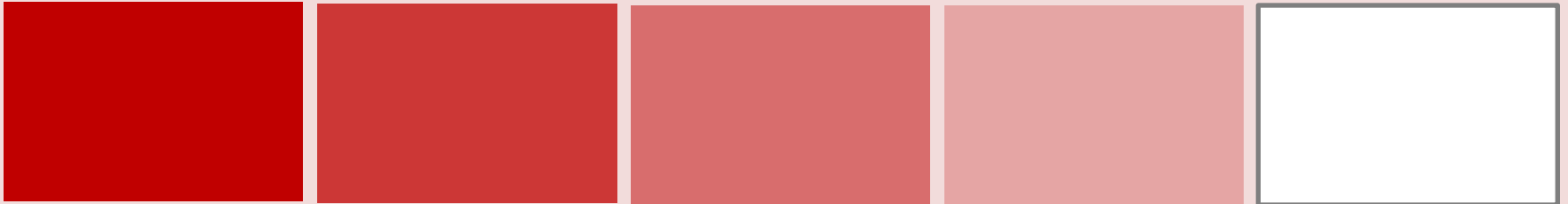




# DYRS BRIEFING

December 10, 2014



# A Snapshot of DYRS: 2011-2014

- **About Our Work**

- What We've Done Well

- Lessons Learned

- The Way Forward: Looking Ahead

# Strategic Goals and Areas of Work

## Youth Prepared to Succeed

- Youth engage in positive youth development
- Our culture demonstrates that youth can change
- Communities invest in our youth

## Safe Facilities, Safe Communities

- District residents feel safe
- Youth feel safe
- Staff are equipped to work safely

## Efficient & Effective Management

- Our efforts maximize youth outcomes
- We are the employer of choice
- Our approach is clearly and effectively implemented
- We establish strategic partnerships

# A Snapshot of DYRS: 2011-2014

- About Our Work

- **What We've Done Well**

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# Success Over Four Years: 2011-2014

## Improved Community Safety

Made well-reasoned placement decisions balancing youth needs and community safety; expanded supervision of community youth; increased the rate of law-abiding youth; nurtured law enforcement collaboration.

## Navigated Youth Toward Success

Helped transition youth into adulthood with the skills they need to be productive residents through partnerships with community-based service providers.

## Fine-Tuned Management Strategy

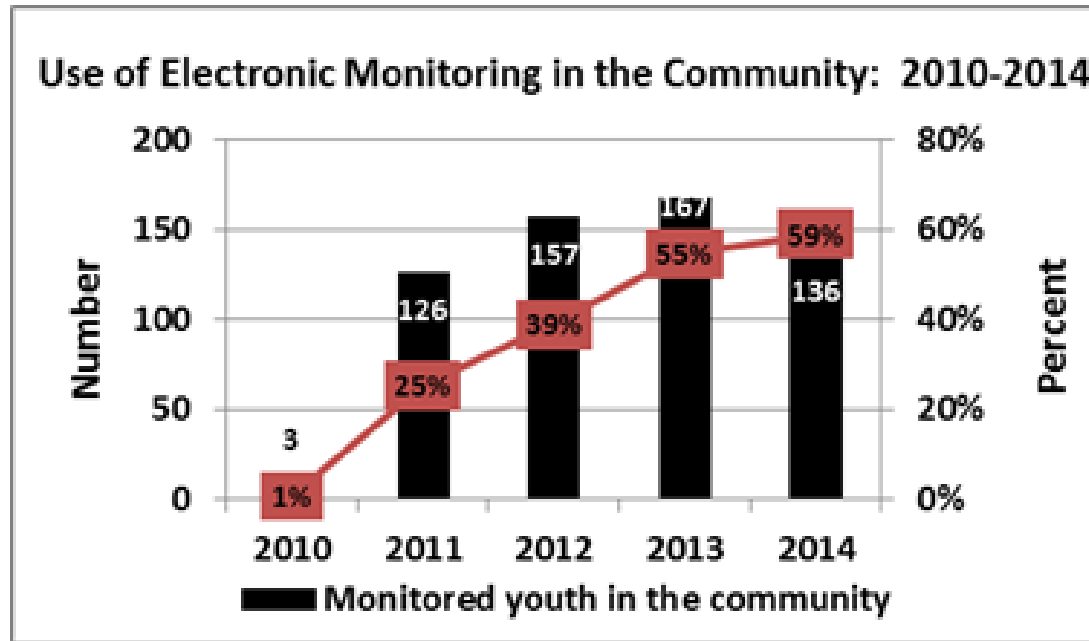
Invested in our community, earned national recognition, enhanced the quality of staff, and improved DYRS transparency.

## Improved Outcomes for the District

- Safer Communities
- District Youth Prepared to Succeed
- Improved Stewardship of the District's Resources

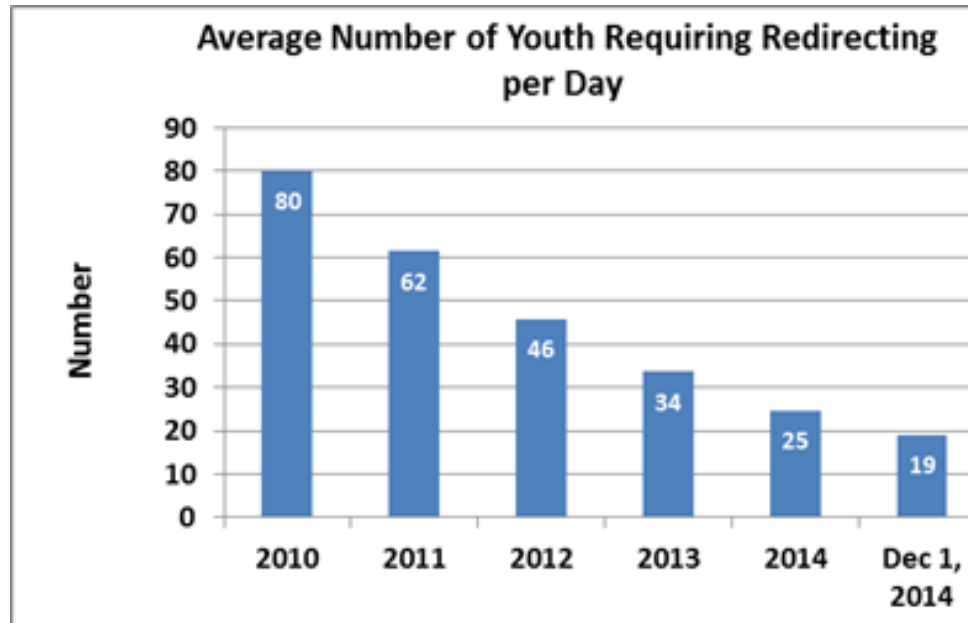
# Improved Community Safety

- Expanded Community Supervision and Electronic Monitoring Programs



# Improved Tracking of Youth

- Reduced abscondence



# Improved the Use of Data for Placement Decisions

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

***The National Council on Crime and Delinquency, 2014***

## Structured Decision Making

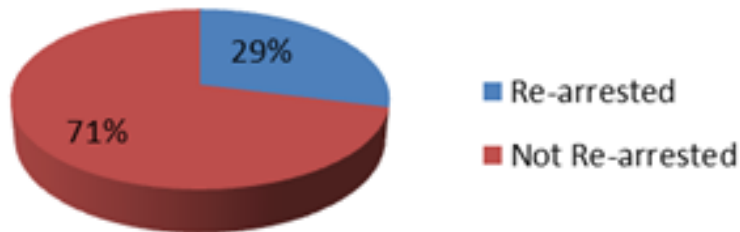
		Risk Level		
		High	Medium	Low
Offense Severity	High	HIGH	HIGH	HIGH or MEDIUM
	Medium	HIGH	MEDIUM	MEDIUM or LOW
	Low	MEDIUM	LOW	Low



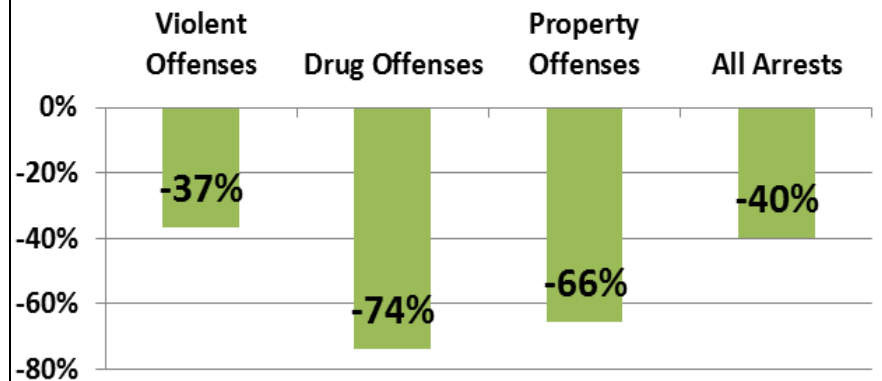
# Increased the Rate of Law Abiding Youth

- Being at the “deep end” of the juvenile justice system, DYRS moves swiftly and aggressively to prevent future criminal offenses.
- Almost  $\frac{3}{4}$  of youth are not being re-arrested under new charges. Overall the agency has seen sharp declines in arrests and serious offenses since 2011.

**Average Percentage of Youth Not Reentering the Juvenile Justice System: 2011-2014**



**Declines in Offenses: From 2011 to 2013**



# Navigated Youth Toward Success

## Youth Development Outcomes

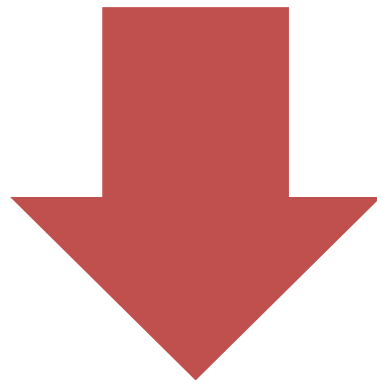
### Number of Youth Achieving Education Milestones

<b>Milestone</b>	<b>FY2011 – FY2014</b>
Advancement to Next School Grade	73
GED/High School Diploma	116
College Enrollment	34

### Number of Youth Achieving Workforce Development Milestones

<b>Milestone</b>	<b>FY2011 – FY2014</b>
Certificate Earned	268
25 Hours of Community Service Completed	26
Paid Work	141

# Invested in our Community



**Spent less on  
expensive  
out-of-state  
placements**

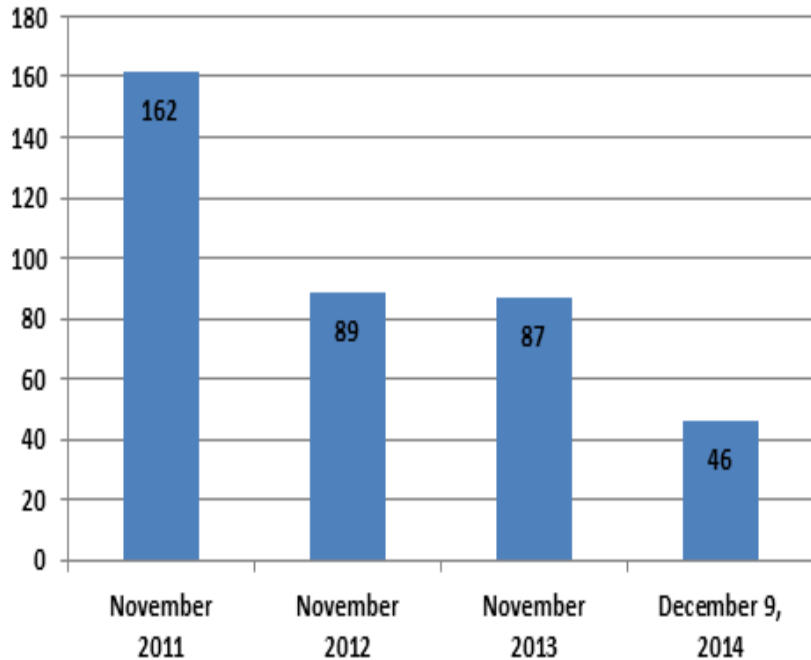


**Invested  
more in  
community  
intervention  
programs**

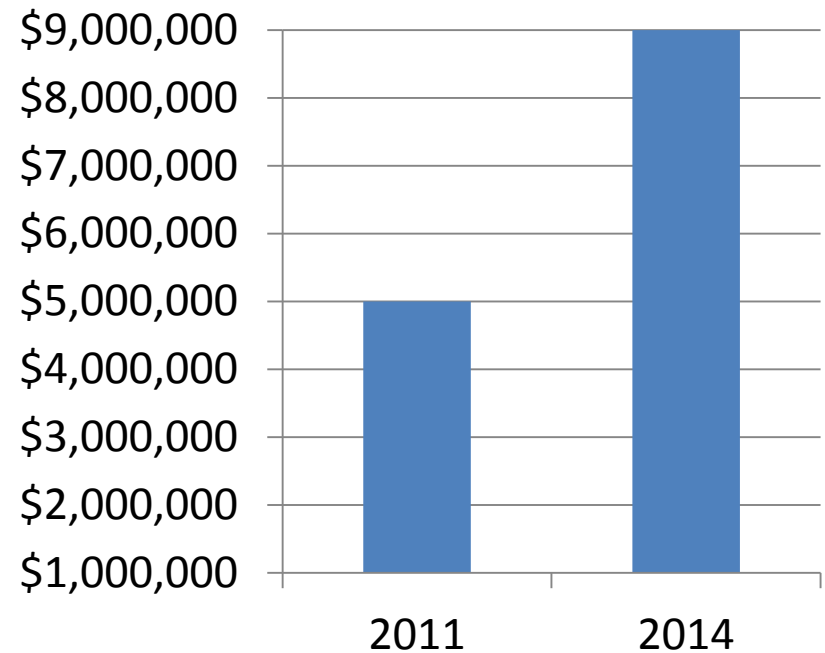


# Invested in our Community

## Total Youth in Out of State Residential Placements



## DC Youthlink Community Investment through grant funds to the Children and Youth Investment Trust



# Earned National Recognition

- *“DC YouthLink has led to dramatic improvements in both public safety and individual youth outcomes. DYRS youth are now less likely to be re-arrested, less likely to abscond, and more likely to be engaged in structured, positive activities.”*  
– **NCJA awarding DYRS and DC YouthLink the Award for Outstanding Criminal Justice Program**
- DYRS has been invited to present the agency’s approach to Positive Youth Justice to various organizations and jurisdictions including:
  - Positive Youth Justice Initiative (PYJI) Learning Community Event in New York, NY
  - Annie E. Casey Foundation (AECF) Juvenile Detention Alternatives Initiative (JDAI) Conference in Philadelphia, PA
  - AECFs Deep End Inter-Site Meeting in St. Louis, MO
- DYRS also received the Deputy Mayor for Public Safety Agency of the Month Award in June 2013

# Fine-Tuned our Management Strategy

## Enhanced Staff Quality

- New case managers must be licensed social workers or LCSW.
- All new YDRs in facilities must have at least 60 hours of college credit in a relevant field (e.g. health science, sociology, psychology, criminology, social work, divinity, counseling/human services).

## Increased Agency Transparency

- DYRS continually issues specialized reports, including the agency's first annual report of a variety of public safety indicators and indicators demonstrating youth achievement
- <http://dyrs.dc.gov/page/dyrs-specialized-publications>

# Fine-Tuned our Management Strategy

## Improved Compliance under Jerry M Consent Decree

- Since 2011, the agency has vacated 12 work plan indicators from the Jerry M. consent decree, which dates back to 1986. Exiting the consent decree within the next 18 months is foreseeable.

## Created State-of-the-Art Youth Development Center

- The Achievement Center opened in July 2014
- Youth can access varied services (e.g. GED prep, health and wellness activities, workforce development training, meet with social workers, access support services)

# Achievement Center, Daily Schedule:

Engagement Towards Success



## Monday

Class Schedule

## Tuesday

## Wednesday

## Thursday

## Friday

### Culinary Class

### Yoga & Meditation

### Music Production

**3pm-7pm**

Food Handlers Certification. Required participation

Sous Chefs



Basement: Culinary Area

**5pm-6pm**

Yoga and meditation class for DYRS youth, parents, and staff.

Yoga & Meditation



Second Floor: Room 203

**6pm-8pm**

Basic production skill and audio mixing, using samples and sample loops

Music Editing



Basement: Music Room



# Workforce Development

<u>Time</u>	<u>Class</u>	<u>Description</u>
11:00AM – 1200PM	Customer Service	Youth will learn communication and hospitality skills
11:00AM -1:00 PM	Workforce Development Intake	Assisting youth and parents to identify workforce development services

Ask for Mr. Wilson

# Achievement Center, Daily Schedule:

Engagement Towards Success



**Monday**

Class Schedule

**Tuesday**

**Wednesday**

**Thursday**

**Friday**

**DYRS Family Support Group**                      **Kick Boxing**                      **Customer Service**

**4pm-6pm**

Anchored in Strength Family Support Group of families with children committed to DYRS

**Family Support**



Basement: C203

**4m-5pm**

Kickboxing class for DYRS youth, parents, and staff.

**KickBoxing**



1<sup>st</sup> Floor C101

**1pm-2pm**

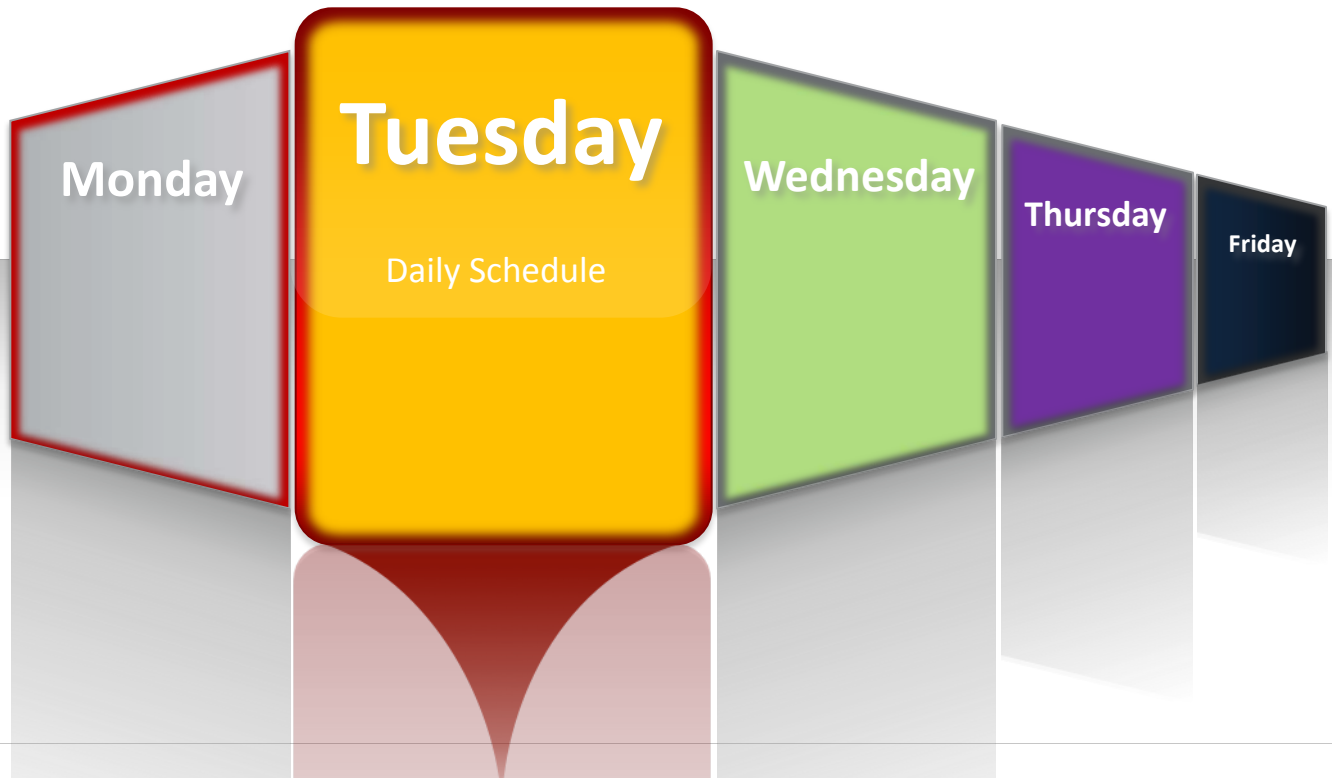
Youth will learn communication and hospitality skills

**Customer Service**



# Achievement Center, Daily Schedule:

Engagement Towards Success



## Healthy Babies

**4pm-7pm**

Youth will become knowledgeable of parenting skills and techniques. In addition youth will learn life skills and training in parenting

**Healthy Babies**



2<sup>nd</sup> Floor: C202

## Living In Balance

**4pm-6pm**

Provide Substance Abuse Education

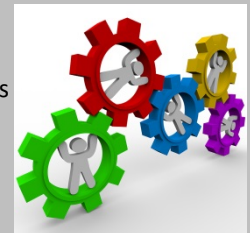


1<sup>st</sup> Floor: C102

## Workforce Development

**1pm-4pm**

Youth will gather to discuss various workforce development training programs they would like to pursue and.



# A Snapshot of DYRS: 2011-2014

- About Our Work

- What We've Done Well

- **Lessons Learned**

- The Way Forward: Looking Ahead

# Lessons Learned

## Keeping Youth in the Community Works

Reduced costly out-of-state placements by 62%

Improvements in public safety metrics and positive youth outcomes

## One Size Does Not Fit All

Individualized approaches yield the best results

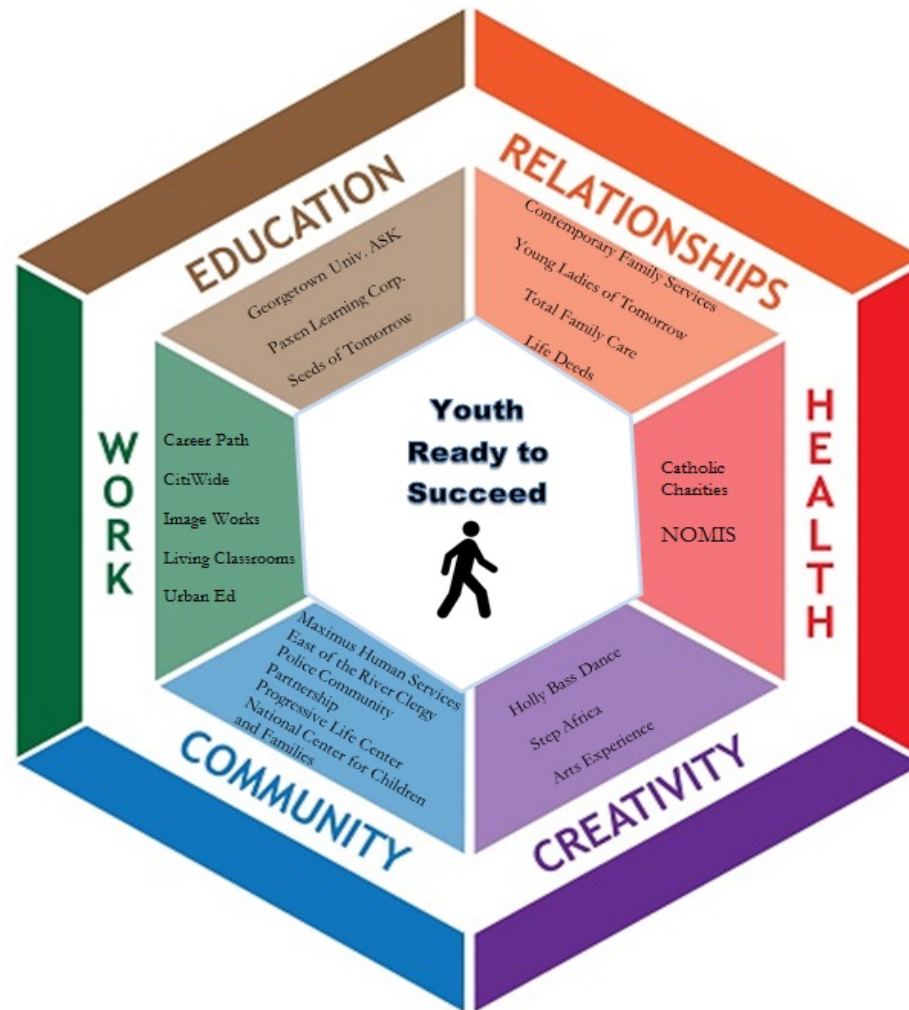
Treatment plans favor scientific assessments and proven, individualized rehabilitation practices

## Culture Change is Difficult

Resistance to the shift from a punitive to a strengths-based system

Continually explain our process and help staff and external partners understand the 'why' behind the change

# Lessons Learned: Nonprofit Partners are Critical to Long-Term Success



# A Snapshot of DYRS: 2011-2014

- About Our Work

- What We've Done Well

- Lessons Learned

- **The Way Forward: Looking Ahead**

# No Wrong Door Initiative

Youth's success depends on numerous factors including the ability to receive appropriate services.

Navigating government can be challenging.

**DYRS is partnering with sister agencies to coordinate resources for families, ensuring that youth are always in position to easily find the right help.**



# Goals: Early 2015

## **100% Compliance: CAFAS, Youth Success Plans**

Implementation of Child and Adolescent Functional Assessment Scale (CAFAS) is a citywide initiative. The tool assesses youth functions day-to-day. Every 90-days, DYRS assesses youth and modifies individualized success plans

## **Updates: Case Management Manual and Policy**

DYRS is updating our case management manual to correspond with best practices in social work. DYRS is also updating every policy overseeing the agency's operations to incorporate best practices from around the country.

## **Launch Leadership Academy**

Implementing a leadership academy to assist staff in becoming the next leaders in juvenile justice. The Academy is designed to accelerate careers for frontline and management staff

## **Performance Measures**

- Use tools to enhance treatment for youth
- Institutionalized best practices
- Develop systems to create an elite workforce

# Goals: 2015-2016

## Vacate Jerry M Consent Decree

- Since 1986, DYRS has been subject to monitoring pursuant the consent decree
- The District filed a motion to vacate the consent decree and we are confident DYRS will exit litigation by the end of 2015
- This will be a monumental achievement for the agency and the District

## Continuous Quality Improvement

- Implement a post-Jerry M integrated inspection process that incorporates all elements of DOH, DCFEMS, and DCRA standards with agency environmental best practices

# Goals: 2015-2016

## Increase and Improve Services for Youth in the Community

- Research shows that youth who are incarcerated are more likely to recidivate than youth who are supervised in community-based settings
- Accordingly, DYRS will increase services to youth through the award winning DC Youthlink programs

## Improvement in Public Safety Metrics

- The agency's public safety trends have been improving dramatically over the past few years.
- Considering enhancements to assessments, service delivery, and staff professional development the goal for the upcoming calendar year will be to reduce arrests across all major categories by 9% and to recidivism by 6%.

## Promote Healthy Lifestyles

- Encouraging healthy living helps staff and youth make better decisions.
- Starting with facilities we are overhauling our menu with more nutritious food
- With the assistance of DYRS's Health and Wellness Manager, we are educating all staff about the importance of proper nutrition
- Our goal is to be a national leader in this field.



**END**

