

# ANNUAL REPORT

# 2018



WE ARE WASHINGTON GOVERNMENT OF THE DISTRICT OF COLUMBIA  
**DC** MURIEL BOWSER, MAYOR

# TABLE OF CONTENTS

<b>LETTER FROM THE DIRECTOR</b> .....	1
<b>EXECUTIVE SUMMARY</b> .....	2
<b>AGENCY OVERVIEW</b> .....	5
<b>SECTION ONE: DYRS APPROACH</b> .....	5
Positive Youth Justice .....	6
Case Planning and Care Coordination .....	7
Building Community Capacity to Serve Youth .....	7
Restorative Practices in the Community .....	8
Partnering with Families .....	9
Covenant of Peace .....	9
<b>SECTION TWO: YOUTH OUTCOMES</b> .....	10
Promoting Youth Successes .....	10
Public Safety Outcomes .....	10
Rearrests .....	11
Recidivism .....	11
Post-Commitment Recidivism .....	12
Abscondence .....	13
<b>SECTION THREE: POPULATION AND PLACEMENT HIGHLIGHTS</b> .....	14
FY 2017 and FY 2018 DYRS Youth Population Overview .....	14
Committed Youth .....	14
Detained Youth .....	18
<i>Jerry M. Consent Decree and Work Plan</i> .....	20
<b>SECTION FOUR: DYRS PROGRAMS AND SERVICES</b> .....	23
Collaborative and Coordinated Services .....	23
Credible Messenger Initiative .....	23
DC YouthLink .....	24
Achievement Centers .....	24
Office of Education and Workforce Development .....	25
Covenant of Peace .....	26
<b>SECTION FIVE: LOOKING FORWARD</b> .....	27
Key Terms and Acronyms .....	28

## LETTER FROM THE DIRECTOR

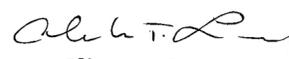


Ideally, our agency needn't ever exist; youth wouldn't know violence, trauma would have a simple cure, and young people could simply be young people. While this is not the reality for many of the youth and families we serve, we are hopeful that during their time with DYRS we can help them develop the skills to cope with trauma, equip them with the tools necessary to overcome adversity, and surround them with the supports necessary for fostering their positive development. It is for this reason we are especially thankful for Mayor Muriel Bowser's leadership, which has empowered us to expand opportunities for the residents we serve and invest in the communities that our young people call home.

We are acutely aware that we enter the lives of our young people at a pivotal moment – a moment of possibility, and of potential transformation. We help guide youth and families through this critical period – led by principles of love, care, compassion, healing, and restoration – with the goal of putting them on a path to success. Equipped with a cadre of dedicated staff and unwavering support from our many community partners, we strive to ensure that our young people obtain the tools necessary to become thriving adults.

In Fiscal Year 2018, we placed a greater emphasis on building the local supports necessary to support youth success while keeping them in our community. To this end, we bolstered our restorative justice practices and increased our efforts to engage our youth and their families through the Credible Messenger initiative. These efforts helped us offer more individualized care coordination and family support, while allowing us to safely engage more youth in the community. As we continue to do this work, we look forward to deepening our offerings and strengthening the continuum of care for the District's court-involved youth and their families.

We would like to thank the Office of the Deputy Mayor for Health and Human Services for their support over the last fiscal year, and we look forward to working under the guidance of the Deputy Mayor for Public Safety and Justice, Kevin Donahue. We want to also thank Mayor Muriel Bowser for prioritizing public safety, securing opportunities for success for all District residents, and investing in safer, stronger communities.

  
**Clinton Lacey**  
Director, DYRS

## EXECUTIVE SUMMARY

The core belief of the District of Columbia Department of Youth Rehabilitation Services (DYRS) 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. These efforts and the 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.

### COMMUNITY-BASED SUPPORTS AND SERVICES

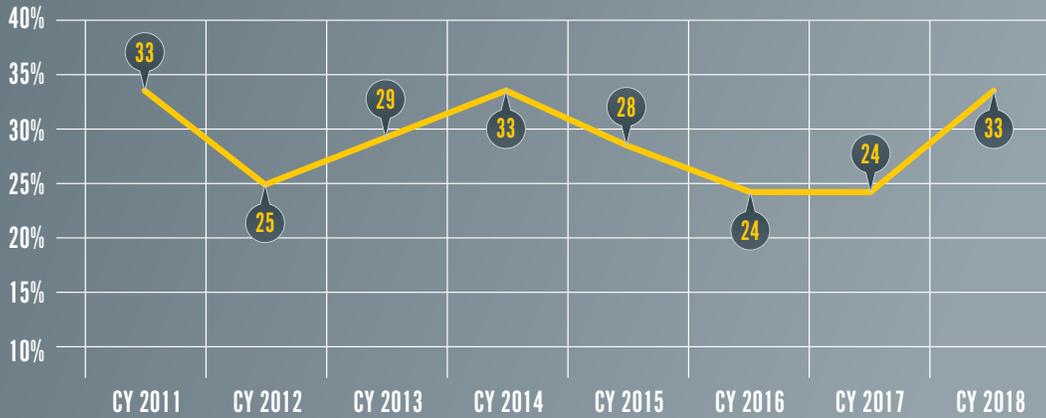
Although DYRS operates two secure facilities for justice-involved youth in the District, the agency prides itself on developing a robust array of community-based programs to support committed youth placed in their own family homes, local community-based residential facilities, and foster care. From DC YouthLink to the Achievement Centers, DYRS works to invest in innovative, community-based programming for youth. In alignment with this commitment, the Credible Messenger Initiative – a new transformative youth mentoring program, was launched at the end of fiscal year 2016. Credible Messengers are community members who share similar life 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. Additionally, DYRS participates in citywide efforts to make DC neighborhoods safer through the implementation of restorative justice practices in its facilities and in the community.

### PUBLIC SAFETY OUTCOMES

Rearrest rates are calculated by tracking arrests of all DYRS youth regardless of where they are placed. The rate refers to the total number of unique DYRS youth who 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 2017. In CY 2018, the rearrest rate was 33 percent. The increase is due to a variety of factors, including the agency choosing to serve a higher risk population in the community as compared to in prior years.

The recidivism rate refers to the percentage of youth who are reconvicted within one year of placement in the community. For FY 2016, the latest year for which data is available, the effective recidivism rate for committed youth was 22 percent. The decrease in recidivism is attributed to the agency's emphasis on engaging our youth and their families through the Credible Messenger initiative and through our staff's hard work.

**DYRS Arrest Trends: CY 2011-2018**



**One Year Recidivism for DYRS Youth: FY 2008-2016**



**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.

## LOOKING FORWARD

In alignment with DYRS's commitment to foster innovation in the District's juvenile justice system, the agency will continue expanding upon community-based programming options 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.

Number of Educational Milestones Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
<b>Total</b>	<b>29</b>	<b>32</b>	<b>17</b>	<b>13</b>

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
<b>Total</b>	<b>145</b>	<b>66</b>	<b>50</b>	<b>19</b>

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

## AGENCY OVERVIEW

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) **detained** 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 fullest 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

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

Additionally, the following set of central tenets allow for these approaches and practices to be sustainable and effective:

- 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.
- 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 adulthood<sup>1</sup>. In its approach to working with justice-involved youth, DYRS utilizes the Positive Youth Justice (PYJ) model – a framework<sup>2</sup> 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 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

### NOTES

<sup>1</sup> Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Casey Foundation. <https://www.juvenile-in-justice.com/wp-content/uploads/2011/10/NoPlaceForKids.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.

<sup>2</sup> 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.

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.

## 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)<sup>3</sup> tool and Child and Adolescent Functional Assessment Scale (CAFAS)<sup>4</sup>;
- **Engaging family:** Care coordinators engage families 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 the 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

### NOTES

<sup>3</sup> 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>

<sup>4</sup> 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.

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.<sup>5</sup> 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 youth and the destabilizing effect of removing youth from their social networks.<sup>6</sup> Minimizing both of these effects will result in stronger, safer communities in the long term.

## 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.<sup>7</sup> 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 community service and civic engagement as a way to empower young people to participate in community restoration.

### NOTES

<sup>5</sup> 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](http://www.aecf.org/OurWork/JuvenileJustice/~/_media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf)

<sup>6</sup> 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](http://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.*

<sup>7</sup> Degelman 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/ojdp/237389.pdf](http://www.ncjrs.gov/pdffiles1/ojdp/237389.pdf)

<sup>8</sup> Sheffield 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.

<sup>9</sup> Kuhn, Emily S., & Laird, Robert D. (2014). Family Support Programs and Adolescent Mental Health: Review of Evidence. *Adolescent Health, Medicine and Therapeutics*, 5, 127 – 142.

## 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,<sup>8</sup> but they are also valuable resources for one another.<sup>9</sup> 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.

## 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**

## SECTION TWO: YOUTH OUTCOMES

### PROMOTING YOUTH SUCCESSES

The Department of Youth Rehabilitation Services (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 below 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	FY2018
GED/HS Diploma	5	19	13	9
College Enrollment	24	13	4	4
<b>Total</b>	<b>29</b>	<b>32</b>	<b>17</b>	<b>13</b>

Number of Workforce Development Milestone Achieved				
Milestone	FY2015	FY2016	FY2017	FY2018
*Certificates Earned	128	33	37	9
Paid Work	17	33	13	10
<b>Total</b>	<b>145</b>	<b>66</b>	<b>50</b>	<b>19</b>

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

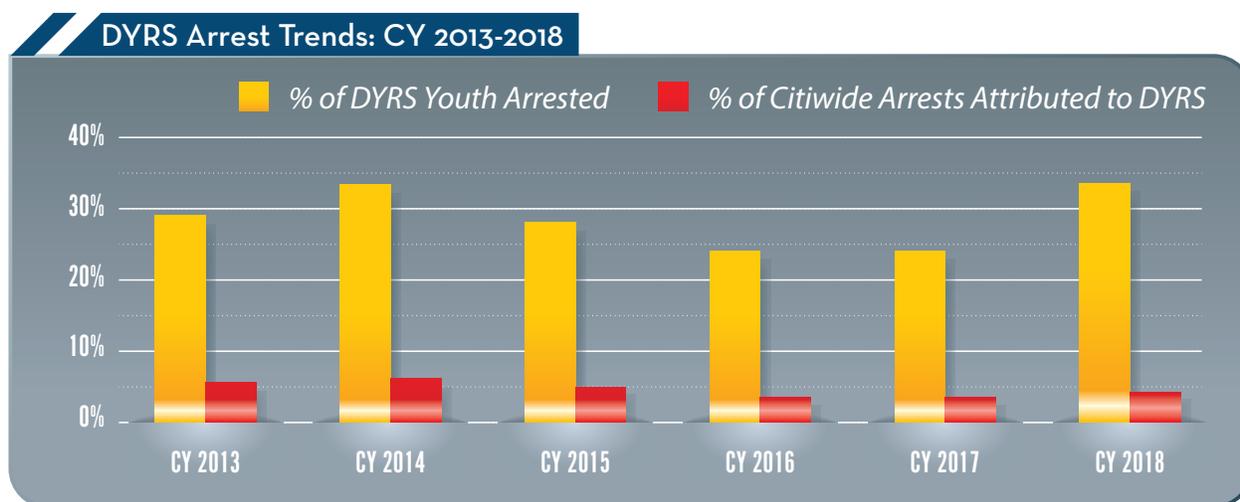
### PUBLIC SAFETY OUTCOMES

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, DYRS made substantial progress contributing to public safety while enhancing the lives of youth and families served. DYRS connects youth to services and supports that promote a tran-

sition to productive and self-sustaining adulthood through comprehensive case management, collaboration with other District agencies, and engagement of community and family.

## REARRESTS

The proportion of DYRS youth rearrested declined between CY 2014 and CY 2017, signifying improvements in public safety. The percentage of unique, DYRS youth rearrested in a year decreased from 33 percent in CY 2014 to 24 percent in CY 2017. In other words, three out of four youth remained arrest-free in 2017. Additionally, the proportion of all citywide arrests for youth younger than age 22 that could be attributed to DYRS youth continued to decrease in CY 2017. CY 2018 had a 33 percent rearrest rate and a slight increase in the proportion of all citywide arrests for youth younger than the age of 22 that could be attributed to DYRS youth.



## RECIDIVISM

Recidivism is another way of measuring DYRS’s performance regarding public safety. The agency tracks newly committed youth for one year following their first placement in a community-based setting<sup>10</sup> to determine how many of the agency’s youth have been found involved or guilty of a new offense. The recidivism outcomes presented in the next page are measured using the newly committed cohort for each fiscal year. The recidivism rate for youth committed in FY 2016 was 22 percent, the lowest rate since FY 2006.

### NOTES

<sup>10</sup> 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.

One Year Recidivism for DYRS Youth: FY 2008-2016



The offenses for which youth were re-convicted varied throughout the last eight years, with re-convictions for drug offenses demonstrating the most consistently significant decline. In FY 2016, violent offenses decreased from 57 percent of the recidivating offenses to 35 percent of the recidivating offenses. This indicates that not only were young people less likely to recidivate, but those that did were reconvicted of less serious offenses than in previous years.

Recidivism by Offense Type: FY2008 - FY2016



\*The Other category includes threats and weapons offenses, as well as PINS cases.

\*\*DYRS uses the most serious offense for which a youth was convicted in this analysis.

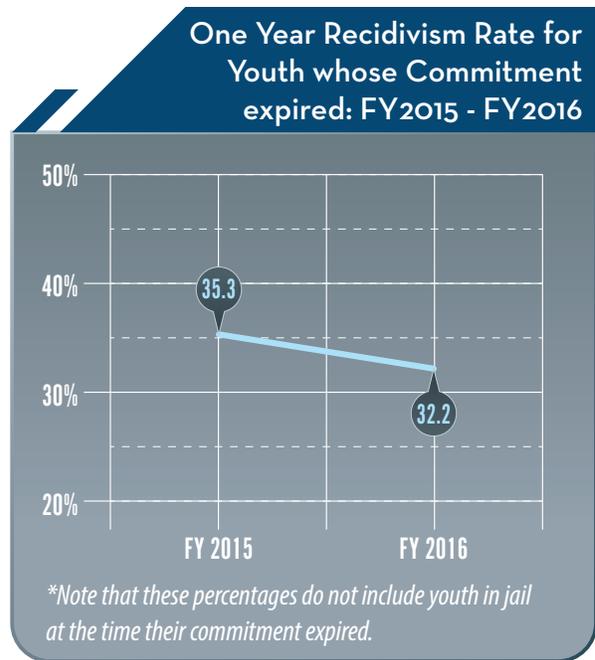
POST-COMMITMENT RECIDIVISM

For the first time, DYRS examined one-year recidivism rates for DYRS youth whose commitment expired in FY 2015 and FY 2016. 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.<sup>11</sup> Of the young people

NOTES

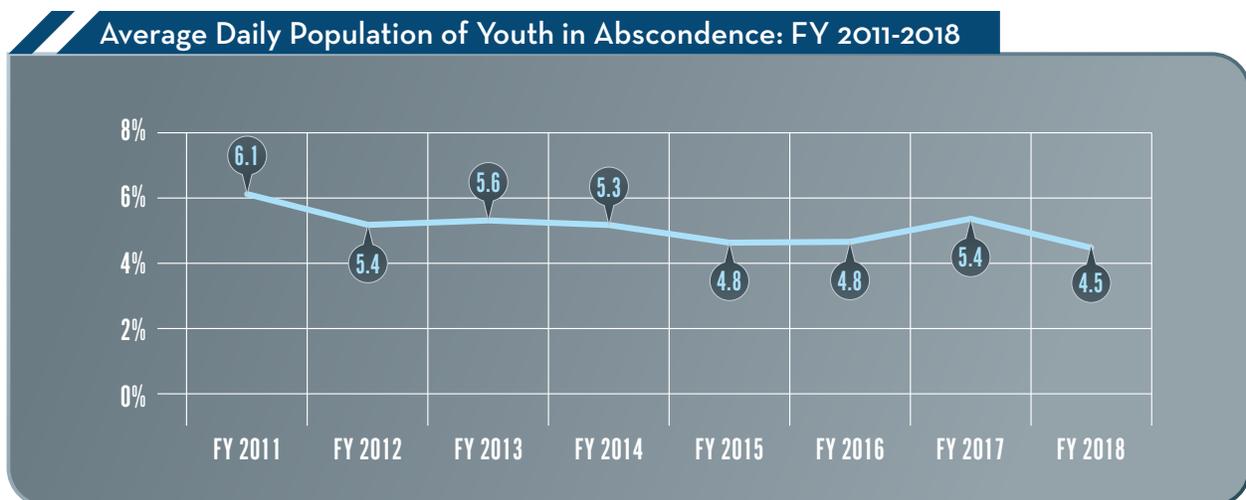
<sup>11</sup> Young people who are in jail at the time of their commitment expiration are removed from the analysis because the offense related to their time in jail is calculated with recidivism rates during commitment.

discharged in FY 2015, conviction data is available for 98 percent, with the other two percent awaiting a court process to determine guilt at the time of the data collection. Approximately 35 percent of the young people in the FY 2015 cohort, for whom conviction data is available, had been found involved or guilty of a new offense. For FY 2016, approximately 96 percent of the cohort has conviction data, with four percent still awaiting a court process. Of the 96 percent completed, approximately 32 percent of young people were 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.



## ABSCONDENCE

Youth are 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 2018, approximately five percent of DYRS youth were on abscondence on any given day, continuing the trend since FY 2012. The average length on abscondence in FY 2018 was 19 days. However, 47 percent of all abscondences in FY 2018 were four days or less. Typically, abscondences lasted no more than one day.



## SECTION THREE: POPULATION AND PLACEMENT HIGHLIGHTS

### FY 2017 AND FY 2018 DYRS YOUTH POPULATION OVERVIEW<sup>12</sup>

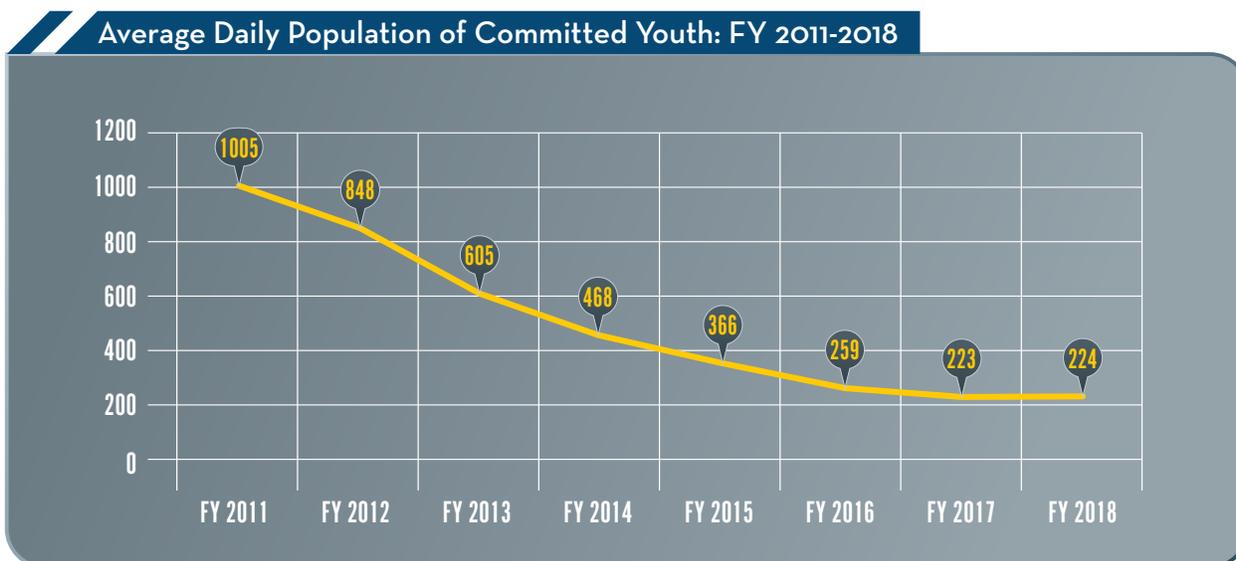
The Department of Youth Rehabilitation Services (DYRS) served a total of 1,973 youth in FY 2017 and 1,648 youth in FY 2018. These numbers include both youth ordered by the DC Family Court to be committed to DYRS and those ordered by the Family Court to be detained or held overnight at the agency’s Youth Services Center, (YSC) – a secure residential facility for detained male and female youth awaiting adjudication and/or disposition by the courts; or in youth shelters.

FY 2017	FY 2018	Population Highlights
1,973*	1,648*	Total number of youth served (unique youth)
357	335	Total number of committed youth served (unique youth)
223	224	Average daily committed population
140	103	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, African American youth were disproportionately committed to the agency in FY 2018, with 101 out of 103 youth being African American. The majority of newly committed youth are males (80 percent) and between ages 15 and 17 years (76 percent).



## COMMITTED YOUTH BY OFFENSE TYPE

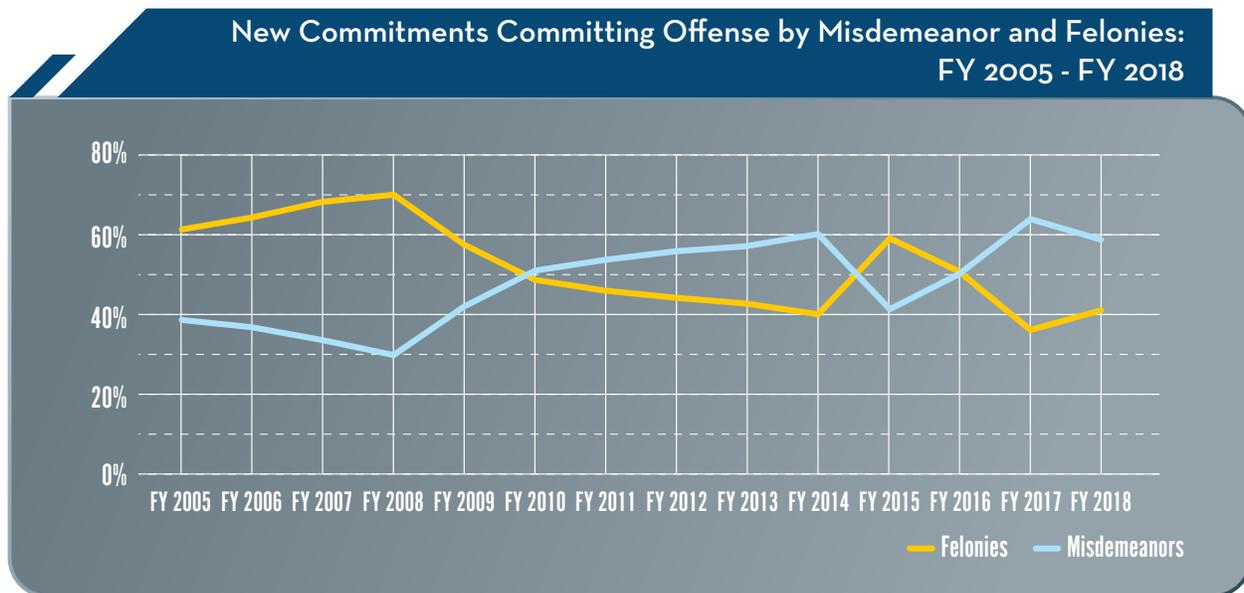
The charge for which a young person appears before a DC Family Court Judge typically dictates the committing offense. For FY 2018, the DC Family Court committed 55 percent of youth for a violent offense – an offense in which force or threat of force is used against a person (i.e., misdemeanor simple assault or robbery).

Offense Type	# of New Commits	% of New Commits
Violent	57	55%
Property	26	25%
Drug	1	1%
PINS	5	5%
*Other	14	14%

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

## COMMITTED YOUTH BY MISDEMEANOR AND FELONY OFFENSES

In FY 2018, more youth were committed for misdemeanor offenses (58 percent) than for felonies (42 percent). In FY 2017, more youth were committed for misdemeanor offenses (64 percent) than for felonies (36 percent), in contrast to FY 2015 and FY 2016. In FY 2015, more youth were committed for felonies than misdemeanors. In FY 2016, approximately the same percentage of youth were committed for misdemeanors and felonies.

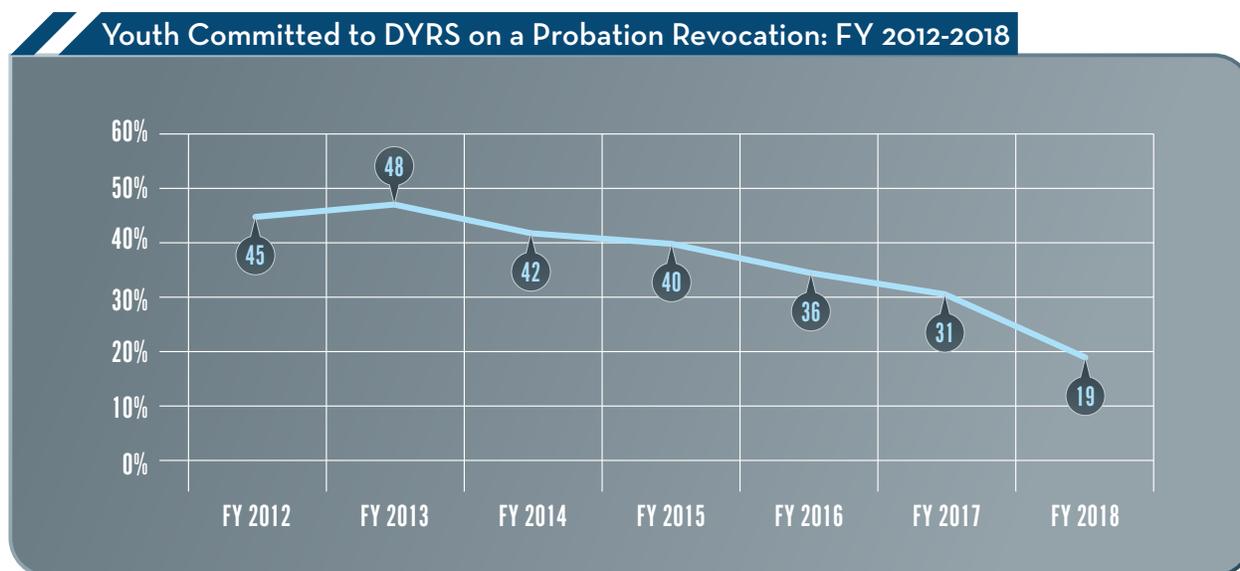


### NOTES

<sup>12</sup>On April 4, 2017, the Comprehensive Youth Justice Amendment Act of 2016 (CYJAA) became law. This legislation included a provision requiring the transfer of custody of Title XVI youth – youth who have been charged as adults by the U.S. Attorney’s Office (USAO) – from the Department of Corrections (DOC) to the Department of Youth Rehabilitation Services (DYRS) by October 1, 2018. As of the beginning of FY 2019, Title XVI Youth are now held at the New Beginnings Youth Development Center in Laurel, Maryland, DYRS’s secure residential treatment facility.

## 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 2018, 19 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 and 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-secured, community-based residential facilities, foster homes, and independent living programs to the youth’s own family home.

During FY 2018, 63 percent of the average daily population of committed youth resided within the community, with 41 percent of those youth placed at home, compared to 56 percent in the community and 29 percent at home in FY 2017.

## 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 2018, DYRS tracked 9 percent of committed youth by electronic monitoring technology.

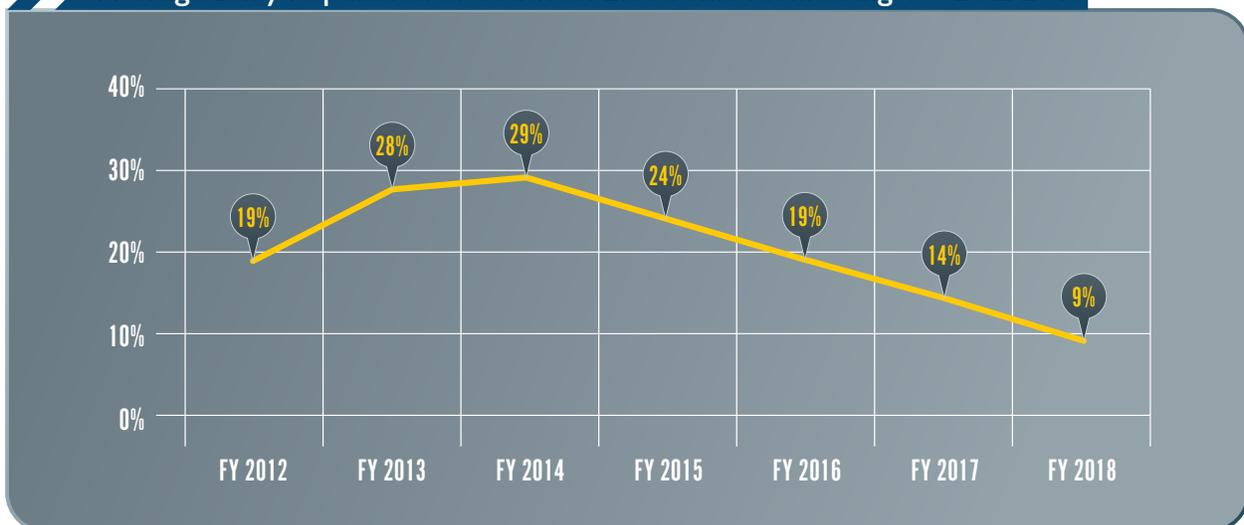
**Committed Youth Placements for FY 2018**

Placement Type		Average Daily Population*	Average Length of Stay (Days)
Community-Based	Local Community-Based Residential Facility	6.3%	32.4
	Out-of-State Community-Based Residential Facility	5.3%	128.8
	Foster Home	7.6%	95.8
	Home	41.3%	94.7
	Independent living programs	2.8%	129.9
	<b>Total Community-Based</b>	<b>63.3%</b>	<b>82.8</b>
Secure	Hospital	0.1%	12.3
	Jail	7.8%	68.6
	New Beginnings Youth Development Center**	11.3%	76.8
	Residential Treatment Centers and Psychiatric Residential Treatment Facilities	6.9%	178.2
	Youth Services Center**	6.3%	5.2
	<b>Total Secure</b>	<b>32.4%</b>	<b>25.0</b>
Abscondence	Abscondence	4.5%	19.0

\*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 2012-2018**



## NEW BEGINNINGS YOUTH DEVELOPMENT CENTER

The 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 (PYJ). 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 youth progress, involving staff-facilitated self-exploration that addresses history, behavioral patterns, family issues and challenges, and the manner in which these factors influenced their present situation. The program also includes components of behavioral modification, cognitive therapy, and Positive Youth Development (PYD). Additionally, the DC Model Program incorporates smaller homelike housing modules that limit the number of youth per unit to 10.



The total daily population at NBYDC for FY 2018 averaged 25.7 youth and the average length of stay was 76.7 days. NBYDC served 136 unique youth, of which the majority were male<sup>13</sup> (93 percent) and African American (95 percent).

## 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



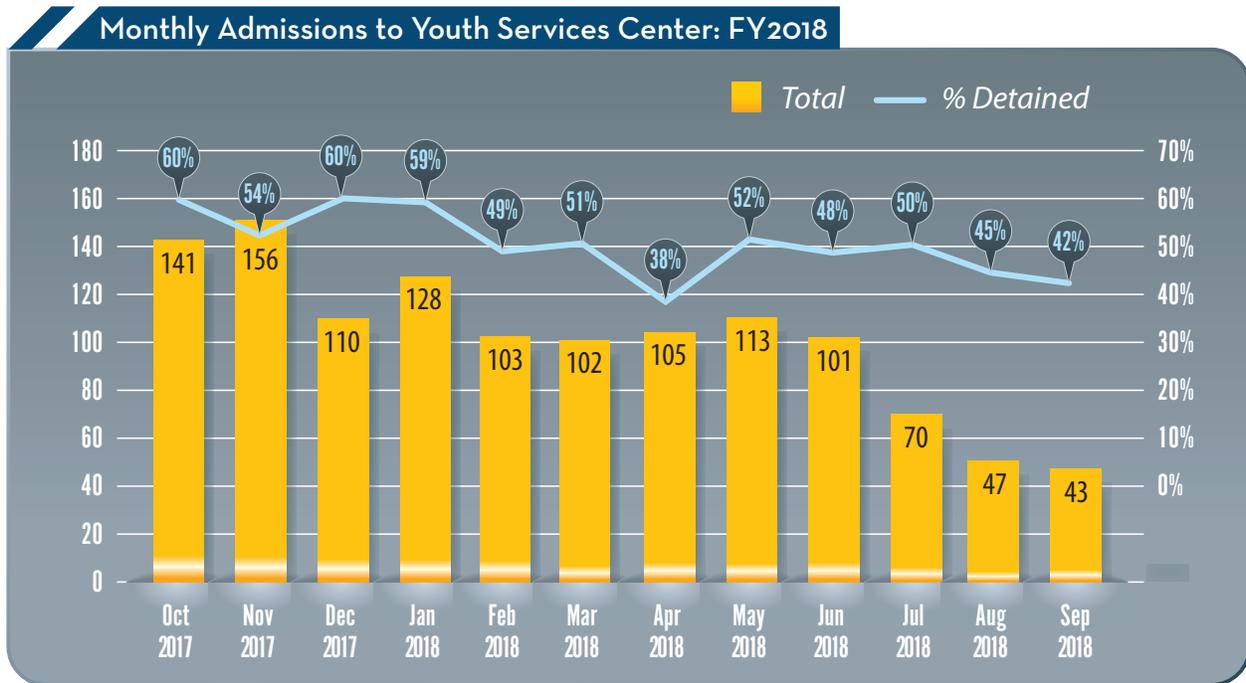
The Youth Services Center (YSC) is an 88-bed, secure detention facility that provides 24-hour supervision, care, and custody to youth who have been ordered to YSC by a DC Family Court Judge while awaiting adjudication or disposition. YSC also houses a smaller number of committed youth who are awaiting placement. In FY 2018, YSC served a total of 1,452 youth with an average daily population of 43.1, including youth admitted for one overnight stay. The YSC's average

length of stay, not including overnight stays, was 21.7 days. The majority of youth were male (68 percent) between ages 15 to 17 years (72 percent). Over 92 percent of these youth were Black/African American.

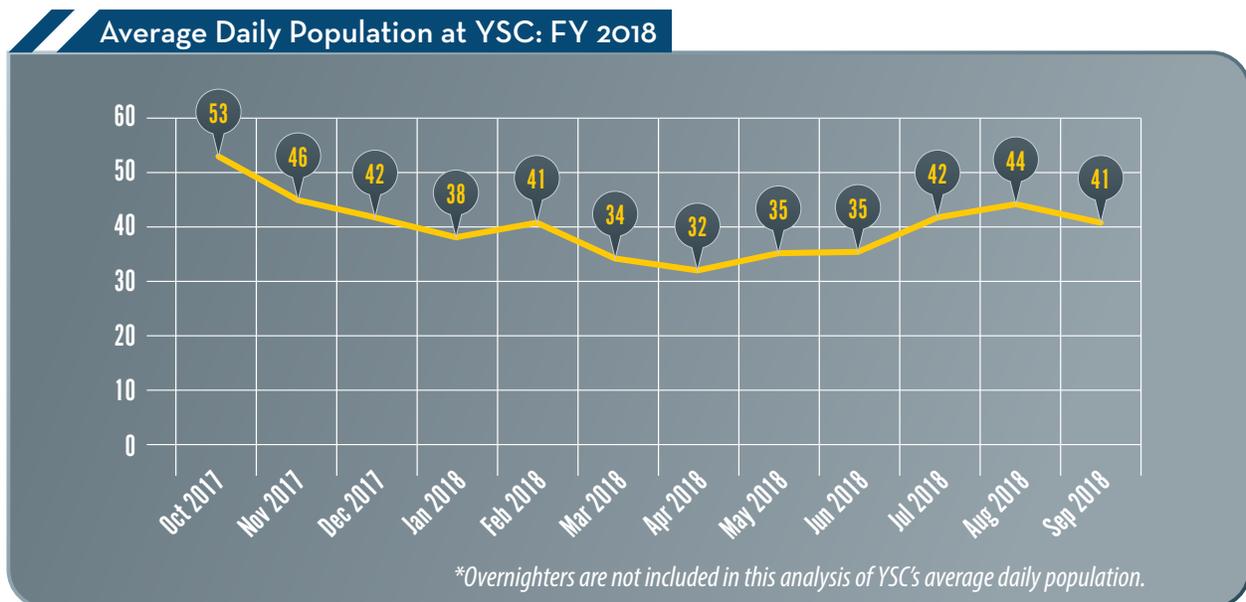
### NOTES

<sup>13</sup> From FY 2016 through FY 2018, NBYDC designated one of its secure units for girls committed to the agency in an effort to keep them 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.

Over the course of FY 2018, detained youth represented approximately half of admissions at YSC, an average of 52 percent. This is a decrease from FY 2017, during which nearly 80 percent of all admissions were for detained youth.

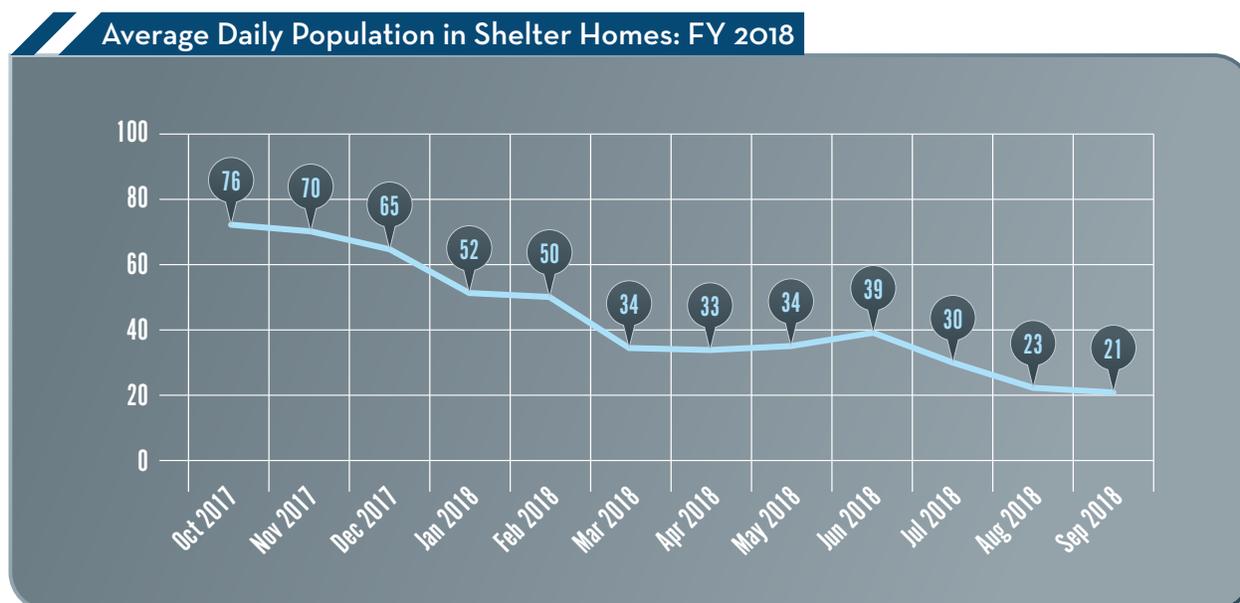


The average daily population of YSC in FY 2018 was 40, not including youth admitted for one night. The average number of youth held overnight was approximately three, often increasing the number of youth held at the facility at any given time.



## 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 2018, 378 unique youth resided in youth shelter homes with an average daily population of 43.8 youth and an average length of stay of 23 days. Approximately 61 percent of those youth were male. Youth ranged in age from 12 to 21 years with 66 percent being between ages 15 and 17 years. The youth accounted for 800 admissions to shelter homes in FY 2018.



## 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)
- The 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 a 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 the 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.)

## SECTION FOUR: DYRS PROGRAMS AND SERVICES

### COLLABORATIVE AND COORDINATED SERVICES

#### Credible Messenger Initiative

In an effort to build safer and stronger 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 similar experiences with the youth and families served by DYRS. The Credible Messenger 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 rooted in neighborhoods/wards where DYRS youth and families live. Six Credible Messenger awardees began serving youth and families in the first quarter of FY 2017. Credible Messengers meet with youth in group sessions twice per week and in one-on-one sessions at least once each week. In FY 2018, Credible Messenger served 327 youth and families.

**Credible Messenger: FY 2018 Engagement and Enrollment**

Type of Participants	Enrollments	Unique Participants	Average Length of Stay (days)
Committed Youth	508	298	137.5
Families	216	162	135.6
Previously Committed Youth	89	70	134.9
<b>*Totals</b>	<b>813</b>	<b>489</b>	<b>136.7</b>

*\*Note: Youth may have multiple enrollments in multiple Participant Types. Therefore, Totals are the total number of unique participants in Credible Messenger (across all Participant Types), not the sum of unique participants in each Participant Type.*

## 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 2018, three providers served 153 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 2018 Engagement and Enrollment

Service Type	Enrollments	Unique Participants	Average Length of Stay (days)
Substance Abuse Education	85	71	131
Tutoring	111	88	40
Family Support	40	36	245
<b>*Totals</b>	<b>236</b>	<b>177</b>	<b>109</b>

*\*Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in DC YouthLink (across all Service Types), not the sum of unique participants in each Service Type.*

## Achievement Centers

In FY 2014, DYRS opened its first Achievement Center in Northwest Washington, DC. DYRS opened another Achievement Center in Southeast Washington, DC in FY 2016. Consistent with Positive Youth Justice (PYJ), the Achievement Centers foster career development, life skills, and healthy living while also providing support to 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 the home of the Youth Engagement Specialists who work one-on-one with youth to help them succeed.



In FY 2018, the Achievement Centers offered a selection of 16 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 2018, the Achievement Centers worked with 105 committed youth, 263 community members and relatives, and 33 previously committed youth.

## Achievement Center: FY 2017 Engagement and Enrollment

Service Type	Enrollments			Unique Participants			Average Length of Stay (days)		
	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members	Committed Youth	Previously Committed	Community Members
Arts Enrichments	12	-	-	11	-	-	87.8	-	-
Barbering	9	1	27	8	1	26	26.6	0	139.6
Comedy	-	3	5	-	3	5	-	566.7	275.8
Cosmetology	6	1	29	6	1	29	9.5	12	65.9
Costume Design	-	1	11	-	1	10	-	31	154.3
Culinary Arts	1	-	50	1	-	48	0	-	104.4
Digital Arts	6	1	33	6	1	29	7	181	66.1
Digital Literacy	-	1	24	-	1	23	-	35	99.1
Driver's Education	12	4	75	12	3	70	7.3	112	97.4
Film-Making	-	9	21	-	9	20	-	267.6	252.8
G.U.G.O.	75	1	-	57	1	-	82.4	0	-
Life Skills	13	-	-	11	-	-	100.4	-	-
Marketing	6	-	-	5	-	-	85	-	-
Martial Arts	1	1	6	1	1	6	16	695	563.2
Music Production	9	6	20	7	6	20	58.8	269.7	66.9
Social Media	-	3	6	-	3	6	-	469.7	324.5
TV Production	2	1	34	2	1	29	0	79	100.1
<b>*Totals</b>	<b>152</b>	<b>33</b>	<b>341</b>	<b>105</b>	<b>18</b>	<b>263</b>	<b>65.9</b>	<b>261.1</b>	<b>120.9</b>

\*Note: Youth may have multiple enrollments in multiple Service Types. Therefore, Totals are the total number of unique participants in the Achievement Centers programs (across all Service Types), not the sum of unique participants in each Service Type.



Stay the Course.

## 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 and 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 2018, 10 DYRS youth obtained unsubsidized employment at several DYRS partner agencies and area businesses

that included Starbucks, Safeway, Jimmy Johns, and the Labor Force industry. In addition, nine youth received certifications in the fields of construction and video production.

Regarding educational outcomes, nine youth earned a high school diploma or GED in FY 2018. Additionally, four youth enrolled in post-secondary educational institutions, which included Lincoln University and the University of the District of Columbia.

## Covenant of Peace

In FY 2016, DYRS introduced 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 led by DYRS staff and a group of Credible Messengers – 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 a commitment to speak against acts of violence.



## SECTION FIVE: LOOKING FORWARD

When the DC Department of Youth Rehabilitation Services (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 2018, 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, by transitioning them into the role of self-sufficient adults, is best achieved by leveraging community and families for services and supports.

In FY 2019 and in alignment with the agency'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:** A 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 community 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 custodians.

**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.



 [fb.com/dyrsdc](https://www.facebook.com/dyrsdc)

 [@DYRSDC](https://twitter.com/DYRSDC)

 [DYRS\\_IG](https://www.instagram.com/dyrs_ig)

 [dyrs.dc.gov](https://www.dyrs.dc.gov)

 [dyrs@dc.gov](mailto:dyrs@dc.gov)