court Services and Offender Supervision Agency.

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

CYITC: DC Children and Youth Investment Trust Corporation. A local non-profit organization that works with DYRS to lead the DC YouthLink initiative.

DBH: Department of Behavioral Health (formerly known as Department of Mental Health).

DCPS: District of Columbia Public Schools.

DC YouthLink: A group of community-based organizations that provide services and supports to DYRS youth. It is headed by two Lead Entities: Progressive Life Center and the National Center for Children and Families.

DOC: Department of Corrections.

DYRS: DC Youth Rehabilitation Services.

ERCPCP: East of the River Clergy-Police Community Partnership. Community-based organization that provides services at the Achievement Center.

GED: General Educational Development. A test that certifies that someone has academic skills equal to a high school graduate.

GPS: Global Positioning System device. A device that tracks the wearer's location. Also known as an ankle bracelet.

JJIC: Juvenile Justice Institutional Counselor. A type of case manager who works at New Beginnings.

MAA: Maya Angelou Academy at New Beginnings.

MRT: Moral Reconation Therapy. A program to address substance abuse and other issues. It is offered at New Beginnings.

NCCF: National Center for Children and Families. A DC YouthLink Lead Entity that provides services primarily for DYRS youth in wards 7 and 8.

NBYDC: New Beginnings Youth Development Center. A 60-bed secure residential treatment facility in Laurel, MD for young men involved with the most serious and chronic offenses.

OE: Office of Education. Department in DYRS that helps youth achieve their educational goals (e.g., GED, High School diploma, trade school, college).

OSSE: Office of the State Superintendent of Education.

OWD: Office of Workforce Development. Department in DYRS that helps youth get employment and job skill certifications.

PINS: Person in Need of Supervision. A youth who is in need of care or rehabilitation and regularly missing school without reason, has committed an offense committable only by children, or regularly disobeys their parent, guardian, or other custodian and is out of control.

PDS: Public Defender Service. A federally funded, independent legal organization that provides attorneys for clients who cannot afford a private attorney.

PLC: Progressive Life Center. DC YouthLink lead organization that provides services for DYRS youth in Wards 1-6 and the Maryland suburbs.

PRTF: Psychiatric Residential Treatment Facility. Any non-hospital facility that provides in-patient psychiatric services to eligible youth under the age of 21.

PYD: Positive Youth Development. A concept and set of principles underpinned by the belief that all youth can develop positively when they have the right mix of opportunities, supports, positive role models, and relationships.

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

RTC: Residential Treatment Center. Secure treatment facility for youth with specific mental health, behavioral, or substance abuse needs. RTCs provide specialized programs in an out-of-community placement.

Success Plan: A plan for DYRS youth's treatment goals, level of supervision, and the services and supports that they will receive. Success Plans are based on each youth's strengths and needs and are created through teamwork between the youth, their family and support system, and DYRS.

SDM: Structured Decision Making. A tool to assess a youth's risk of re-offending. The score (high, medium, or low) is used to make decisions about the youth's level of custody.

SYDR: Supervisory Youth Development Representative. Supervisors over the YDRs at New Beginnings or the Youth Services Center.

TDM: Team Decision Making. A DYRS case-planning meeting for making service plans personalized for each youth's strengths and needs. A TDM should include the youth, the youth's family members, case manager, and other people who are part of the youth's support network. TDMs are held every 90 days while youth are committed to DYRS.

YDR: Youth Development Representative. Staff member at one of DYRS's secure facilities: Youth Services Center or New Beginnings. YDRs work with youth in the facilities 24 hours a day, 7 days a week.

YFTM: Youth Family Team Meeting. A meeting for making placement and service plans for each youth. Team Decision Making (TDM) meetings now replace YFTMs.

YSC: Youth Services Center. An 88-bed secure residential facility on Mount Olivet Road in Northeast DC. YSC provides youth (male and female) with 24-hour supervision, custody, and care.

APPENDIX – **POSITIVE YOUTH JUSTICE OUTCOMES AND MEASURES**

We developed the following outcomes and measures to track youth successes in the Positive Youth Justice (PYJ) domains. The outcomes listed are part of a larger PYJ Monitoring and Evaluation Plan and are considered ongoing objectives in the agency's performance planning process.

EDUCATION

Outcome: Improved youth attendance in school

- # of youth with fewer unexcused absences from previous year or quarter

Outcome: Improved youth attendance in GED classes

- # of youth attending GED classes

Outcome: Youth educational gains

- % of youth with improved core competencies (e.g. reading, sentence construction, writing, math)
- # of youth completing a school grade
- # of youth acquiring HS diploma
- # of youth acquiring GED
- # of youth with college acceptance

Outcome: College retention

- # of semesters of college completed

WORKFORCE DEVELOPMENT

Outcome: Improved knowledge in specific employment sector

- # of youth acquiring vocational certifications

Outcome: Demonstration of soft skills

- % of youth reporting prepared for work, ready for interviews, etc.

Outcome: Improved job placement

- # of youth in apprenticeships
- # of youth job offers
- # of youth w/ unsubsidized employment (0-45 days)
- # of youth w/ unsubsidized employment (45-90 days)
- # of youth in job after 6 months

Outcome: Financial stability and independence

- Youth salary/wages
- # of youth receiving health and other benefits

Outcome: Youth implementing workforce development learnings and excelling

- # of youth promoted or otherwise demonstrating career advancement

Outcome: Improved employment opportunities for youth

- # of youth matched to specific jobs offered by employer partners
- # of youth enrolled in the military
- # of youth invited to job interviews

HEALTH

Outcome: Healthy body composition/BMI

- % of youth getting regular exercise

Outcome: Stress management

- % of youth engaging in fewer fights
- Decline in incidents

Outcome: Improved access to high quality and appropriate physical activity

- % of youth participating in recreational activities or athletic programming
- % of youth reporting access to high quality and appropriate physical activity

Outcome: Improved knowledge of STI prevention, pregnancy prevention and healthy lifestyle choices, and substance abuse

- % of youth reporting they know how to prevent STI
- % of youth reporting they have knowledge of birth control methods
- % of youth reporting engaging in safer sex

Outcome: Positive behavioral changes

- % of youth complying with individual treatment plans
- % of youth complying with medication treatment plan

Outcome: Improved coping mechanisms/Reductions in risk behaviors

- % of youth reporting they have improved communication/conflict resolution skills
- Decline in incidents

Outcome: Improved knowledge of individual mental health

- % of youth reporting knowledge of mental health needs

Outcome: Improved family communication

- % of youth reporting improved family communication

Outcome: Reductions in risk behaviors

- % of youth showing decline in illegal drug use
- % of youth with clean drug screens over time

Outcome: Improved knowledge of substance abuse risks and effects

- % of youth reporting increased knowledge of the effects and risks associated with substance abuse

RELATIONSHIPS

Outcome: Youth on track with treatment plan

- % of youth receiving services identified in their Singular Plan of Care
- % of youth completing enrolled activities/attendance reports
- % of youth displaying increased prosocial behavior
- # of youth whose CAFAS score risk levels decrease
- # of youth successfully completing the model unit/Level system

Outcome: Reduction in risk behaviors

- % of youth absconding, being rearrested, or reconvicted
- % of youth engaging in fewer fights
- % of youth reporting declines in gang activity
- % of youth reporting they are not carrying a gun

Outcome: Families and caregivers are engaged in TDM

- % of family participation in TDM meetings

Outcome: Improved outlook on life

- % of youth reporting they have a positive future
- % of youth who report they have an adult they can trust

Outcome: Improved socio-emotional well being

- % of youth who report they have an adults they can call in a crisis
- % of youth reporting increased self-esteem

Outcome: Improved attitude toward school/education

- % of youth reporting that education is important
- # of youth with fewer unexcused absences from previous year or quarter
- # of youth attending GED classes

Outcome: Increased exposure to new activities and exploring options for their future

- # of youth going on college tours
- # of youth who can identify safe and fun activities

Outcome: Reaching advanced psychological and developmental milestones

- % of youth reporting they can see things from another person's perspective (empathy)

Outcome: Improved relationships with caregiver or adult

- % of youth who report they have an adult they can trust
- % of youth who report they have an adults they can call in a crisis

Outcome: Family reunification

- % of youth placed at home
- % of youth receiving home visit passes

CREATIVITY

Outcome: Improved core competencies

- % of youth with improved core competencies (e.g. reading, sentence construction, writing, math)

Outcome: Creative skill development

- % of youth with improved knowledge or skills in creative outlets (music, playing an instrument, sports, culinary arts)

Outcome: Improved awareness of other cultures, religions, and sexual orientations

- % of youth reporting that they learned something new about a different cultural/religious group or sexual orientation

Outcome: Improved personal, interpersonal and social development

- % of youth reporting improved self-efficacy
- % of youth reporting increased self-esteem

Outcome: Improved civic engagement

- % of youth reporting that helping others is important
- # of hours of community service completed
- % of youth reporting they value community
- % of youth reporting they demonstrate leadership in their community
- % of youth reporting they contribute to improving their community

PUBLIC SAFETY

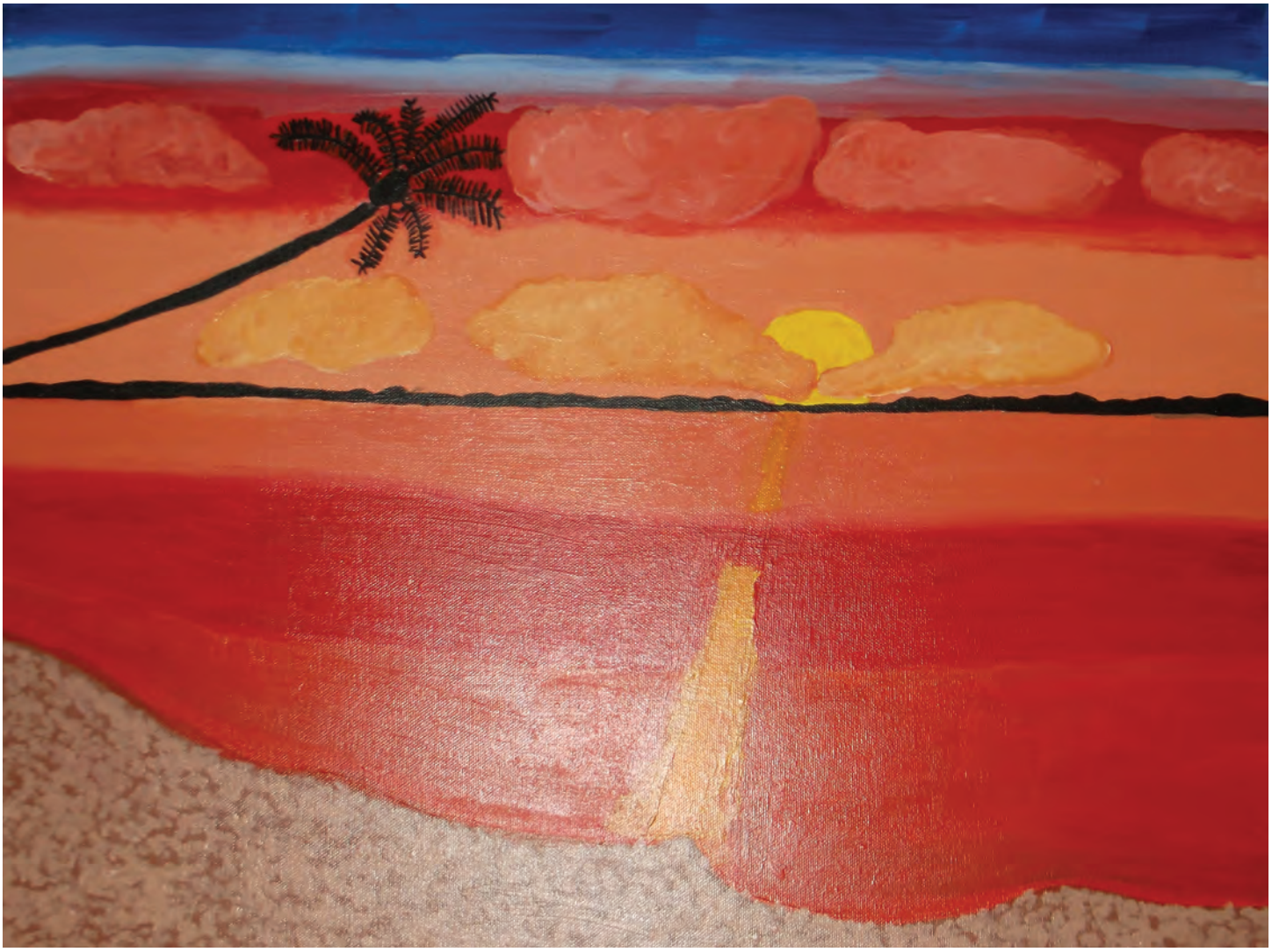
Outcome: Improved public safety record

- Decline in % of youth absconding
- Decline in % of youth being rearrested
- Decline in % of youth reconvicted

Outcome: Improved youth safety record

- % of youth who report they feel safe
- Decline in % of youth who become victims of crime

Believe



DYRS
Department of Youth
Rehabilitation Services