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MURIEL BOWSER, MAYOR

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EXECUTIVE SUMMARY

The District of Columbia Department of Youth Rehabilitation Services' (DYRS) core belief is that helping youth transition to a productive and self-sustaining adulthood is the most effective public safety strategy. DYRS assists justice-involved youth in the successful transition to adulthood through careful case planning and care coordination, and by investing in community-based organizations to provide developmentally appropriate supports and services. Using this approach, fewer DYRS youth are being rearrested and recidivism rates remain low. These efforts, and subsequent findings, demonstrate DYRS's approach to meeting its legal mandate to place youth in the least restrictive, most homelike environment that is consistent with public safety.

Population Highlights

In Fiscal Year (FY) 2017, DYRS had an average daily population of 223 youth committed by District of Columbia Superior Court Family Court judges. This is a decrease from the average daily population of 259 in FY 2016, 366 in FY 2015, and an average daily population of 468 in FY 2014. Upon commitment, youth may be placed in their own family home, in local or out-of-state community-based, residential facilities (i.e., group homes), in out-of-state Residential Treatment Centers (RTC) or in DYRS's secure facility, New Beginnings Youth Development Center (NBYDC). In FY 2017, NBYDC had an average daily population of 41.2 youth.

DYRS is not only responsible for the supervision, custody and care of committed youth, but also for youth awaiting adjudication who are detained at the Youth Services Center (YSC), a secure facility, and staff-secure shelter homes. In FY 2017, YSC had an average daily population of 81.1 youth and shelter homes had an average daily population of 71.5 youth.

**Average Daily Population DYRS
Operated Facilities: FY2017**

New Beginning Youth Development Center	41 youth
*Youth Services Center	81 youth
Shelter Homes	72 youth

**Includes overnight stays.*

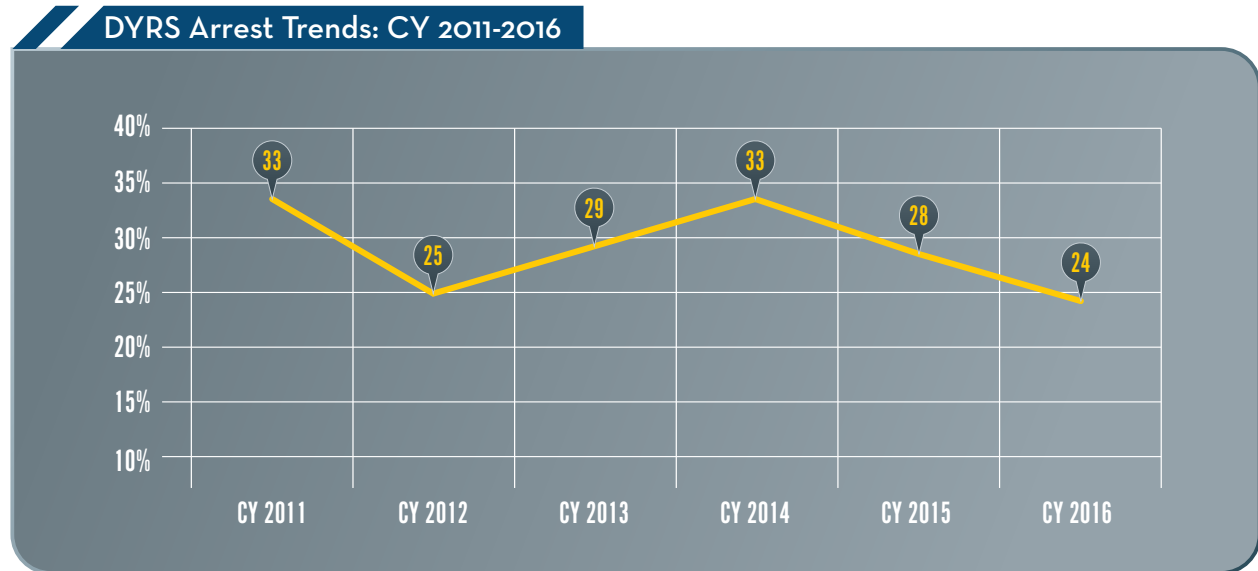
Community-Based Supports and Services

Although DYRS operates two secure facilities for justice-involved youth in the District, the agency prides itself on developing a robust array of community-based programs to support committed youth placed in their own family homes, local community-based residential facilities and supervised independent living. From DC YouthLink to the Achievement Centers, DYRS works to invest in innovative, community-based programming for youth. In alignment with this commitment, Credible Messenger Initiative, a new transformative youth mentoring program, was launched at the end of FY 2016. Credible Messengers are community members who share their similar experiences with DYRS youth and their families. They engage youth and their families in this transformative mentoring program that includes both group and one-on-one activities. DYRS also introduced Covenant of Peace, an anti-violence initiative to address violence

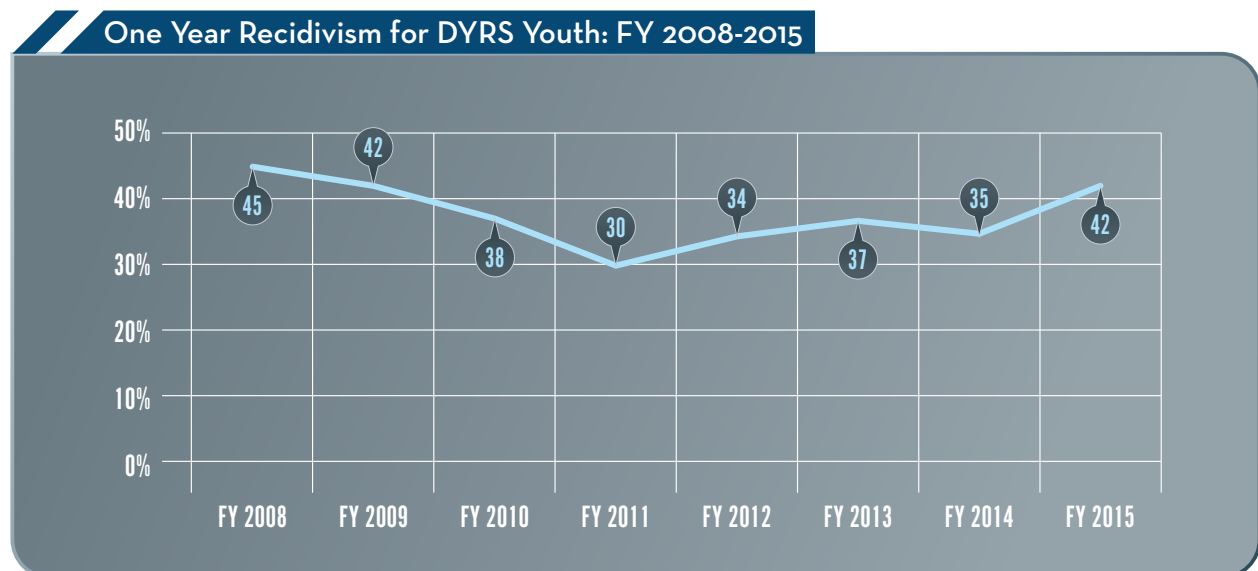
and interpersonal conflict. DYRS participates in citywide efforts to make DC neighborhoods safer through implementation of restorative justice practices in its facilities and in the community.

Public Safety Outcomes

Rearrest rates are calculated by tracking the rearrests of all DYRS youth regardless of where they are placed. The rate refers to the total number of unique DYRS youth that are rearrested in a year. Rearrest rates show a downward trend since Calendar Year (CY) 2014 from a high of 33 percent to a low of 24 percent in CY 2016.



The recidivism rate refers to the percentage of youth that are reconvicted within one year of placement in the community. For FY 2015, the latest year for which data is available, the recidivism rate for committed youth was 42 percent.



Positive Youth Outcomes

In line with a Positive Youth Justice approach, DYRS tracks both public safety outcomes and positive youth outcomes. DYRS provides an important network of positive supports and services. However, no single placement, service or person is the sole reason for a young person's success. It is each young person's diligent work that propels them towards individual achievement, with the agency staff and community-based providers playing an important supporting role along the way.

Number of Educational Milestones Achieved			
Milestone	FY2015	FY2016	FY2017
GED/HS Diploma	5	19	13
College Enrollment	24	13	4
Total	29	32	17

Number of Workforce Development Milestone Achieved			
Milestone	FY2015	FY2016	FY2017
*Certificates Earned	128	33	37
Paid Work	17	33	13
Total	145	66	50

**Certificates earned in FY 2016 and 2017 only include industry recognized credentials.*

Looking Forward

In alignment with DYRS's commitment to foster innovation in the District's juvenile justice system in 2018 and beyond, the agency will continue to develop community-based programming options for youth in an effort to safely maintain more youth at home and in their local communities. The Credible Messenger Initiative, as well as DYRS's growing restorative justice practices, will help DYRS build the community capacity necessary to support youth successes while keeping them in or near their home communities.

AGENCY OVERVIEW

The Department of Youth Rehabilitation Services (DYRS) is responsible for the supervision, custody and care of justice-involved young people in the District of Columbia who are ordered by a DC Family Court Judge as: 1) **detailed** in a DYRS facility while awaiting adjudication, or 2) **committed** to DYRS following adjudication.

The agency provides comprehensive support services to youth committed to its care, both in secure facilities and within the community. At DYRS, it is everyone's responsibility to help young people succeed by providing justice-involved youth the opportunity to reach their full-est potential, and by building on the strengths of youth and their families in the least restrictive and most homelike environment consistent with public safety.

DYRS's vision is to provide the nation's best continuum of care for justice-involved youth and their families through a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement and community support. In addition, DYRS actively works with other District agencies, community partners and juvenile justice experts to implement innovative, research-based models that are aligned with national practices for serving justice-involved youth.

SECTION ONE: DYRS APPROACH

DYRS's core belief is that helping youth transition to a productive and self-sustaining adulthood is the most effective strategy for public safety. DYRS employs a complementary set of approaches, practices and strategies to help young people succeed and promote stronger, safer communities. Philosophical approaches are operationalized through care planning and coordination, investing in communities, restorative justice practices and engaging families.

Additionally, a set of central tenets allow for these approaches and practices to be sustainable and effective. These tenets are: 1) keep youth in their home as often as possible, 2) make incarceration a response of last resort, 3) focus on family, 4) build on the youth's resiliency, 5) ensure fairness of process, and 6) restore community.

Positive Youth Justice

Research shows that the best way to enhance long-term public safety is to provide justice-involved youth with the tools they need to successfully transition into adulthood¹. In its approach to working with justice-involved youth², DYRS utilizes the Positive Youth Justice (PYJ) model – a framework derived from a broader body of research that supports Positive Youth Development (PYD).

The principles of 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 fullest potential. PYD leverages youth strengths to move past challenges, and promotes resilience.

PYD is focused broadly on the developmental needs of young people in general, whereas PYJ focuses on the specific developmental needs of young people involved in the juvenile justice system. The PYJ approach recognizes that justice-involved youth are particularly vulnerable to being labeled as victims or villains, which can undermine a PYD approach. The PYJ model also adapts the traditional 40 developmental assets identified through PYD, honing them to six core developmental domains and providing a framework for transforming theory to practice in juvenile justice systems.

The six core developmental domains are:

- 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

To help youth reach their fullest potential, DYRS focuses on aligning its programs and accountability mechanisms to these foundational ideas and approaches. All aspects of DYRS culture – from staff training to youth programs to the agency’s accountability mechanisms – are infused with the belief that justice-involved youth can succeed. In addition to meeting the developmental needs of youth, DYRS is committed to building on youth assets and potential, utilizing youth as resources and creating partnerships with youth to generate positive, sustaining change.

NOTES

¹ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. www.aecf.org/OurWork/JuvenileJustice/~/_media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf; National Research Council. (2012). *Reforming Juvenile Justice: A Developmental Approach*. Committee on Assessing Juvenile Justice Reform, Richard J. Bonnie, Robert L. Johnson, Betty M. Chemers, and Julie A. Schuck, Eds. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, DC: The National Academies Press.

² 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.

Covenant of Peace

In keeping with PYD and PYJ, DYRS takes every opportunity to promote our youths' positive growth and development, enhance resilience and foster healing within the family and community. During commitment and sometimes before, DYRS youth are engaged in a core set of self-empowering principles through the Covenant of Peace, an anti-violence initiative that addresses systemic issues of violence. Developed by DYRS and community stakeholders, Covenant of Peace subject matter draws from faith, culture and historical traditions. Covenant of Peace includes seven core pillars:



1. My Life Matters
2. The Act of Forgiveness
3. My Word is My Bond
4. My Family is My All
5. The Impact of Absence
6. The Power of the Tongue
7. What Love Looks Like

Case Planning and Care Coordination

A core goal of the agency is to effectively engage and empower youth and families by providing positive, supportive and complete case planning and care coordination. The rehabilitative process is designed to ensure that youth reach their fullest potential and contribute positively to their community. In support of this approach, complete case planning and care coordination include:

- **Assessments to inform decision-making:** DYRS uses a comprehensive set of assessments that are completed prior to and throughout commitment that include a Structured Decision Making (SDM)³ tool and Child and Adolescent Functional Assessment Scale (CAFAS)⁴;
- **Engaging family:** Care coordinators engage family in a variety of ways, including facilitating Team Decision-Making (TDM) meetings every 90 days, connecting families to services, skill-building opportunities, support systems and opportunities for self-advocacy;
- **Success planning:** A comprehensive individualized Success Plan, updated every 90 days, details the goals of the youth, reflects progress, and/or identifies additional supports to help a youth prepare for the transitioning end of commitment; and
- **Connections to opportunities and support:** DYRS connects youth to comprehensive programming and individualized opportunities to build upon each youth's strengths and to target his or her areas of need.

Building Community Capacity to Serve Youth

An essential part of DYRS's effort to implement PYJ programming, as well as other supports for justice-involved youth, includes building and deepening community engagement by investing in community. DYRS recognizes that a young person's time with the agency represents only a brief period of their lives. Young people's families, peers, neighbors and local neighborhood institutions represent a far greater and sustainable resource that predates and will outlive a young person's time with DYRS.

DYRS believes that community supports and services provide youth opportunities to be engaged in developmentally appropriate activities as opposed to experiences that might deepen their involvement in the justice system. Community-based services present one of the most effective and cost-conscious ways of protecting public safety and helping youth succeed.⁵ Therefore, DYRS makes strategic investments in local organizations serving the neighborhoods where youth and their families reside. By partnering with local organizations and individuals who live, work and grow in the same neighborhoods as our youth, DYRS better equips local neighborhoods to serve and support youth and families where they reside.

A robust network of supports also allows DYRS to place more youth at home, thus limiting the negative impacts of out-of-home placements for individual youth⁶ and the destabilizing effect of removing youth from their social networks.⁷ Minimizing both of these effects will result in stronger, safer communities in the long term.

NOTES

³ National Council on Crime and Delinquency and Annie E. Casey Foundation (2012). *DYRS Risk Assessment and Structured Decision-Making: Validation Study and System Assessment Summary Report*. Washington DC: Department of Youth Rehabilitation Services. <https://dyrs.dc.gov/sites/default/files/dc/sites/dyrs/publication/attachments/DYRS%20Validation%20Study%20System%20Assessment%20Summary%20Report.pdf>

⁴ Hodges, Kay (2005). Child and Adolescent Functional Assessment Scale. In T. Grisso, G. Vincent, and D. Seagraves (Eds.), *Mental Health Screening and Assessment in Juvenile Justice* (pp. 123-136). New York, NY: Guilford Press.

⁵ Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. www.aecf.org/OurWork/JuvenileJustice/~media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf

⁶ National Research Council, *Reforming Juvenile Justice: A Developmental Approach* (Washington, DC: National Research Council, 2013). www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach and *Trauma Systems Therapy Training* for DYRS, Day 1, April 27, 2016, Facilitated by Susan Hansen, PhD, LCSW-R, RPT-S.

⁷ Clear, Todd, et.al., "Coercive Mobility and Crime: A Preliminary Examination of Concentrated Incarceration and Social Disorganization," *Justice Quarterly*, v20 (1), March 2003. www.researchgate.net/profile/Elin_Waring/publication/240525064_Coercive_mobility_and_crime_A_preliminary_examination_of_concentrated_incarceration_and_social_disorganization/links/548fd64e0cf2d1800d862b4e.pdf

Restorative Practices in the Community

Consistent with PYJ and building community capacity to better serve justice-involved youth, DYRS infuses restorative justice practices into its approach to working with youth. Restorative practices are grounded in the idea that harm to the community can be addressed by allowing a responsible person to make a positive contribution back to the community.⁸ While restorative justice is typically used as an alternative to incarceration or the justice system, approaches to resolve conflict proactively and build peace help youth give back to their communities and build stronger neighborhoods, regardless of justice system involvement. Encouraging youth to participate in neighborhood solutions to resolve conflict outside of the justice system is an important community-building strategy. DYRS strives to restore community by connecting youth to people and organizations in the neighborhoods they call home. Moreover, the agency actively encourages youth to participate in community service and civic engagement as a way to empower young people to participate in community restoration.

Partnering with Families

DYRS is committed to engaging and empowering families to promote positive life outcomes for youth. Parents, caregivers and other family members are, not only critical to supporting a youth's positive development,⁹ they are also valuable resources for one another.¹⁰ The agency uses family-centered practices and invests in various forms of peer support and leadership development for families of committed youth. DYRS's family-centered practices include:

- Anchored in Strength, a biweekly family support group;
- Town halls geared toward parents and caregivers, general and gender-specific;
- Annual retreat for parents and caregivers of DYRS's committed and post-committed youth;
- Active involvement of families in key decisions regarding their youth;
- Skills-building classes, activities, and other programming open to families through the Credible Messenger Initiative, Achievement Centers and DC YouthLink; and
- Leadership development for families, including opportunities to serve on panels in support of community-based juvenile justice practices.

In summary, DYRS's contemporary approaches continue to allow the agency to foster youth success and promote public safety while focusing on effective case planning, building community capacity, implementing restorative practices and partnering with families.

NOTES

⁸Degelman Charles, et.al. (2006). *Giving Back: Introducing Community Service Learning, Improving Mandated Community Service for Juvenile Offenders* Washington, DC: Constitutional Rights Foundation. www.ncjrs.gov/pdffiles1/ojjdp/237389.pdf

⁹Sheffield Morris, A., Silk, J.S., Steinberg, L., Myers, S. S., Robinson, L. R. (2007). The Role of the family context in the development of emotion regulation. *Social Development*, 16(2) 361-388.

¹⁰Kuhn, Emily S., & Laird, Robert D. (2014). Family Support Programs and Adolescent Mental Health: Review of Evidence. *Adolescent Health, Medicine and Therapeutics*, 5, 127 – 142.

SECTION TWO: YOUTH OUTCOMES

Promoting Youth Successes

DYRS provides youth with an important network of positive supports and services to assist in their individual successes. However, no single placement, service or person is the sole reason for the success of a young person. It is the good work of each individual youth that propels them towards individual achievement, with the agency staff and community-based providers playing a supportive and collaborative role along the way.

The chart to the right provides an overview of the positive outcomes achieved by young people served by and committed to DYRS. In addition, DYRS does not calculate the percentages of youth who achieve these outcomes because not every youth committed to the agency would be eligible. For example, a 15-year-old in grade nine would not necessarily be eligible to earn a high school diploma.

Number of Educational Milestones Achieved			
Milestone	FY2015	FY2016	FY2017
GED/HS Diploma	5	19	13
College Enrollment	24	13	4
Total	29	32	17

Number of Workforce Development Milestone Achieved			
Milestone	FY2015	FY2016	FY2017
*Certificates Earned	128	33	37
Paid Work	17	33	13
Total	145	66	50

**Certificates earned in FY2016 and 2017 only include industry recognized credentials.*

Public Safety Outcomes

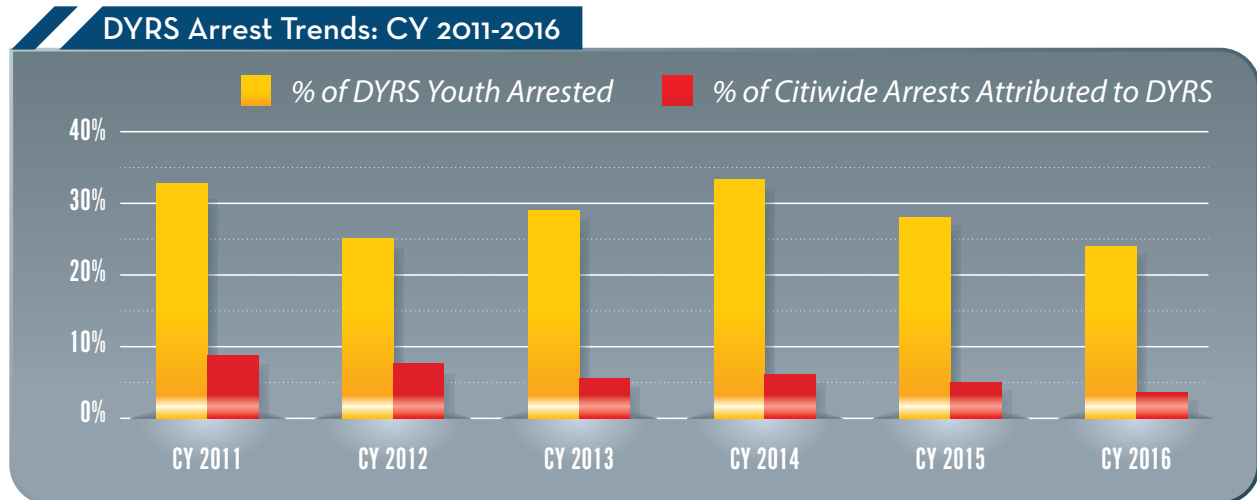
DYRS's most important long term public safety strategy is to provide comprehensive care coordination and services focused in the community that help young people succeed, thereby preventing their involvement in future criminal activity. Each youth committed to the agency receives individualized case planning and management that draws on their unique strengths and needs, with their families engaged in every step of the treatment process. Using this strategy, over the past five years, DYRS made substantial progress contributing to community safety while enhancing the lives of youth and families served. DYRS connects youth to services and supports that promote transition to productive and self-sustaining adulthood through comprehensive case management, collaboration with other District agencies and engagement of community and family.

NOTES

¹¹ Placement in a community-based setting includes placements in a foster home, independent living program, local community-based residential facility or in the youth's own family home.

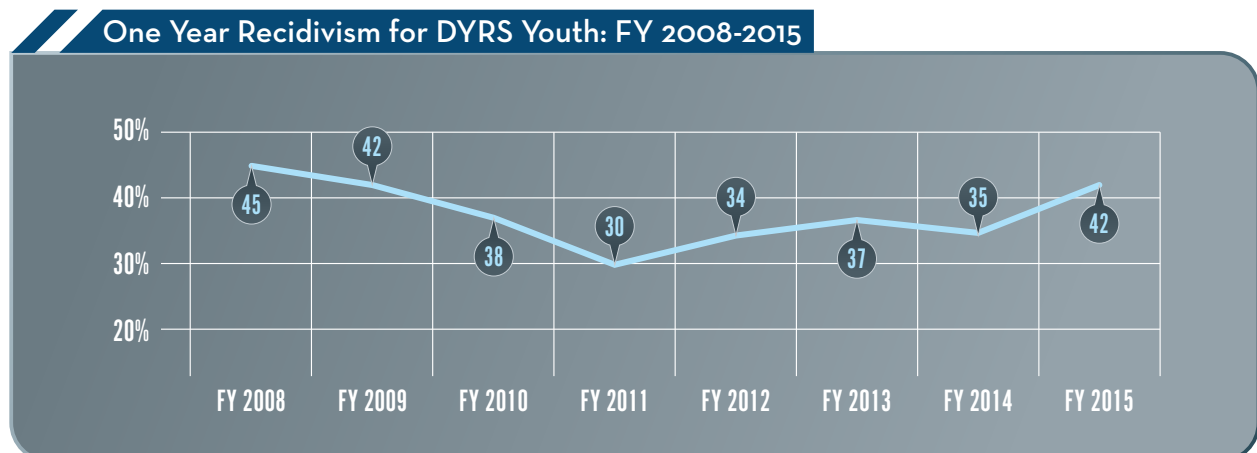
Rearrests

The proportion of DYRS youth rearrested declined between CY 2014 and CY 2016, signifying improvements in public safety. The percent of unique, DYRS youth rearrested in a year decreased from 33 percent in CY 2014 to 24 percent in CY 2016. In other words, three out of four youth remained arrest-free in 2016. Additionally, the proportion of all citywide arrests for youth younger than the age of 22 that could be attributed to DYRS youth continued to decrease in CY 2016.

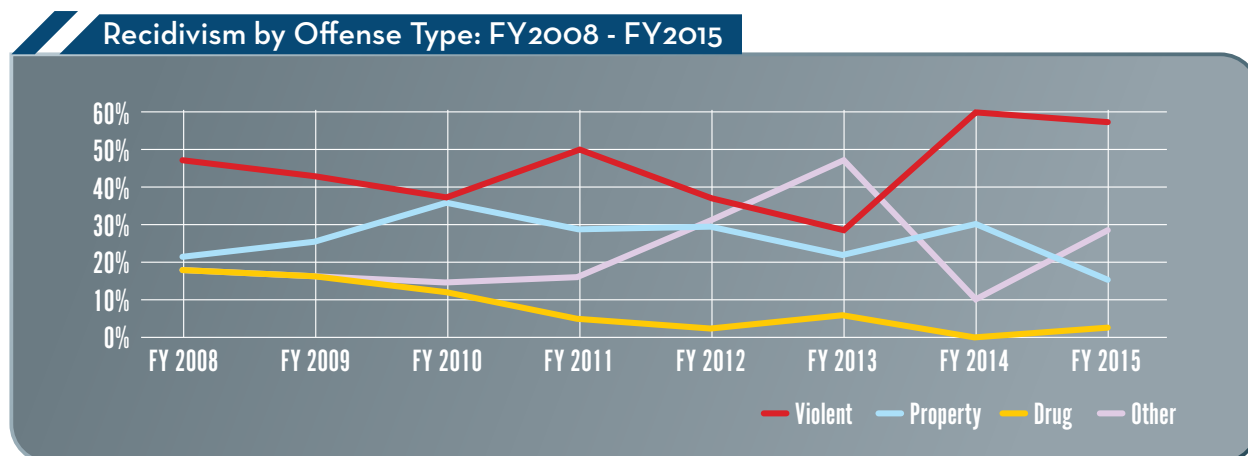


Recidivism

Recidivism is another way of measuring DYRS's performance regarding public safety. DYRS tracks newly committed youth for one year following their first placement in a community-based setting¹¹ to determine how many of the agency's youth have been found involved or guilty of a new offense. The recidivism outcomes presented below are measured using the newly committed cohort for each fiscal year. The recidivism rate for youth committed in FY 2015 was 42 percent.

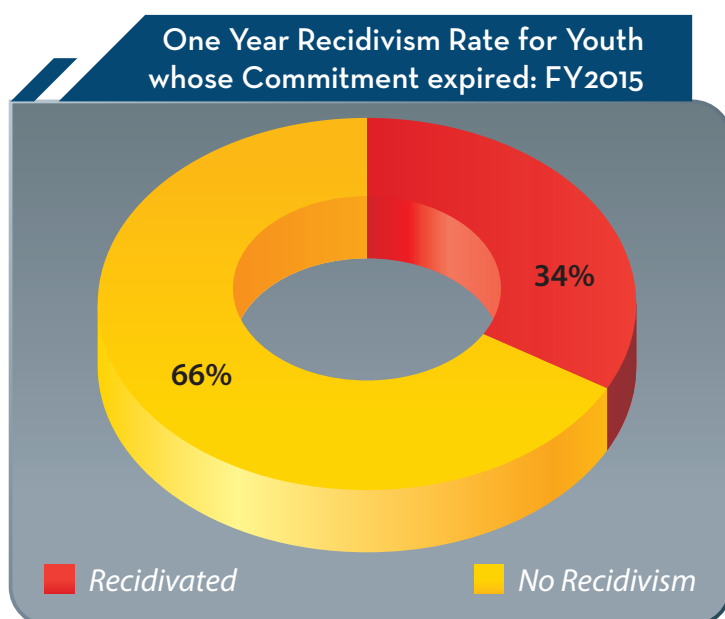


The offenses for which youth were re-convicted varied throughout the last 8 years, with re-convictions for drug offenses demonstrating the most consistently significant decline.



Post-Commitment Recidivism

For the first time, DYRS examined one-year recidivism rates for DYRS youth whose commitment expired in FY 2015. The process for determining post-commitment recidivism is similar to the committed youth recidivism analysis, except that it includes a cohort of youth that are all discharged from commitment in the same fiscal year.¹² Of the young people discharged in FY 2015, conviction data is available for 96 percent, with the other four percent awaiting a court process to determine guilt at the time of the data collection. Approximately, 34 percent of the remaining young people in the FY 2015 cohort had been found involved or guilty of a new offense. In other words, in the year after commitment expiration, two out of three youth released to the community were not reconvicted of an offense.



Note that these percentages do not include youth in jail at the time their commitment expired.

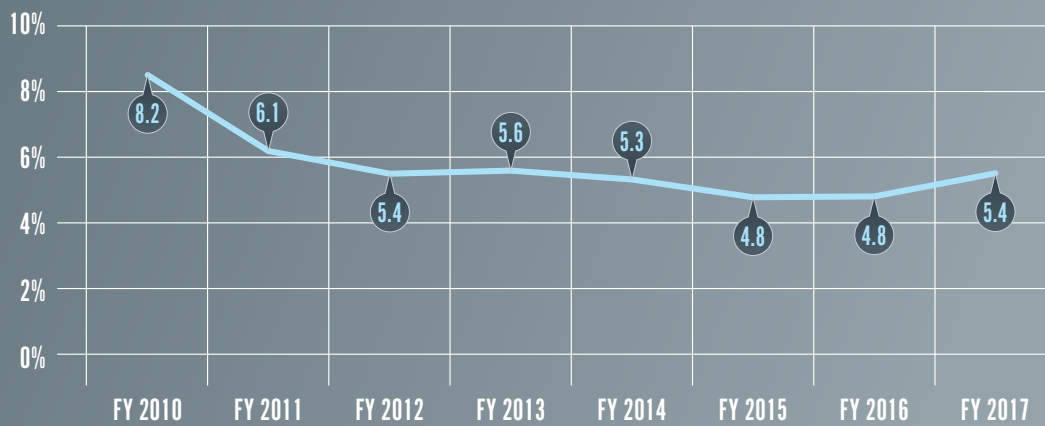
NOTES

¹²Young people who are in jail at the time of their commitment expiration are removed from the analysis because the offense related to their time in jail is calculated with recidivism rates during commitment.

Abscondence

A youth is said to be on abscondence when they leave a DYRS authorized placement without permission, do not return as required, or lose communication with care coordinators, making the youth's whereabouts unknown. In FY 2017, approximately five percent of DYRS youth were on abscondence on any given day, continuing the trend from FY 2014, FY 2015, and FY 2016. The average length on abscondence in FY 2017 was 20 days. However, approximately half of all abscondences in FY 2017 were four days or less. Most commonly, abscondences lasted no more than one day.

Average Daily Population of Youth in Abscondence: FY 2010-2017



SECTION THREE: POPULATION AND PLACEMENT HIGHLIGHTS

FY 2016 and FY 2017 DYRS Youth Population Overview

DYRS served a total of 2,252 youth in FY 2016 and 1,973 youth in FY 2017. These numbers include both youth ordered by the DC Family Courts to be committed to DYRS and those ordered by the Family Court to be detained or held overnight at YSC or in youth shelters.

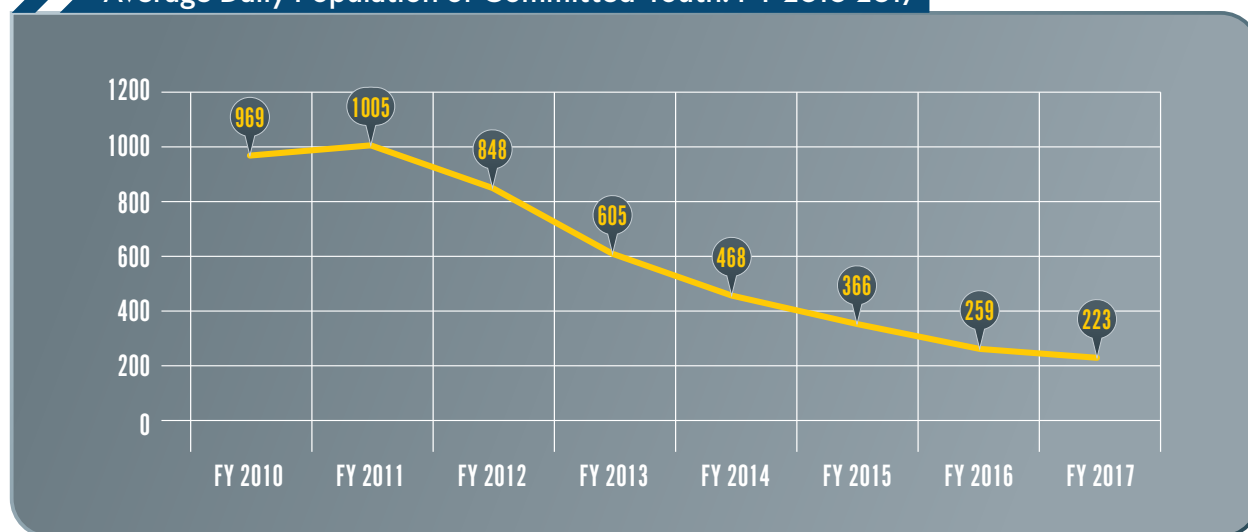
FY 2016	FY 2017	Population Highlights
2,252*	1,973*	Total number of youth served (unique youth)
410	357	Total number of committed youth served (unique youth)
98	140	Newly committed youth (unique youth)

**Includes youth committed, detained, in shelter homes, previously committed and other justice-involved youth.*

Committed Youth

The average daily population of youth committed to DYRS steadily decreased over the last several years with the average daily population of committed youth for FY 2017 being 223 youth. In FY 2017, 140 youth were newly committed to DYRS. Similar to previous years, in FY 2017 African American youth are disproportionately committed to the agency with 135 out of 140 youth being African American. The majority of newly committed youth are males (83 percent) and between ages 15 to 17 years (73 percent).

Average Daily Population of Committed Youth: FY 2010-2017



Committed Youth by Offense Type

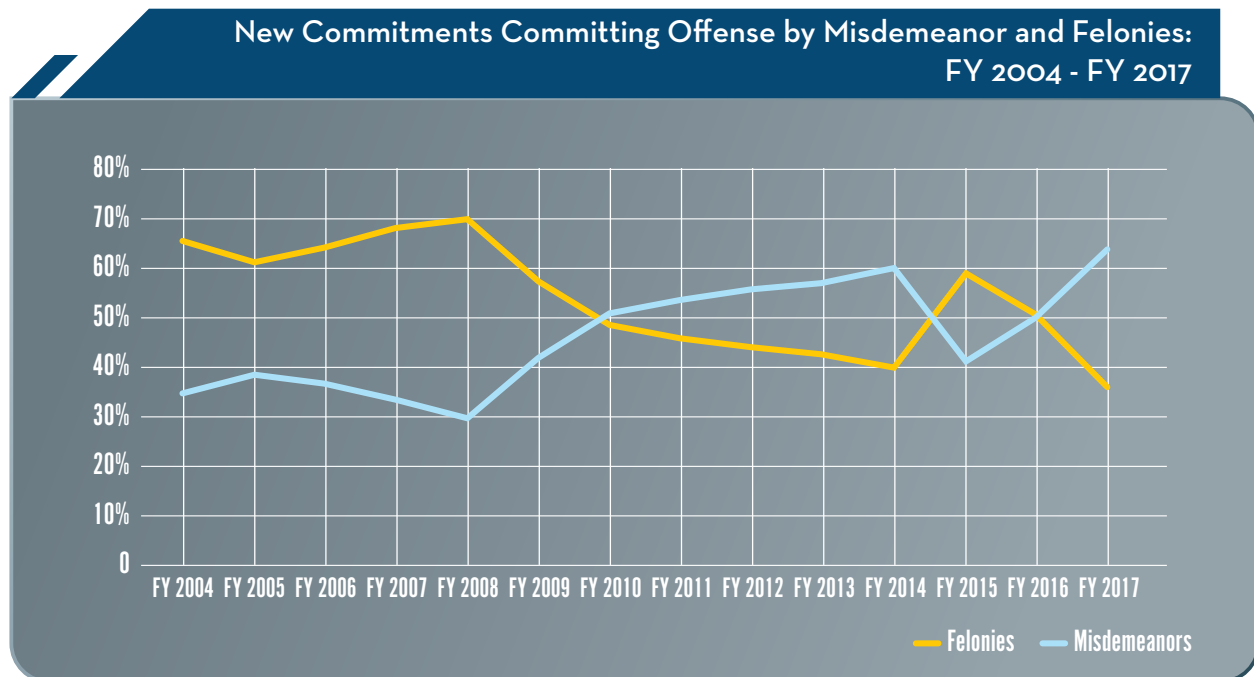
The charge for which a young person appears before a DC Family Court Judge typically dictates the committing offense. For FY 2017, the DC Family Court committed 57 percent of youth for a violent offense – an offense in which force or threat of force is used against a person (i.e., misdemeanor simple assault or robbery).

New Commitments Offense Type: FY2017		
Offense Type	# of New Commits	% of New Commits
Violent	80	57%
Property	31	22%
Drug	3	2%
PINS	4	3%
*Other	22	16%

**The Other category includes threats and possession of weapon offenses.*

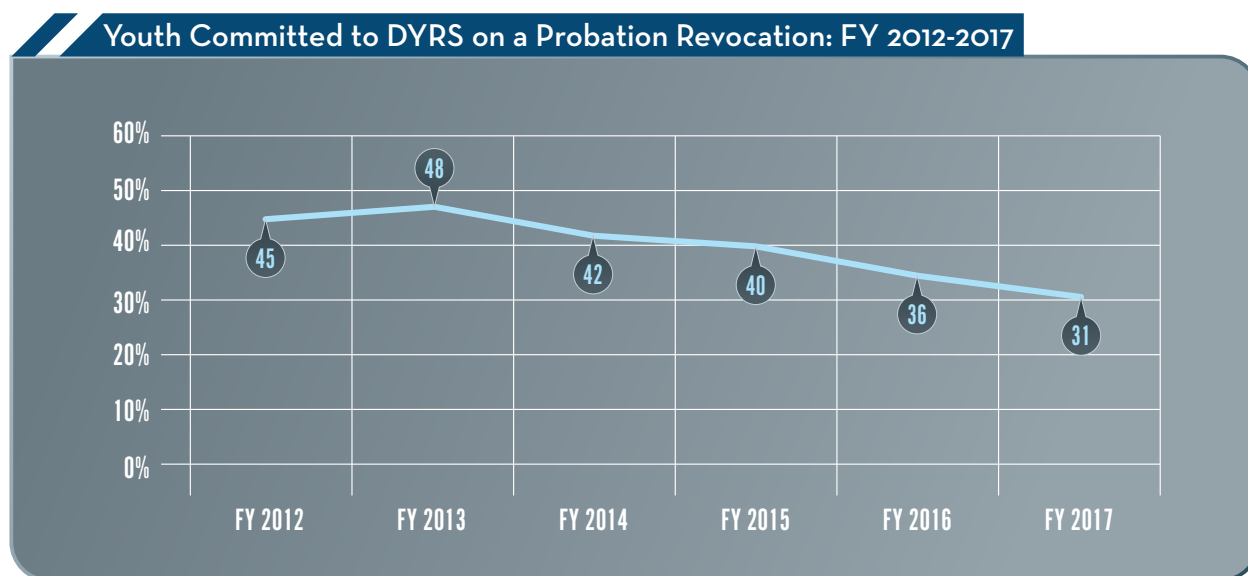
Committed Youth by Misdemeanor and Felony Offenses

In FY 2017, more youth were committed for misdemeanor offenses (64 percent) than for felonies (36 percent). In FY 2017, more youth were committed for misdemeanor offenses (64 percent) than for felonies (36 percent), in contrast to the last two fiscal years. In FY 2015 more youth were committed on felonies than misdemeanors and in FY 2016, in which, approximately the same percentage of youth were youth committed on misdemeanors as for felonies.



Newly Committed Youth by Probation Revocation Status

Youth are not always committed to DYRS because they committed a new offense. Some youth, prior to DYRS commitment, are placed in a formal probation program supervised by the Court Social Services Division of the Superior Court (CSSD). In FY 2017, 31 percent of newly committed youth were remanded to DYRS custody after their probation with CSSD was revoked. Probation revocation is often triggered by non-compliance with probation conditions and/or due to the commission of a new offense while on probation.



Committed Youth Placement Distribution

DYRS is committed to placing youth in the least restrictive, most homelike environment possible, consistent with public safety. The most restrictive placements are considered secure and include New Beginnings Youth Development Center (NBYDC), DYRS's own locked facility, residential treatment centers (RTC), or psychiatric residential treatment facilities (PRTF) that are located outside of the District. Less restrictive placements are those that are considered "community-based." They range from staff secure community-based residential facilities, foster homes and independent living programs to the least restrictive placement – the youth's own family home.

During FY 2017, 56 percent of the average daily population of committed youth resided within the community, with 29 percent of those youth placed at home.

GPS: Electronic Monitoring

Electronic monitoring technology allows DYRS to monitor youth placed in the community in real time to ensure that he/she is complying with any pre-determined travel restrictions or curfews. On an average day in FY 2017, DYRS tracked 14 percent of committed youth by electronic monitoring technology.

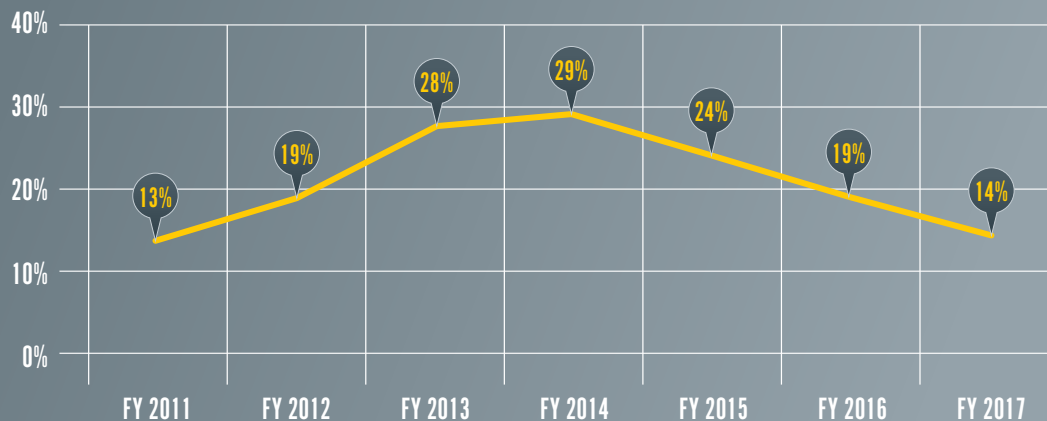
Committed Youth Placements for FY 2017

Placement Type		Average Daily Population*	Average Length of Stay (Days)
Community-Based	Local Community-Based Residential Facility	8.8%	44.4
	Out-of-State Community-Based Residential Facility	6.4%	160.4
	Foster Home	7.3%	125.6
	Home	29.4%	105.2
	Independent living programs	4.2%	119.1
	Total Community-Based	56.1%	95.2
Secure	Hospital	0.2%	9.8
	Jail	7.1%	122.7
	New Beginnings Youth Development Center**	18.6%	58.1
	Residential Treatment Centers and Psychiatric Residential Treatment Facilities	9.8%	178.3
	Youth Services Center**	2.6%	5.7
	Total Secure	38.3%	47.1
Abscondence	Abscondence	5.4%	25.3

*The average daily population is reported here as the percent of the average daily committed population.

**These placements include youth awaiting placement which can reduce the average length of stay.

Average Daily Population of Youth on Electronic Monitoring: FY 2011-2017



New Beginnings Youth Development Center

New Beginnings Youth Development Center (NBYDC) is a 60-bed secure residential treatment facility with 24-hour supervision and comprehensive social services grounded in the principles of Positive Youth Justice. Youth may be placed at NBYDC while awaiting placement in another facility or as part of the DC Model Program. The DC Model Program is a level system through which the youth progresses through a process of staff-facilitated self-exploration that addresses history, behavioral patterns, family issues and challenges, and how these factors influenced their present situation. The program also includes components of behavioral modification, cognitive therapy, and Positive Youth Development. The DC Model Program also incorporates smaller homelike housing modules that limit the number of youth per unit to ten.

The total daily population at NBYDC for FY 2017 averaged 41 youth, including an average daily population of 9 youth who were awaiting placement. In FY 2017, 26 youth successfully completed the DC Model Program by progressing through all levels. The average time to successfully complete the DC Model Unit Program was just under eight months.

Successful Completion of NBYDC's DC Model Program in FY 2017	
Successfully Discharged from DC Model Program	26
Age at Time of Admission	17.1
Age at Time of Discharge	17.8
Average Length of Stay (days)	245.8

During August 2016, NBYDC designated one of its secure units for girls committed to the agency in an effort to keep youth closer to home. The Girls Unit utilizes an approach derived from the DC Model program implemented in the Boys Units, but tailored by national experts in gender-specific programming especially for girls. The Girls Unit is referred to as the Journey Program, housing up to 10 girls.

Detained Youth

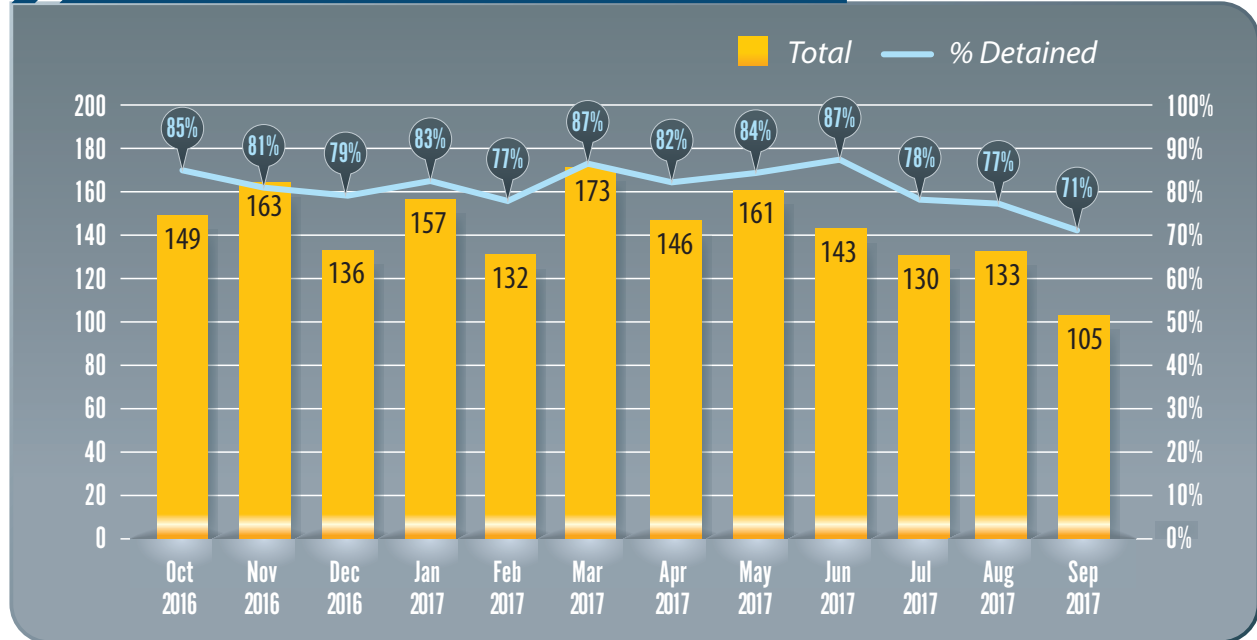
In addition to supervising committed youth, DYRS also serves youth prior to adjudication or disposition of their cases. DYRS manages and operates a detention facility called the Youth Services Center and oversees a network of shelter homes where pre-adjudicated youth reside.

Youth Services Center

The Youth Services Center (YSC) is an 88-bed, secure detention facility that provides 24-hour supervision, care and custody to youth who have been ordered to YSC by a DC Family Court Judge while awaiting adjudication or disposition. YSC also houses a smaller number of committed youth who are awaiting placement. In FY 2017, YSC served a total of 1,719 youth with an average daily population of 81, including youth admitted for one overnight stay. The YSC's average length of stay, not including overnight stays, was 18.6 days. The majority of youth were male (69 percent) between ages 15 to 17 years (72 percent). Over 92 percent of these youth were Black/African American.

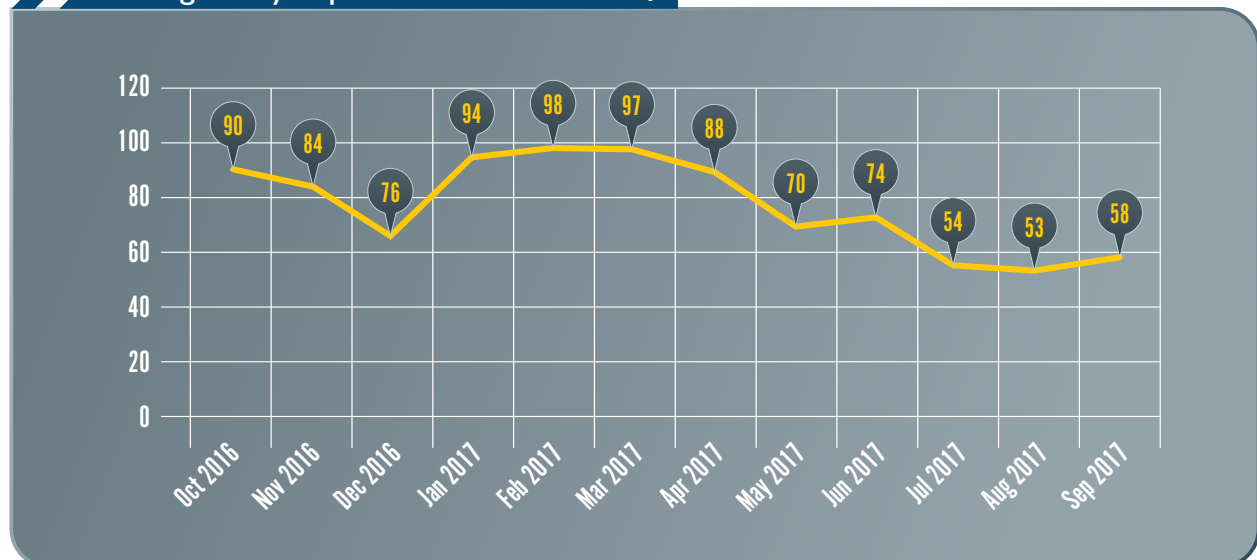
Over the course of FY 2017, detained youth, as opposed to committed-detained youth, represented the majority of admissions at YSC, an average of 81 percent.

Monthly Admissions to Youth Services Center: FY2017



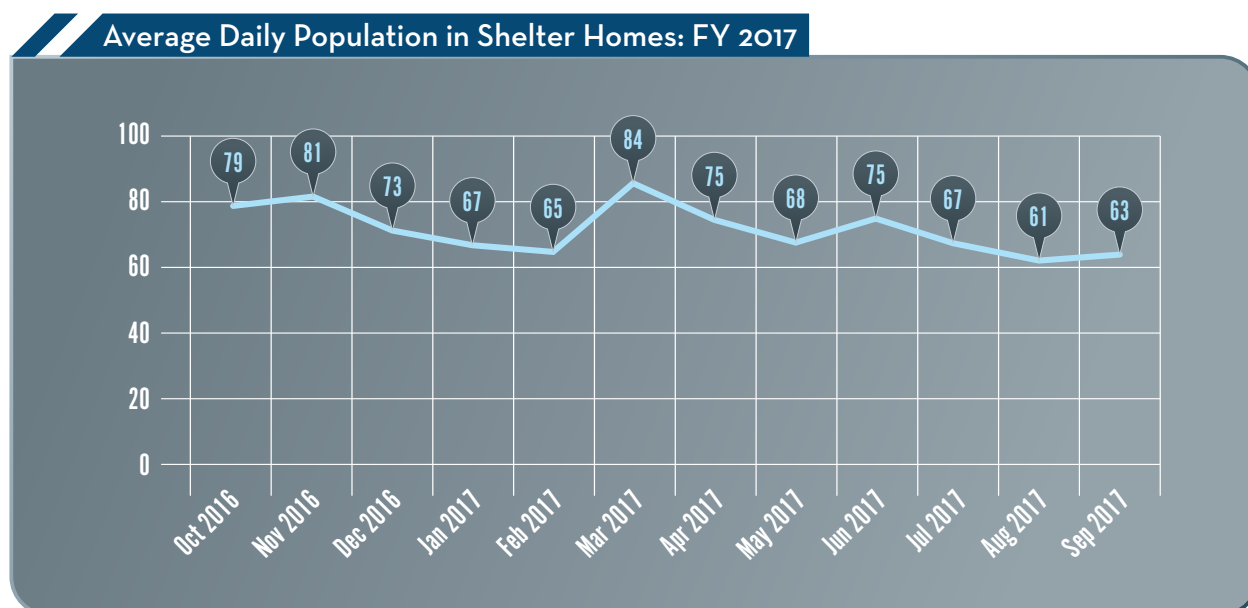
The average daily population of YSC in FY 2017 was 77 – not including youth admitted for one night. The average number of youth held overnight was approximately four, often increasing the number of youth held at the facility at any given time.

Average Daily Population at YSC: FY 2017



Youth Shelter Homes

Youth shelter homes are considered a non-secure, pre-adjudication or pre-disposition placement. Some youth are ordered by a DC Family Court Judge to be placed in a DYRS-contracted shelter home instead of YSC. DYRS contracts with providers to run youth shelter homes and provides a robust system of oversight to ensure quality. In FY 2017, 555 unique youth resided in youth shelter homes with an average daily population of 71.5 youth and an average length of stay of 23 days. Approximately, 72 percent of those youth were male. Youth ranged in age from 12 to 20 years with 72 percent being between ages 15 to 17 years. The youth accounted for 1,161 admissions to shelter homes in FY 2017.



Room Confinement: Cool Outs

Cool outs, short instances of room confinement, are used when there is a concern for the overall safety of the youth or the facility; and are often associated with an unusual incident.¹³ In FY 2017, about one in five documented incidents resulted in a cool out for one more youth involved. These cool out periods are usually about an hour long. Cool outs were more frequent at YSC, but on average, were longer at NBYDC. Midway through FY 2017, DYRS began revising its approach to room confinement with the intent to reduce the use and duration of room confinement in any circumstance.

NOTES

¹³ In FY 2017, room confinement was also used to ensure safety and security during shift change and in cases where an early bedtime resulted from a disciplinary hearing. Although DYRS generally keeps track of room confinement at the housing unit level, the agency keeps the most comprehensive data related to cool outs that are associated with documented incidents in the facilities.

Room Confinement: Cool Outs from October 1, 2016 to September 30, 2017								
Total Cool Outs	Total Incidents*	% Incidents with Cool Outs	Rate per 1,000 Bed Nights	Average Length	Most Common Length	Longest Duration	Shortest Duration	# Over 6 Hours
New Beginnings Youth Development Center								
163	791	21%	9.3	2:35 h	71 mins	23:45 h	10 mins	20
Youth Services Center								
530	1,337	37%	5.6	48 mins	59 mins	6:09 h	1 mins	2
Total								
693	2,128	33%	6.4	74 mins	59 mins	23:45 h	1 mins	22
*A single incident may include more than one youth.								

Jerry M. Consent Decree and Work Plan

In 1986, a group of plaintiffs filed the *Jerry M.* lawsuit in the Superior Court of the District of Columbia alleging violations of basic health and safety standards at the District's Oak Hill Youth Center. The lawsuit resulted in the *Jerry M.* Consent Decree that set standards regarding services provided at the District's juvenile secure facilities.

After 22 years of attempting to meet the requirements of the Consent Decree, DYRS negotiated a Final Work Plan in 2008. The Work Plan established consent decree indicators and requirements that would release the agency from *Jerry M.* when fulfilled.

The overall structure of the Work Plan includes 12 goals. Since the establishment of the Work Plan, several performance standards were vacated from the lawsuit as a result of either the court's ruling that the agency met the requirements of the performance standards, or due to the partial settlement agreement reached by the parties in May 2015. To date, all but four goals were fully vacated from the Work Plan.

Goal	Status	Year Achieved
I. Secure Facilities	Partially Vacated	As of 2015
II. Discrete Populations	Vacated	As of 2011
III. Committed Case Planning	Vacated	As of 2015
IV. Education	Vacated	As of 2015
V. Behavioral Health	Under Court Supervision	
VI. Structured Activities and Grievance Process	Vacated	As of 2015
VII. Environmental Health and Safety and Fire Safety	Partially Vacated	As of 2015

VIII. Health Services	Partially Vacated	As of 2016
IX. Construction of a New Facility	Vacated	As of 2013
X. Staff Training	Vacated	As of 2015
XI. Disabling Oak Hill	Vacated	As of 2013
XII. Continuous Quality Improvement	Vacated	As of 2015

Recent Jerry M. Progress

Vacated December 2015

- Timely investigations and disciplinary action (Goal I.A.2)
- Population at facilities and room requirements at NBYDC (Goal I.A.3)
- Use of mechanical restraints (Goal I.A.4)
- Educational programming at YSC regarding individualized education (Goal I.V.B.)
- Committed case planning (Goal III.A)
- Outdoor recreation (Goal VI.A.1)
- Daily structured activities and grievances (Goal VI.A.2-3)
- Environmental health and safety (Goal VII.A)
- Staff training (Goal X)
- Continuous quality improvement (Goal XII)

Fulfilled settlement reporting requirements related to:

- Education at YSC (April 2015)
- Training (August 2015)
- Grievances (April 2015)
- Room confinement (August 2015)
- Planning and delivery of services and placements (August 2016)
- Intake assessment and housing assignments (August 2015)

Vacated July 2016

(Pertains to both facilities unless otherwise noted)

- Content and timeliness of initial mental health risk screenings (Goal VIII.A.1.a.)
- Content and timeliness of comprehensive medical assessments at NBYDC (Goal VIII.A.1.b)
- Medication administration without missing prescribed dose (Goal VIII.A.2.a.)
- Timely administration of newly prescribed medications at YSC (Goal VIII.A.2.b.)
- Explanation of missed doses of medication at NBYDC (Goal VIII.A.2.c.ii.)
- Locked and confidential boxes, writing implements, and Request for Care forms are readily available to youth (Goal VIII.A.3.a.)
- Review, assessment and implementation of recommended plans of care following return of youth from off-site health encounters (Goal VIII.A.4.a.)
- CPR certification for licensed medical providers (Goal VIII.A.4.b.)
- Transfer of youth to a hospital for medical treatment when advanced care is required (Goal VIII.A.4.e.),
- Timely referral of youth with rashes to an advanced care provider (Goal VIII.A.5.a.)
- Administration of recommended immunizations (Goal VIII.A.7.a.)
- Content and timeliness of annual medical assessments (Goal VIII.A.7.b.)
- Medical management of youth with HIV/AIDS (Goal VIII.A.8.b.)
- Autonomy of health services (Goal VIII.A.10.a.)

Implementing National PREA Standards at YSC and NBYDC

In 2012 the Department of Justice (DOJ) put into effect the National Standards to Prevent, Detect and Respond to sexual abuse in adult prisons and jails, police lock-ups, community confinement facilities and juvenile facilities (28 C.F.R. part 115), pursuant to the Prison Rape Elimination Act of 2003 (PREA). Since then, federal, state and local jurisdictions have devised strategies to ensure their adult and juvenile confinement facilities are in compliance with National PREA Standards.

**PREACH
OUTREACH**

As a part of the strategy to bring the District's juvenile facilities into PREA compliance, DYRS identified two new PREA compliance managers and hired a dedicated PREA Coordinator in the early part of FY 2017. The PREA Coordinator has spearheaded efforts over the past year to align practices and policies at NBYDC and YSC with National PREA Standards. Additionally, the PREA Coordinator has delivered several PREA 101 trainings across a number of divisions within the agency and led efforts to develop age-appropriate educational materials for youth regarding sexual abuse and sexual harassment.

In preparation for a PREA audit in FY 2018, DYRS plans to continue work to assess the sexual safety of NBYDC and YSC operations, programs, leadership, culture, and medical and mental health services as they are related to PREA. Moreover, DYRS seeks to continue raising staff awareness of the impact of sexual abuse and sexual harassment on youth and ensure that all agency personnel are aware of the steps needed to keep those youth confined at YSC and NBYDC safe from sexual harassment and abuse.

SECTION FOUR: DYRS PROGRAMS AND SERVICES

DYRS connects youth to opportunities, supports and services designed to help youth succeed in other areas of their life (i.e., school, work). Youth that are successfully engaged in programs and reaching their goals are less likely to commit another offense. Each youth committed to the agency receives individualized case planning and case management that draws on his/her unique strengths and needs. In addition, families are engaged in every step of the treatment process.

Collaborative and Coordinated Services

Credible Messenger Initiative

In an effort to build stronger and safer communities, DYRS invests in neighborhoods and people that help to make up the communities that our youth call home through the Credible Messenger Initiative. The Credible Messenger Initiative is a transformative mentoring program for youth committed to DYRS. Credible messengers are community members who share their similar experiences with the youth and families served by DYRS. The Credible Messengers' approach draws from restorative justice practices and peace-building principles. Through this initiative, credible messengers serve as one-on-one transformative mentors and family engagement specialists.



In FY 2016, DYRS partnered with the Community Foundation for the National Capital Region (CFNCR) to administer a competitive grant process designed to select six community-based organizations that could demonstrate community rootedness in neighborhoods/Wards where DYRS youth and families live. Six Credible Messenger awardees began serving youth and families in the first quarter of FY17. Credible Messengers meet with youth in group sessions twice per week and then in at least one-on-one session each week. In total, Credible Messenger served 255 youth and families between December 2016 and September 2017.

Credible Messenger: *FY 2017 Engagement and Enrollment

Type of Participants	Enrollments	Unique Participants	Average Length of Stay (days)
Committed Youth	351	249	82
Families	157	123	56
Previously Committed Youth	29	28	66
Totals	537	255	74

**Note: Programming began on December 1, 2016*

DC YouthLink

In 2009, DC YouthLink was developed as a coalition of community-based organizations selected to provide a variety of services, generally aligned with PYJ domains to justice-involved youth.

In FY 2017, five providers served 318 DYRS youth and their families with services such as tutoring, mentoring, family support, GED, and mental health services. Substance abuse education was the most popular service, followed by tutoring. DC YouthLink service providers' received incentives based on the achievement of youth milestones, such as high school graduation, acquiring employment, or staying connected to the service for 90 days or more.

DC YouthLink: FY 2017 Engagement and Enrollment

Service Type	Enrollments	Unique Participants	Average Length of Stay (days)
Substance Abuse Education	126	88	96
Tutoring	105	80	58
Family Support	46	40	158
Mental Health Services	27	22	51
GED	14	13	70
Totals	318	157	87

Achievement Centers

In FY 2014, DYRS opened its first Achievement Center in Northwest Washington, DC and opened a second Achievement Center in Southeast Washington, DC in FY 2016. Consistent with Positive Youth Justice, the Achievement Centers foster career development, life skills and healthy living, as well as support families and youth as they develop into healthy, independent and capable people who can thrive and enjoy a high quality of life. The Achievement Centers also serve as home of the Youth Engagement Specialists, who work one-on-one with youth to help them succeed.



Achievement Center: FY 2017 Engagement and Enrollment

Service Type	Committed Youth			Community Members		
	Enrollments	Unique Participants	Average Length of Stay (days)	Enrollments	Unique Participants	Average Length of Stay (days)
Barbering	12	11	52	57	55	74
Comedy	0	0	0	6	6	27
Cosmetology	7	6	20	53	51	55
Costume Design	0	0	0	14	13	30
Culinary Arts	7	7	113	115	113	71
Dance Instruction	3	3	249	0	0	0
Digital Arts	8	7	102	57	54	57
Digital Literacy	0	0	0	51	50	67
Driver's Education	19	18	142	124	119	33
Film-Making	0	0	0	49	37	67
Martial Arts	1	1	57	15	15	285
Mentoring	0	0	0	4	4	5
Music Production	15	14	160	42	39	86
TV Production	6	5	278	40	36	88
Grand Total	78	63	128	627	475	66

In FY 2017, the Achievement Centers offered a selection of 14 services, including both drop-in and structured wraparound services for youth, their relatives, previously committed youth, and community members. Youth connected to the Achievement Centers participated in various programs, such as culinary arts, physical fitness activities, workforce development, and academic assistance programs that included GED classes and other skills-based programming.

In FY 2017, the Achievement Centers worked with 63 committed youth and 475 community members, relatives, and previously committed youth. In addition, Youth Engagement Specialists worked with 291 youth.

Office of Education and Workforce Development

The DYRS Office of Education and Workforce Development (OEWD) creates and implements programs, grounded in Positive Youth Justice principles that support youth engagement in school or work. OEWD strives to provide committed youth with the appropriate services, supports and opportunities within the community that promote education, workforce development and employment.

In FY 2017, 13 DYRS youth obtained unsubsidized employment at several DYRS partner agencies and area businesses that included the DC Office of the Attorney General, Providence Hospital, Miller and Long Construction, Blackstone Construction, Chopt and Peet's Coffee. DYRS youth obtained a total of 37 industry-recognized certifications, including the Servsafe Food Handler, Registered Flaggers and Occupational Safety and Health Administration (OSHA) 10 for construction.

Regarding educational outcomes, 13 youth earned a high school diploma or GED in FY 2017. Additionally, 4 youth enrolled in post-secondary educational institutions, which included Garrett College and the University of the District of Columbia.



Covenant of Peace

DYRS introduced in FY 2016 the Covenant of Peace, an anti-violence initiative geared toward addressing the systemic issues in and around violence. The goal of the Covenant of Peace is to reduce violence in the District of Columbia and beyond by addressing interpersonal conflict with DYRS committed youth both in its secure facilities and in the community. The initiative involves intense focus groups conducted by DYRS and a group of credible messengers or neighborhood-based leaders with similar life experiences and proven track records of positive community involvement. These credible messengers are tasked with facilitating group sessions with youth,



where they explore and challenge the root causes of violence. At the end of the sessions, youth sign a covenant, an agreement to abstain from violence and commitment to speak against acts of violence.

During FY 2017 there were two weekends designated for Covenant of Peace activities for youth being detained in DYRS facilities. Youth at NBYDC participated in a Covenant of Peace weekend from March 17th to 19th, 2017, and youth being detained at YSC participated in a Covenant of Peace weekend from July 14th-16th. Families were also invited to participate in Covenant of Peace weekend retreats in April and August of 2017.

SECTION FIVE: LOOKING FORWARD

When DYRS was established 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. In FY 2017, DYRS persevered in meeting this charge and continued its tradition of bringing innovation to the District's juvenile justice system. DYRS continues to demonstrate that promoting public safety and helping youth reach their fullest potential and transition into the role of self-sufficient adults is best achieved by leveraging community and families for services and supports.

In FY 2018, DYRS is working on the following specific efforts:

- **Comprehensive Youth Justice Amendment Act of 2016:** The agency is working to meet the standards set forth by the Comprehensive Youth Justice Amendment Act of 2016.
- **Care Planning and Coordination Handbook:** DYRS is working to improve the quality of case management by implementing and refining a revised handbook over the course of the next year. The handbook was first launched in April 2017 and is broader in scope than previous iterations and includes guiding principles, policies, specific directions and how-to guides that will improve job proficiency, consistency and the facilitation of service delivery for youth.

Finally, in alignment with DYRS's commitment to foster innovation to the District's juvenile justice system, DYRS will continue to develop community-based programming options for youth in efforts to safely maintain more youth at home and in their local communities. The evolving Credible Messenger Initiative, as well as DYRS's growing restorative justice practices, will help DYRS build the community capacity necessary to help youth succeed, while keeping them in or near their home communities.

Key Terms and Acronyms

Abscondence: Youth status when they have left a DYRS authorized placement without permission or not returned as required, as well as youth who have lost communication with care coordinators and the youth's whereabouts are unknown.

Achievement Center (AC): Provides drop-in activities along with structured programming and classes that foster career development, life skills and healthy living, and community service. The programs include classes and activities that educate youth, prepare them to enter the workforce and teach them valuable life and leadership skills.

Awaiting Placement: Status of committed youth when they are waiting for a DYRS placement.

Child and Adolescent Functional Assessment Scale (CAFAS): 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.

Commitment: Court Order from the District of Columbia Superior Court remanding adjudicated youth to the care and custody of DYRS after unsuccessful probation or because a youth is identified by the Court as a young person in need of more intensive services and supervision than probation can provide.

Committed Youth: Youth who have been adjudicated and committed to DYRS's care and custody for a period of time determined by a District of Columbia Superior Court Judge.

Community-Based Residential Facility: A local or out-of-state, staff-secure residential facility.

Court Social Services Department (CSSD): A division of the District of Columbia Superior Court that is responsible for supervising juvenile probation in the District.

Covenant of Peace: An anti-violence initiative geared toward addressing systemic issues of violence by engaging DYRS youth in intensive group workshops based on seven pillars for self-empowerment.

Credible Messenger: A programming initiative connecting community members who share similar life experiences with the youth and families served by DYRS. Credible Messengers are neighborhood leaders, experienced youth advocates and individuals with similar life experiences who serve in a variety of capacities to coach, guide, mentor and advocate for youth and families in both group and individual settings.

DC YouthLink (DCYL): A coalition of community-based service providers contracted to serve DYRS youth. Services focus on Positive Youth Development (PYD) principles and Positive Youth Justice (PYJ) domains.

New Beginnings Youth Development Center (NBYDC): DYRS's 60-bed residential treatment center located at 8400 River Road in Laurel, Maryland.

Person in Need of Supervision (PINS): A youth who is in need of care or rehabilitation, is regularly missing school without reason, has committed an offense that can only be committed by children, or regularly disobeys their parent, guardian or other custodian.

Positive Youth Development (PYD): An intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups and families in a manner that is productive and constructive; recognizes, utilizes and enhances youth's strengths; and promotes positive outcomes for youth by providing opportunities, fostering positive relationships and providing the support needed to build on their leadership strengths.

Positive Youth Justice (PYJ): A framework for youth justice intervention informed by PYD. The Positive Youth Justice Model targets juvenile offenders and focuses on assets needed by all youth – learning/doing, attaching/belonging – and developing these assets within the context of six separate life domains: work, education, relationships, community, health and creativity.

Psychiatric Residential Treatment Facility (PRTF): An out-of-community, and often secure, treatment facility for youth with significant mental health, behavioral or substance abuse needs.

Residential Treatment Center (RTC): An out-of-community, and often secure, treatment facility for youth with significant behavioral concerns.

Structured Decision Making Tool (SDM): A tool used to classify a youth's likelihood of offending into three categories (low, medium or high). The SDM Tool is only used to establish a youth's level of restrictiveness in the initial placement upon being committed to DYRs.

Youth Services Center (YSC): The District of Columbia's 88-bed short-term detention center located at 1000 Mount Olivet Road, NE in Washington, DC.



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 dyrs.dc.gov

 dyrs@dc.gov