

Notorious to Notable

**The Crucial Role of the Philanthropic Community
in Transforming the Juvenile Justice System in Washington, D.C.**



Acknowledgements

This report is dedicated to the Honorable Eugene N. Hamilton (1933 - 2011) who chaired the Mayor's Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform.

We would like to acknowledge the work of the foundation community in the District and nationally in advancing juvenile justice reforms in the District, along with the leadership of the Department of Youth Rehabilitation Services (DYRS) in the District and its staff and consultants, the advocacy community and other key stakeholders.

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Authors

This report was prepared by Liz Ryan and Marc Schindler. Liz Ryan is the President & CEO of the Campaign for Youth Justice (CFYJ), a national organization dedicated to ending the practice of prosecuting, sentencing, and incarcerating youth under the age of 18 in the adult criminal justice system. Liz was a founding member and steering committee member of the Justice for D.C. Youth Coalition (2000-2010) and currently serves on the steering committee of the Youth Justice Project of DC Lawyers for Youth (DCLY).

Marc Schindler is a Partner at Venture Philanthropy Partners (VPP), a philanthropic investment firm in Washington, D.C., which supports nonprofit organizations serving children and youth in the National Capital Region. Between 2005 and 2010, he served as the DYRS General Counsel, Chief of Staff, and Interim Director. Marc was also a founding member and steering committee member of the Justice for D.C. Youth Coalition (2000-2005).

This report reflects the view of the authors and not necessarily the views of their organizations or the organizations mentioned in this report.

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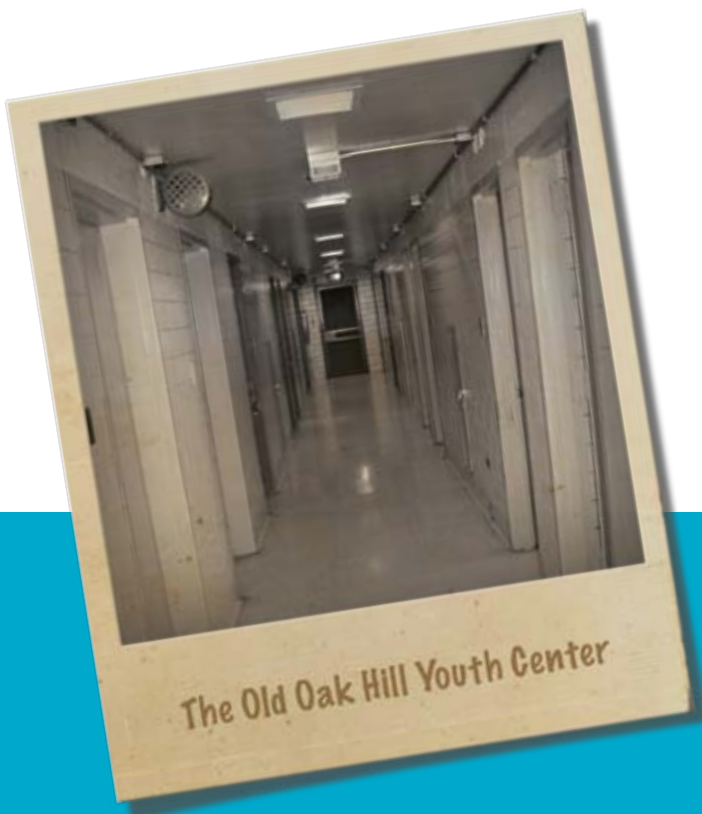
The notorious Oak Hill Youth Center, D.C.'s now closed juvenile prison in Laurel, Maryland



Introduction

In 2000, then D.C. Mayor Anthony Williams appointed a Blue Ribbon Commission to rethink how the District of Columbia treated some of its most vulnerable residents, youth in the juvenile justice system. The Blue Ribbon Commission recommended the closure of the District's long-term youth incarceration facility, the Oak Hill Youth Center; its replacement with a smaller, homelike facility; the redirection of resources from incarceration to community-based alternatives; and a reduction in the prosecution of youth in adult criminal court. Between the years 2000 and 2011, the District's juvenile justice system went from one of the worst – with a notorious and inhumane juvenile prison, an over-reliance on incarceration, and a dearth of community programs – to one of the most notable, receiving recognition from Harvard University.

The purpose of this report is to highlight the ways that the philanthropic community aided this effort. It is a story of collaboration and collective effort by local D.C. foundations and national funders that contributed to tremendous change in the treatment and outcomes for youth in D.C.'s juvenile justice system. The reforms ultimately reduced youth re-offending rates by decreasing the District's over-reliance on incarceration; closing and replacing Oak Hill with a smaller, homelike facility and an innovative and acclaimed school; and redirecting funding from incarceration to community-based alternatives. Starting with the Blue Ribbon Commission, funders supported the policy development of the Commission and subsequent policy and advocacy work of the community to ensure their recommendations became law.



The Old Oak Hill Youth Center



New Beginnings Youth Development Center



A new cabinet-level agency, the Department of Youth Rehabilitation Services (DYRS), under new leadership and a legal mandate to close the notorious Oak Hill facility, set the vision for a reformed juvenile justice system. DYRS' first Director, Vincent Schiraldi, invited foundations to the table to actively participate in ensuring the new vision came to fruition. Funders saw – for the first time in decades, possibly ever – a path forward for the District's juvenile justice system, and they tackled the effort head on. Initial funders brought in others, through outreach and educational efforts at Oak Hill, to show the inhumanity of the system and what they could do collectively to improve it. These educational experiences built the funding community's expertise around the juvenile justice system, and as a result, they visibly backed the reform effort. They devoted their time to bringing others on board, aligned their funding and collaborated in a way that made the whole greater than the sum of the parts. Their support held tremendous influence over policymakers, well beyond what traditional advocates could do alone.

In this report, we detail the ways that the philanthropic community played a unique role in this transformation in six categories: Leadership, Advocacy, Funder Engagement, Strategic Programmatic Investments, Technical Assistance and Capacity Building.



Mayor Adrian Fenty at Oak Hill, D.C.'s now closed juvenile prison, with DYRS, Foundation representatives and advocates

Lessons Learned

- 1** Foundations can contribute to juvenile justice reform in many ways.
- 2** Foundations can work together to achieve success using a collective, coordinated and aligned strategy.
- 3** To ensure positive outcomes, foundations should start with time-limited, tangible projects.
- 4** Foundation partnerships between government and the community are essential to success.
- 5** Foundation support for advocacy is a crucial component to achieving goals.
- 6** Foundations need to maintain their support to achieve and sustain reforms.



Justice for D.C. Youth Director Amoretta Morris with JDCY members on the steps of the D.C. Council building at a press conference calling for the closure of Oak Hill in 2003



The Story

Over the last decade, the District of Columbia's juvenile justice system has been transformed. It was a dysfunctional system that over-relied on incarceration, warehousing almost exclusively African American and Latino youth primarily at a large, inhumane, and abusive juvenile prison, the Oak Hill Youth Center. Recidivism rates were high, and there was a dearth of community-based programming for youth. The juvenile justice system did not serve youth or the community. Now, it is a system emerging as a model for the nation. Obviously, many factors went into this transformation. One critical element was the collaborative engagement of the philanthropic community. This report explores the varied and important roles funders played in ensuring that this reform movement maintained momentum and achieved success.

The story begins in 1985 when the District of Columbia's Public Defender Service, in collaboration with the American Civil Liberties Union, filed a class action lawsuit, known as

Jerry M., against the District government over the inhumane conditions at the notorious Oak Hill Youth Center (OHYC) and other juvenile secure facilities operated by the District. The lawsuit highlighted horrific conditions and troubling violence in the District's secure facilities; violations of the due process rights of confined youth; and the lack of professional training, certification of staff members and appropriate programs for youth under the supervision of the Youth Services Administration (YSA), the District's juvenile justice agency at the time.

Conditions at Oak Hill were nothing short of shameful. In the ensuing years, the facility's school was so bad that a judge placed it under court receivership. An Inspector General report found that youth in Oak Hill who had tested clean when they came into the facility were testing positive for drugs after a month in custody. A court expert found that rats and cockroaches regularly crawled onto and bit youth while they were sleeping. Youth fre-

2000

- Mayor Anthony Williams establishes the District of Columbia Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform (BRC) with the support of the Annie E. Casey Foundation.
- The Justice for D.C. Youth Coalition (JDCY) forms to inform the BRC, especially to advocate against the transfer of more youth to adult court and to advocate for the closure of Oak Hill and redirection of savings to community-based alternatives. JDCY launches the "No More Oak Hills" campaign to close Oak Hill.

2001

- In November, the Mayor's Blue Ribbon Commission issues its final report, including recommendations advocated by JDCY: to close Oak Hill and replace it with a smaller facility, redirect resources to community-based alternatives to incarceration, and reduce the transfer of youth to adult court.



2002

- In February, the BRC holds a press conference with Mayor Williams, during which the Mayor announces an implementation committee.
- In July, the local foundation community invests in policy advocacy activities of the Justice for D.C. Youth Coalition to ensure the D.C. Council adopts the BRC recommendations.



A typical cell at Oak Hill, D.C.'s now closed juvenile prison

quently escaped, and so many Oak Hill youth who had returned to the community were victims of homicide that an entire wall in one of the living units was covered with their obituaries, dubbed a “wall of death” by youth and staff.

A year after the *Jerry M.* lawsuit was filed, the District and plaintiffs entered into a Consent Decree that required that YSA and other D.C. government agencies implement changes necessary to improve and reform the Oak Hill

Youth Center and its other secure facilities. The legally binding agreement also contained several provisions to reduce overcrowding and create a comprehensive plan for a continuum of community-based care and services for youth. However, conditions continued to deteriorate, so much so that the D.C. Department of Corrections was brought in to run security at Oak Hill, and the Department of Mental Health was given responsibility for the very minimal treatment services provided at Oak Hill. Despite years of litigation and millions in fines as a result, the *Jerry M.* lawsuit had not required the closure of Oak Hill.

In 2000, with funding support from the Annie E. Casey Foundation, then D.C. Mayor Anthony Williams established the District of Columbia Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform (BRC). Mayor Williams formed the Commission at the urging of the late Charles Ruff, a prominent attorney and Senior Partner at the Covington & Burling law firm in the District, who had also

2003

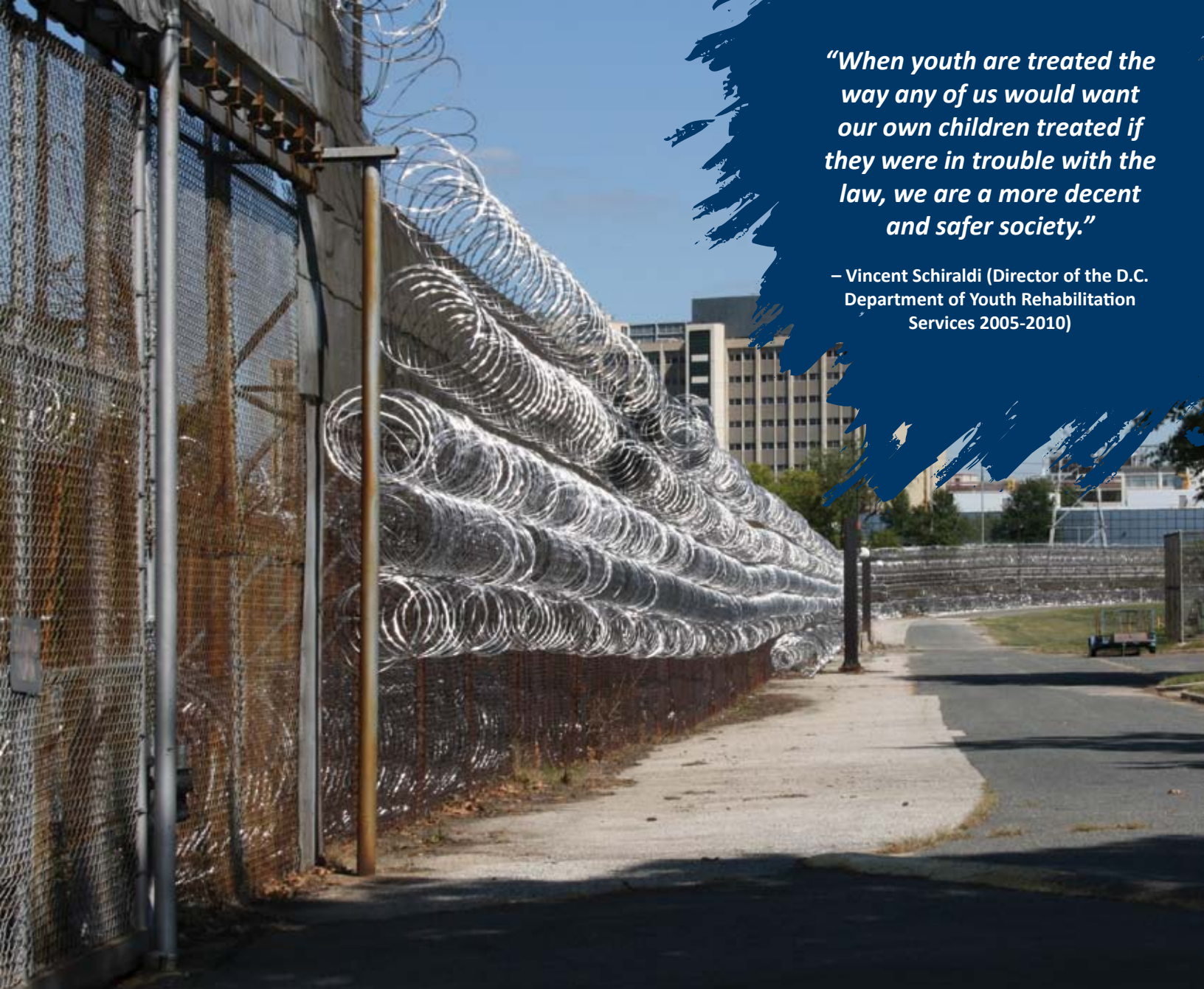
- In May, JDCY launches “Un-Happy *Jerry M.* Birthday Party” events throughout the city to commemorate the 18th year of the lawsuit over the horrible conditions of confinement at Oak Hill.
- In October, two bills that would make it easier to transfer youth to adult court are introduced, one by Mayor Anthony Williams and another by Councilmember Kevin Chavous.
- In November, JDCY launches a massive organizing effort to stop

punitive legislation, including hosting a citywide faith breakfast to engage the faith community in campaign efforts.

- In December, JDCY hosts the first-ever Youth Justice Advocacy Day at the D.C. Council Building to publicly launch the Stop the War on D.C. Youth campaign.
- Councilmember Adrian Fenty works with JDCY to draft comprehensive reform legislation to codify the major recommendations of the BRC, including the closure of Oak Hill,

its replacement by a smaller, homelike facility, and a redirection of resources to more community-based alternatives to incarceration.





“When youth are treated the way any of us would want our own children treated if they were in trouble with the law, we are a more decent and safer society.”

– Vincent Schiraldi (Director of the D.C. Department of Youth Rehabilitation Services 2005-2010)

2004

- In January, Councilmember Fenty introduces legislation, titled the “Blue Ribbon Commission Act of 2004,” with a letter of support signed by more than 40 organizations.
- Starting in January, JDCY organizes hundreds of youth and adults to attend and speak out at D.C. Council hearings.
- In July, the D.C. City Council Judiciary Committee favorably votes on comprehensive reform legislation.
- On November 9, D.C. City Council unanimously approves the Omnibus Juvenile Justice Act of 2004, which includes provisions to close Oak Hill and redirect resources to community based alternatives to incarceration.
- In separate legislation, the Council approves the Department of Youth Rehabilitation Services (DYRS) Establishment Act calling for a separate Cabinet-level agency that would replace the Youth Services Administration (YSA) and report directly to the Mayor in order “to develop and maintain state-of-the-art programs, delivery systems and facilities that will transform the District’s juvenile justice system into a national model.”
- On November 29th, Mayor Williams signs the Omnibus Juvenile Justice Act into law.
- The Washington Regional Association of Grantmakers (WRAG) establishes the Older Youth Task Force.
- The Youth Services Center (YSC), the District’s new 80 bed detention center for pretrial youth, is opened in Northeast D.C. The facility was constructed to replace the long-closed Receiving Home, which had housed pre-trial detained youth at the same location.

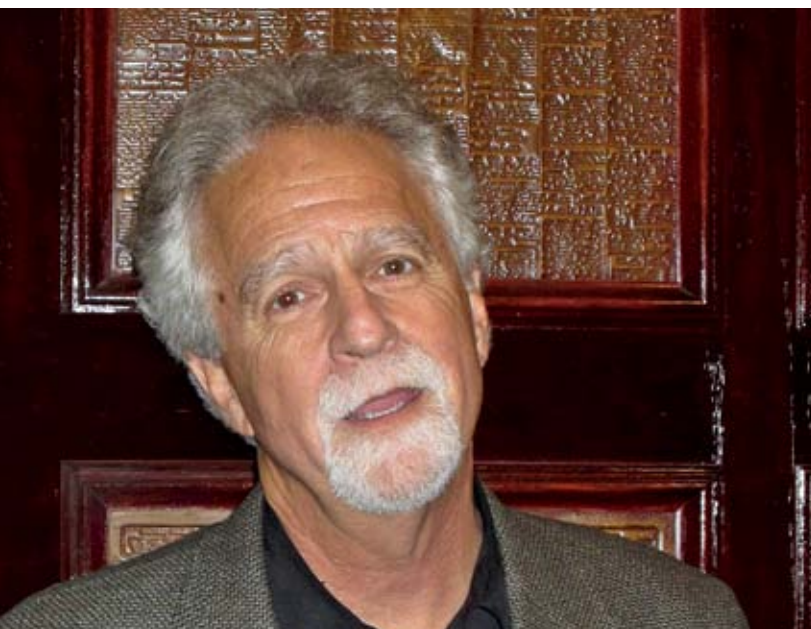
previously served as the District of Columbia's Corporation Counsel. The Honorable Eugene Hamilton, Senior Judge of the Superior Court of the District of Columbia, chaired the BRC with a mandate to examine the strengths and weaknesses of the juvenile justice system focusing on changes at Oak Hill. Shortly after the BRC began, the plaintiffs in *Jerry M.* filed motions seeking to place the entire agency into Court Receivership, and Congress began serious oversight hearings.

Later in 2000, advocates began organizing when the BRC appeared to be considering punitive and misguided policies (such as making it easier to transfer youth to the adult criminal justice system). Local and national advocates, led by the Youth Law Center, the Justice Policy Institute, the Latin American Youth Center, the Alliance of Concerned Men and others, organized quickly to positively impact the Commission's recommendations. The advocates created the Justice for D.C. Youth Coalition (JDCY). The BRC was greatly influenced by the advocacy of JDCY, and ultimately the BRC adopted JDCY's policy platform. The advocates believed that by closing Oak Hill, substantial resources would free up primarily to serve youth in the community rather than through incarceration. In November 2001, the

BRC recommended the closure of Oak Hill; its replacement with a smaller, more rehabilitative program; expansion of community-based programs; and a reduction of the transfer of youth into the adult criminal justice system.

The D.C. Council did not, however, immediately adopt the BRC recommendations. In fact, following a spate of high profile crimes by youth, including a rash of auto thefts by young teenagers known as 'kiddie car thieves', punitive legislation was introduced in 2002 and 2003 that proposed to try more youth in adult criminal court, subject parents to monetary fines and give them jail time or suspend their driver's licenses if their child was delinquent, and allow juvenile delinquency records to be used to deny eligibility for public housing. With support from the foundation community, the Justice for D.C. Youth Coalition was able to successfully defeat the proposed legislation and advocate for the adoption of the BRC recommendations.

Then Councilmember Adrian Fenty worked with JDCY to draft legislation to codify the major recommendations of the BRC and obtain its passage in the D.C. Council. JDCY organized hundreds of residents to advocate for the BRC recommendations to be adopted by



Bart Lubow of the Annie E. Casey Foundation

2005

- In January, Mayor Williams appoints Vincent Schiraldi as Director of the newly-formed Department of Youth Rehabilitation Services (DYRS).
- The WRAG's Older Youth Task Force convenes a series of meetings with DYRS, the philanthropic community and non-profit service providers and advocacy organizations.
- The District is named a Juvenile Detention Alternatives Initiative (JDAI) site by the Annie E. Casey Foundation.

D.C. Council members and to attend and testify at hearings advocating for its passage. As a result, the D.C. Council unanimously passed comprehensive reform legislation in 2004, the Omnibus Juvenile Justice Amendment Act of 2004 (D.C. Law 15-261), to close the Oak Hill facility within five years and redirect substantial resources to community-based alternatives. In the span of five years, very strong policy consensus to reform juvenile justice in the District was achieved.

In addition to approving BRC legislation, the city also approved another bill to create a new cabinet-level agency, the Department of Youth Rehabilitation Services, in order to increase accountability and transparency. In 2005, Vincent Schiraldi was appointed as the agency's first Director. Schiraldi recruited a number of other respected juvenile justice advocates and experts from across the country to join the DYRS leadership team. This experienced team had strong backing from the Williams and Fenty Administrations, which was a critical factor in implementing the reforms.

Between 2005 and 2010, the new DYRS leadership, under Vincent Schiraldi's direction, convened the foundation community and shared their vision for the reforms, identifying the

possibilities for how foundations could partner with government and advocates in the reform effort. Schiraldi set overarching goals and invited the foundations to participate in a structured way. With the vision outlined and a strong leadership team in place, funders were able to concentrate their support on a well-defined and manageable effort. To aid in the effort, DYRS established a DYRS Advisory Board with prominent community leaders including members of the philanthropic community.

In 2009, key aspects of the reform were realized. On May 29th, the notorious Oak Hill juvenile prison was closed, and the New Beginnings Youth Development Center, which would house a very small proportion of the number of youth previously incarcerated, was opened. In November, Mayor Fenty, community members and DYRS announced the creation of a new major initiative – Lead Entities and Service Coalitions – to provide a broad range of community-based services, supports and opportunities for youth under the care of DYRS.

It is important to note that this reform effort, like other similar efforts to reform dysfunctional government agencies and systems, faced

2006

- DYRS Director Schiraldi convenes national and local funders to share a vision of the juvenile justice reform effort and how foundations can effectively partner with government.
- DYRS establishes a DYRS Advisory Board, including members of the D.C. philanthropic community.
- Population of youth detained pre-trial is reduced to the point that all detained youth are removed from Oak Hill and placed in the Youth Services Center (YSC).
- The WRAG's Older Youth Task Force organizes educational site visits for the foundation community to Oak Hill.

2007

- The WRAG testifies before the D.C. Council in support of the juvenile justice reforms.
- The WRAG's Older Youth Task Force continues meetings and site visits.
- See Forever Foundation, whose capacity was supported over the years by Venture Philanthropy Partners, the Bill and Melinda Gates Foundation, and the Edna McConnell Clark Foundation, is awarded a contract through an open RFP process to run the school at Oak Hill and a Transition Center in the community, and on July 5, See Forever opens the new school at Oak Hill.



DYRS Director Vincent Schiraldi turning over the keys to Oak Hill to D.C. Mayor Adrian Fenty

2008

- DYRS is recognized as a 'Top 50' program by Harvard University's Kennedy School of Government's prestigious 'Innovations in Government' awards program.



2009

- On May 29th, the notorious Oak Hill juvenile prison closes.
- New Beginnings Youth Development Center opens.
- In October, the Lead Entities Initiative and Service Coalitions is launched, which will support two community-based organizations – one east of the Anacostia River and one west of the River – in developing a network of community-based alternatives to incarceration.
- In November, community groups meet to set a new policy agenda to reinvigorate support for the reform.
- In December, with support from the Public Welfare Foundation, DC Lawyers for Youth launches the Youth Justice Project to advance reforms and promote the next phase of strengthening community-based alternatives to incarceration.

stiff opposition. While the reforms followed decades of calls for change, were premised on consensus recommendations by the Mayor's Blue Ribbon Commission and best practices in the field as articulated in the *Jerry M.* consent decree, and received important early political support and positive press coverage, real change did not come easily. Opposition included critical press coverage highlighting isolated cases, as well as some community members and other stakeholders questioning the movement away from a system that relied heavily on secure confinement to one that was primarily community based. Some DYRS staff opposed the reforms because it meant a substantial change in the way they would have to now approach their work. The dissent reached a crescendo in the months leading up to the 2010 mayoral election, resulting in a DYRS leadership change and a real possibility that all of the ground gained could be lost. However, throughout the reform effort, key stakeholders pushed to keep the reforms on track by sustaining their investment in the project and publicly asserting its importance to the community.

Some of the most crucial of these stakeholders were members of the foundation community, who played critical, varying roles in this effort



over the past decade. This occurred despite the fact that some foundations that became involved in the effort had limited or no previous grant-making history in juvenile justice. This report does not seek to recount all the details of the very complicated and complex story of ten years of change, but it highlights a number of major contributions and provides an example of how a local philanthropic community, some national funders, government and non-profits can work together to transform a public system serving children and youth.

2010

- In January, Vincent Schiraldi leaves DYRS to become Commissioner of the New York City Department of Probation. Marc Schindler, formerly General Counsel and Chief of Staff for DYRS, is named interim director.
- Schindler remains until July, when Mayor Fenty replaces Schindler with a prosecutor from the Office of the Attorney General.
- In December, at the end of his term and just prior to being replaced by Mayor Vincent Gray, Fenty names Neil Stanley as interim DYRS director. Stanley had been General Counsel under Schiraldi and Schindler and had previously served as a program officer at the Public Welfare Foundation.
- Justice for D.C. Youth shifts to a student-led chapter at the University of Maryland with a mentoring program at New Beginnings.

2011

- Neil Stanley is appointed DYRS Director by Mayor Gray and confirmed (without a vote) by the Council of the District of Columbia in July.





Key Accomplishments of the D.C. Juvenile Justice Reforms



Closure of the notorious Oak Hill Youth Center, D.C.'s juvenile prison



Replacement of Oak Hill with a modern, award-winning facility, New Beginnings, geared towards youth rehabilitation and development



Overhauled the school into a nationally acclaimed educational program, the Maya Angelou Academy



Decreased youth reoffending rates



Dramatically reduced the unnecessary over-reliance on incarceration in the District



Redirected funding from incarceration to community-based programming and supports for youth



Halted punitive legislation to expand the prosecution of youth in adult criminal court



Created a network of community-based alternatives to incarceration

Cedar Knoll and the Receiving Home

A Tale of Two Juvenile Facility Closures

In addition to Oak Hill, the District operated two other locked institutions for its youth: Cedar Knoll Youth Center and the Receiving Home for Children. Cedar Knoll was a 225-bed facility, and the Receiving Home for Children was regularly over its capacity prior to its closure in 1995. Cedar Knoll was in Laurel, Maryland. The Receiving Home was at 1000 Mt. Olivet Rd. in the northeast section of Washington, D.C., the current site of the Youth Services Center.

Since the early 1970's, children's rights groups, juvenile justice system personnel, criminologists, and child advocates had tried to convince the District to change the way its juvenile justice system did business. In 1985, the National Prison Project of the ACLU and the D.C. Public Defender Service (PDS) filed a class action lawsuit – known as *Jerry M.* – against the District, resulting in the 1986 consent decree mandating that the government improve the conditions of all of its juvenile detention facilities. This decree also called for the closure of Cedar Knoll. Plaintiffs' attorneys negotiated with the District for the next seven years about implementing community-based programs as alternatives to secure detention to reduce overcrowding at Cedar Knoll. In the late 1980's, Congress took Cedar Knoll out of the D.C. Appropriations bill as a budget item in an attempt to bring about its closure. Rather than closing the facility, however, the District funded the facility out of the budget for Oak Hill with a budget line item entitled the "Oak Hill Annex." Cedar Knoll continued to be funded this way until 1992.

In the winter of 1992, the National Council on Crime and Delinquency described Cedar Knoll as "overcrowded, unsafe, inhumane, abusive, unresponsive to youth's needs, and tantamount to neglectful warehousing." There was a lack of medical, educational, vocational, recreational, and mental health-related services available to children in this detention facility, which was so short staffed and overcrowded that there were more than fifteen escapes in February 1992 alone.

Plaintiffs' counsel in *Jerry M.* obtained a court order to fine the District for violating the provision requiring one youth per room that was stipulated in the Consent Decree, which resulted in large fines that the District had to pay. In May 1993, after accumulating more than \$2 million in fines at \$1,000 per day for each youth over





capacity, the District finally closed Cedar Knoll. D.C. Superior Court Judge Ricardo Urbina and the plaintiffs agreed to let the District use the money from the fines to develop community-based alternatives for its youth offenders.

After Cedar Knoll was closed, Oak Hill and the D.C. Receiving Home for Children initially became overcrowded. With just a few community alternatives in place for youth, judges became increasingly frustrated with the Youth Services Administration and were reluctant to release youth from custody. In turn, each day the facilities exceeded capacity, the District was again fined \$1,000 per child for each day they were over the cap. In 1994 and 1995, YSA entered into emergency contracts to provide community-based detention alternatives for youth.

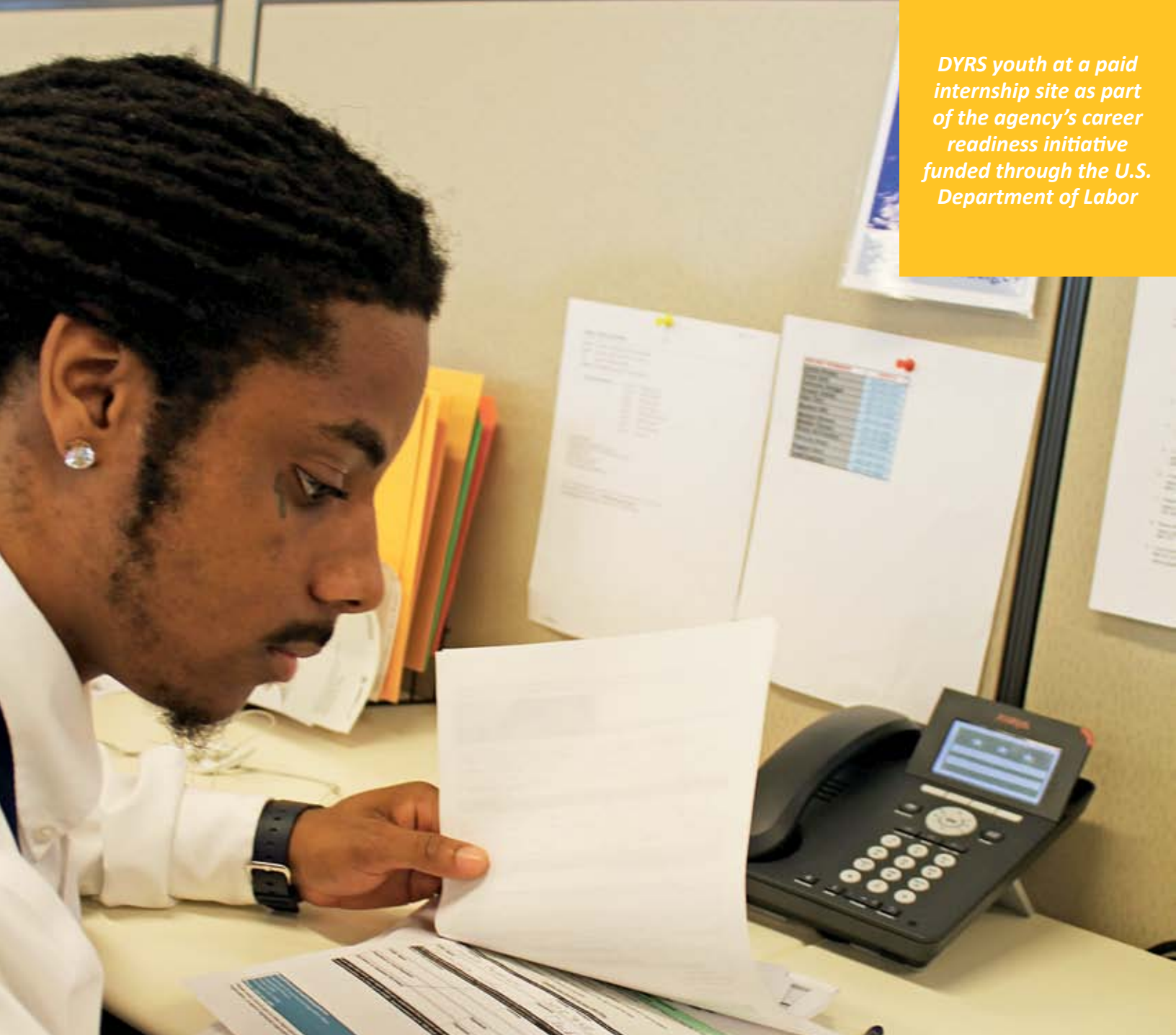
In early 1995, the University of the District of Columbia School of Law's Juvenile and Special Education Law Clinic (UDC) monitored initial hearings in the Family Division. Their research demonstrated that over 2,000 children per year were being detained for one or two nights prior to their initial hearing, a violation of the governing statute. In June of 1995, UDC held an influential symposium, "The Unnecessary Detention of Children in the District of Columbia," at which numerous presentations dissected the overuse of detention in the District. As a result of the symposium, in August 1995, Family Division Presiding Judge George W. Mitchell criticized the D.C. Receiving Home for Children as "unacceptable for a civilized country" and ordered the facility to be closed due to conditions he deemed unfit for habitation by youth.

After the Receiving Home's closure, the population of D.C.'s remaining facility, Oak Hill, again initially surged beyond the court-ordered capacity, and the District was once again fined. Finally, the system expanded some contracts for detention alternatives.

These facility closures helped to substantially reduce the use of locked detention in D.C. According to David Brown, a former employee of both the District of Columbia's YSA and Maryland's DJJ, "When the options were limited in terms of secure beds, D.C. figured out a way to handle it."

Foundations that supported these efforts included the Annie E. Casey Foundation, the Eugene and Agnes Meyer Foundation, the Public Welfare Foundation, the Freddie Mac Foundation, and the Robert F. Kennedy Memorial.

This synopsis is drawn from a more extensive report, "A Tale of Two Jurisdictions," produced by Vincent Schiraldi, Mike Males and Lisa Feldman on behalf of the Justice Policy Institute.



DYRS youth at a paid internship site as part of the agency's career readiness initiative funded through the U.S. Department of Labor

Mayor's Blue Ribbon Commission Key Recommendations

- 1. Close Oak Hill and replace it with a smaller, homelike facility**
- 2. Redirect resources from incarceration to community-based alternatives to incarceration**
- 3. Reduce the transfer of youth to adult court by proposing that all juvenile transfers be made through judicial rather than prosecutorial waiver**



Key Foundation Strategies

In this report we profile six different examples of strategies employed by the foundation community to support the juvenile justice reforms in the District: Leadership, Advocacy, Funder Engagement, Strategic Programmatic Investments, Technical Assistance and Capacity Building. Between 2000 and 2005, strategies focused on achieving a policy consensus on a new direction for juvenile justice in the District. From 2005 to 2011, strategies focused on effectively implementing a new vision for juvenile justice – established by the DYRS leadership – and sustaining that vision. No one strategy alone would have accomplished the results that these reforms achieved. All of these strategies were crucial to the reform’s outcomes at different points and at various times.



Leadership

The D.C. foundation community and national foundations played a key leadership role in the transformation of the District’s juvenile justice system by supporting the development of a policy agenda, guiding the reform effort, and advancing the reform’s goals with policymakers. The visible activities of the foundations gave the effort prominence and additional credibility.

The Mayor’s Blue Ribbon Commission on Youth Safety & Juvenile Justice Reform (2000-2002)

Featured Funder: The Annie E. Casey Foundation

In August of 2000, Mayor Anthony Williams established the District of Columbia Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform (BRC) to investigate the state of youth crime in the District, the effectiveness of the rehabilitative services and programs that were in place, and make recommendations for reform. Mayor Williams did this at the urging of prominent D.C. attorney Charles Ruff. With funding support from the Annie E. Casey Foundation, the Commission hired paid staff to coordinate the



The Honorable Eugene Hamilton, D.C. Superior Court Judge and Chair of the BRC

commission's work, conduct site visits to effective juvenile justice programs, meet with experts in the District and around the county, and prepare a report with detailed recommendations for Mayor Williams. In November 2001, the Mayor's Blue Ribbon Commission issued a report that made key recommendations to:

1. Close Oak Hill and replace it with a smaller, homelike facility;
2. Redirect resources from incarceration to community-based alternatives to incarceration; and
3. Reduce the transfer of youth to adult court by proposing that all juvenile transfers be made through judicial rather than prosecutorial waiver.

These recommendations served as a platform for juvenile justice reform in the District for the subsequent decade, and many were included in the comprehensive juvenile justice legislation unanimously approved by the D.C. Council and signed into law by the Mayor in 2004.

DYRS Advisory Board (2006-2011)

Featured Funder: The Moriah Fund and the Public Welfare Foundation

In 2006, DYRS Director Vincent Schiraldi established a DYRS Advisory Board with prominent community leaders, including foundation leaders such as Rubie Coles of the Moriah Fund and Peter Edelman, then Board Member (and current Chairman of the Board) of the Public Welfare Foundation. The new Board was created to provide guidance to the agency on policy, programs and operations. The Advisory Board has served as a sounding board for the future of the reforms, a best practice resource, and a source of invaluable agency guidance.



Testifying before the D.C. Council (2006-2011)

Featured Funder: The Carter & Melissa Cafritz Charitable Trust and the Washington Regional Association of Grantmakers (WRAG)

As the implementation of the juvenile justice reforms got underway, the foundation community provided a crucial voice in the discussions about the pace and shape of the reforms, especially with the D.C. Council. Passage of the comprehensive reform legislation was not enough to ensure effective implementation. Strong, visible and sustained community support was needed.

On behalf of the Washington Regional Association of Grantmakers, Mary Hallisy of the Carter and Melissa Cafritz Charitable Trust testified before the D.C. Council several times advocating that the reforms continue. Her testimony in December 2007 came at a particularly critical moment. She stated, “Perhaps our most important lesson so far is just how difficult – and how necessary – this reform effort is, not only to the youth in the system, but to our community as a whole. And let’s be clear, the challenges of changing an entrenched bureaucracy, as well as the challenges of working with troubled teens, are both very difficult... Nevertheless, we strongly believe that it is in the best interest of both our youth and our community that this reform effort moves forward. We will continue to work with DYRS and with nonprofit organizations, like those here today to help provide the opportunities our youth need to succeed as individuals and as members of our community.”

Tyrone Parker, Rico Rush and youth testify in support of reforms before the D.C. Council on behalf of the Alliance of Concerned Men





Advocacy



Eddie Ferrer (left) and Daniel Okonkwo (right) of DCLY at their offices

Foundation support for advocacy was instrumental in achieving a new policy consensus on juvenile justice in the District. Advocacy included engaging the community, educating policymakers, developing a reform agenda, informing the BRC, and obtaining the passage of comprehensive reform legislation to close Oak Hill. The intentional foundation support of advocacy over the course of the past decade created the capacity needed to achieve key victories in support of the reforms and serve as a backstop against retrenchment.

Justice for D.C. Youth (2000-2011)

Featured Funder: The Annie E. Casey Foundation, The Butler Family Foundation, the Carter & Melissa

Cafritz Charitable Trust, the Community Foundation of the National Capital Region, the Gwendolyn & Morris Cafritz Foundation, the Hill-Snowdon Fund, the Meyer Foundation, the Moriah Fund, the Public Welfare Foundation, and the Trellis Fund

Justice for D.C. Youth (JDCY) was founded in 2000 in response to the Mayor's Blue Ribbon Commission on Youth Safety and Juvenile Justice Reform to shift the city's priorities from incarceration to education and community-based programming. With support from a number of local foundations, JDCY led the advocacy effort to close the notorious Oak Hill Youth Center, D.C.'s juvenile prison, by advocating that the BRC adopt recommendations to close Oak Hill. JDCY launched the 'No More Oak Hills' campaign with a series of direct actions to inform the BRC. JDCY subsequently led the effort to create and assure the passage of the Omnibus Juvenile Justice Amendment Act of 2004, which was approved by the D.C. Council on November 9, 2004. With foundation support for a full-time community organizer, JDCY launched the 'Stop the War on D.C. Youth' campaign to engage hundreds of D.C. residents through 'Unhappy Jerry M. Birthday' parties and other direct actions. Foundation support enabled JDCY to engage youth, families and community members to change the city's policies. In 2010, JDCY became a student-led group at the University of Maryland with a mentoring program at New Beginnings.

DC Lawyers for Youth 'Youth Justice Project' (2010-2011)

Featured Funder: The Public Welfare Foundation

In 2010, leadership of the advocacy effort transitioned from JDCY to DC Lawyers for Youth (DCLY). With support from the Public Welfare Foundation, DC Lawyers for Youth (DCLY) established the Youth Justice Project in 2010 to expand support for juvenile justice reforms, with a particular focus on increasing community-based alternatives to incarceration and reducing the prosecution of youth in adult criminal court. DCLY has led the fight to stop efforts to undermine the implementation of the juvenile justice reforms in the District and has created a space for engaging community members and allies to advance additional reforms.



Funder Engagement

Employing a multi-faceted strategy of peer outreach, educational sessions, site visits to witness the application of the reforms, and, starting in 2005, regular meetings with DYRS Director Vincent Schiraldi and his leadership team, a small, dedicated group of foundations in the District effectively expanded the base of foundations supporting the reform.

Older Youth Task Force (2004-2009)

Featured Funder: The Carter & Melissa Cafritz Charitable Trust, the Meyer Foundation, and the Moriah Fund

Established as a task force of the Washington Regional Association of Grantmakers (WRAG) Children, Youth and Families (CYF) Working Group, the Older Youth Task Force Chair Mary Hallisy and CYF Co-Chairs Rubie Coles of the Moriah Fund and Carmen James Lane of the Meyer Foundation led efforts to expand the base of foundations working on juvenile justice issues in order to educate the foundation community on the importance of juvenile justice reform and strategize and plan collective actions.

Visits to Oak Hill / New Beginnings (2006-2011)

Featured Funder: The Carter & Melissa Cafritz Charitable Trust, the Meyer Foundation, and the Moriah Fund

The Older Youth Task Force sponsored visits to Oak Hill, D.C.'s juvenile prison, starting in 2006 and then to New Beginnings when it opened in 2009. These visits included local funders as well as foundations across the country through the Council on Foundations. These eye opening experiences helped to educate funders and increase attention on the importance of the juvenile justice reform effort.



“We strongly believe that it is in the best interest of both our youth and our community that this reform effort moves forward.”

– Mary Hallisy, Executive Director of the Carter and Melissa Cafritz Charitable Trust testifying on behalf of the Washington Regional Association of Grantmakers in December 2007



Strategic Programmatic Investments

As numerous youth serving agencies in the District are supported by the local foundation community, this report could not cover the extensive and long-standing programmatic investments made by the foundation community. Below we showcase a couple of examples that helped to shed a positive light on youth in the juvenile justice system to the community.

Collaborative Funder Investment (2005-2010)

Featured Funder: The Meyer Foundation and the Moriah Fund

The Community Foundation of the National Capital Region (CFNCR) established a pooled fund to provide support for changing the culture of DYRS, D.C.'s newly formed juvenile justice agency. The fund was flexible, strategically resourced, and provided incentives for DYRS staff and youth served by the agency. For example, DYRS received free tickets to Washington Wizards games and utilized these to reward youth for positive behavior, and gave them to staff to recognize their commitment to the agency and youth under its care. The fund was tapped to provide food and refreshments for these and other similar types of activities. Additionally, the fund was utilized to support the launch of the new Civic Justice Corps and served to leverage substantial resources from additional sources, such as government.

Civic Justice Corps & Gulf Coast Recovery Film Project (2007)

Featured Funder: The Meyer Foundation and the Moriah Fund

The Earth Conservation Corps (ECC) forged a unique partnership with the D.C. Department of Youth Rehabilitative Services and the National Association of Service Conservation Corps to create the District's first Civic Justice Corps. The program included 34 court-involved youth ages 17-21 returning to the community from the Oak Hill Youth Center. The goal of the project was to prepare these youth for work and to reduce recidivism. As the project got underway, the Older Youth Task Force convened a meeting with foundations, DYRS and area non-profits to support the project. The foundations were excited by the project and felt it was important to document and promote this unique opportunity to showcase D.C.'s reform efforts. Several foundations pooled resources to enable the ECC media team to travel to Mississippi and work with the youth to capture their service experience through videography and photography. With foundation support, ECC provided video and digital cameras, trained the youth on how to use the equipment on-site, and helped the youth edit their raw footage to create a compelling film upon their return to D.C. The film, made after the month-long service project in Mississippi, helped to showcase both the service the youth provided to gulf coast communities ravaged by Hurricane Katrina and the positive youth development principles on which many of the DYRS reforms were grounded.



Technical Assistance

Throughout the reform process, the foundation community understood the importance of providing technical assistance to the effort, particularly that of national experts whose specialties cover facility operations in juvenile detention and juvenile corrections, decision-making on which youth to place in secure care, agency policies and procedures, and oversight of agency operations.

Report on population of committed youth (2005)

Featured funder: The Annie E. Casey Foundation

To address the inappropriate use of incarceration in the District, the Annie E. Casey Foundation's Strategic Consulting Group conducted a study examining the Department's use of incarceration and the needs of youth in its care, and made recommendations for the sizing of a new facility for committed youth. The study provided the basis for how DYRS substantially downsized the population at Oak Hill.

Detention facility operations consultation (2005-2007)

Featured funder: The Annie E. Casey Foundation and The Butler Family Fund

Just before the new DYRS Director Vincent Schiraldi took over the agency, a smaller juvenile detention facility, the Youth Services Center (YSC), was opened in Northeast D.C. to house pre-trial youth charged in the juvenile justice system. Unfortunately, after limited planning, the new facility was opened in a rushed and haphazard manner, resulting in an unsafe situation for youth. Initial problems included a lack of:

1. Educational services or programming;
2. Capacity to prepare food on-site or even a plan to bring food in; and
3. Appropriate training for staff.

Unfortunately the punitive culture of Oak Hill quickly migrated to this new facility, and conditions became quite dangerous for youth and staff soon after it opened. Following initial funding by the federal Office of Juvenile Justice and Delinquency Prevention to perform a conditions assessment, the Butler Family Fund provided support for critical technical assistance and training by Earl Dunlap and David Roush from the National Juvenile Detention Association (NJDA) to implement corrective actions. With Dunlap providing intensive on-site technical assistance and coaching to YSC's management team and staff – which included having Dunlap sleep in the facility three nights a week for two weeks of each month for over a year – and with training provided by Roush and his staff, NJDA succeeded in working with DYRS to transform YSC into a decent and humane detention center for youth awaiting hearings.

Commitment facility operations and design consultation (2006-2010)

Featured Funder: The Annie E. Casey Foundation, the JEHT Foundation, and the Open Society Foundations

As DYRS began implementation of the reform, with support first from the Annie E. Casey Foundation, the JEHT Foundation and then the Open Society Foundations, the Missouri Youth Services Institute (MYSI) was brought in to advise DYRS on how to change the facility culture, train staff in order to implement new policies to shift the agency from a punitive to a rehabilitative model, and design a new facility conducive to effective treatment programming. Some of the immediate issues MYSI focused on were overcrowding, lack of resources for youth, high incidents of violence, no clear programming or engagement of youth, inconsistent staffing patterns, no clear lines of supervision, a variety of physical plant issues, undertrained staff, and a culture of neglect. The MYSI advisors coached top facility administrators, assisted with developing policies and procedures, and trained middle management and line staff on the new approach.

Behavioral health services consultation (2006-2007)

Featured Funder: The Bill and Melinda Gates Foundation

When the new administration took over in January 2005, the D.C. Department of Mental Health (DMH) was responsible for providing mental health services to youth at Oak Hill, largely because the Youth Services Administration (YSA) – the predecessor agency to DYRS – was deemed to have failed so badly in so many areas that mental health was taken away from YSA. Early in the reform effort, a decision was made that it would be best to transition the delivery of mental health services from DMH to DYRS and to refer to these services as behavioral health instead of mental health. It was believed this was necessary in order to ensure the success of implementing the D.C. model of therapeutic-milieu in secure programming.

In order to assist in this transition, and in particular to aid in designing the new behavioral health services program, DYRS sought the assistance of Dr. Eric Trupin, one of the nation's leading experts on the provision of mental health services for youth in the juvenile justice system. Through this funding, Dr. Trupin worked closely with DYRS staff to assess the system as it existed at that time and to develop and begin implementation of a plan that would fit into the new mission and vision for the Department.

Educational programming consultation (2006-2007)

Featured Funder: The JEHT Foundation

In order to reach their goal of developing the best education and vocational services in a juvenile justice facility with educational programming to assist youth transitioning back to the community, DYRS required technical assistance in their assessment and planning efforts. Through this funding, DYRS secured the assistance of Dr. Peter Leone, Director of the National Center on Education, Disability, and Juvenile Justice and one of the leading experts on educational programming for confined youth. Dr. Leone conducted a needs assessment, convened focus groups, identified best practices, and developed a framework for Request For Proposals that resulted

in a contract with the See Forever Foundation and the creation of the Maya Angelou Academy in DYRS' long-term secure facility. Implementation of the Academy resulted in a remarkable transformation from an educational program that had been so bad it was placed under court receivership to what has since been described by a national expert as one of the best educational programs in a juvenile facility nationally.

NCCD Structured Decision-Making Tool (2007-2009)

Featured Funder: The Annie E. Casey Foundation

With funding from the Annie E. Casey Foundation, DYRS partnered with the National Council on Crime and Delinquency (NCCD) to construct and implement a Structured Decision-Making (SDM) risk-assessment tool and process for newly committed youth. NCCD is the national leader in graduated sanctions, assessment, and structured decision making for working with delinquent youth. Structured decision making provides justice system workers with clear, objective, and reliable tools to inform their decisions regarding appropriate system responses to particular youth and their crimes. NCCD conducted a series of focus groups with judges, prosecutors, and public defenders in the District and then worked with DYRS staff to develop, refine and validate the instrument for use by DYRS.

Facility Inspections & Policies and Procedures (2008-2011)

Featured Funder: The Annie E. Casey Foundation and the Public Welfare Foundation

When the reforms started in 2005, DYRS inherited an uncoordinated, outdated and at times inconsistent collection of policies, memoranda, and rules from the Youth Services Administration. At the same time, DYRS was operating under the *Jerry M.* consent decree. The agency tried to comply with *Jerry M.* and develop new policies reflecting the values of the new leadership but lacked the capacity to bring many important policies to fruition. DYRS sought to address this with assistance from the Center for Children's Law & Policy (CCLP) to revise policies addressing grievances, searches of youth, contraband, visitation, child-abuse reporting, confidentiality, employee conduct, and use of force in facilities, as well as create new policies governing sexual misconduct prevention, detection and response, and the treatment of lesbian, gay, bisexual and transgender youth within facilities. CCLP also provided extensive training to DYRS facility staff on a full range of conditions of confinement issues and best practices.

Additionally, DYRS and the DYRS Advisory Board worked with CCLP to establish protocols on facility inspections, trained the Advisory Board members, DYRS staff and other stakeholders on those protocols and granted them broad access to DYRS' locked facilities, staff, and records.

Research paper on evidence for implementing concepts of Positive Youth Development into juvenile justice programming and policies (2008-2009)

Featured funder: The JEHT Foundation

Despite widespread agreement that juvenile justice interventions should be based upon the best empirical knowledge about adolescent development, America's juvenile justice system lags behind other youth-serving fields in their application of the principles of positive youth development (PYD) to its routine operations. In order to apply the lessons of developmental research to the day-to-day challenges faced by youthful offenders and to the techniques and interventions employed by juvenile justice agencies, DYRS established a partnership with Dr. Jeffrey Butts to conduct research on the basis for implementing the concepts of PYD in a juvenile justice context. Butts' and his colleague's research was ultimately published by the Coalition for Juvenile Justice.



Capacity Building

Throughout the reform process, the foundation community supported efforts to engage and involve the community in the reforms, including expanding the capacity of community organizations and individuals to provide direct services to court-involved youth and participate in a meaningful way in public policy discussions about the future of the reform.

Lead Entities and Service Coalitions Initiative (2009-2011)

Featured Funder: The Carter & Melissa Cafritz Charitable Trust, the Graham Fund, the Gwendolyn & Morris Cafritz Foundation, the Moran Family Foundation, the Prince Charitable Trusts, and the Public Welfare Foundation

The District invested resources in the new Lead Entities and Service Coalitions Initiative and invited foundations to support the effort, leading the philanthropic community to invest more than a half million dollars. The philanthropic community's support of the initiative enabled DYRS to leverage support from other sources such as the *Jerry M.* fine funds. The foundations were part of the initiative from its inception and advised on strategy throughout the process.

The purpose of the Lead Entities and Service Coalitions Initiative is to provide and coordinate a wide range of services, supports, and opportunities, as identified in each youth's Individual Development Plan (IDP), and developed through a Youth Family Team Meeting, which actively involves all of the stakeholders in a young person's life. Services included the traditional, such as monitoring and supervision, but also developmental opportunities such as behavioral health services, mentoring, recreational and cultural activities, leadership development, service to the community, workforce readiness and tutoring.

In partnership with DYRS, the Children's Youth Investment Trust Corporation (CYITC) awarded two grants, one each to two different organizations – one east of the Anacostia River and one west of the river – to serve as Lead Entities for each of the two Service Coalitions, and each has engaged more than 30 community-based organizations as part of each of their Service Coalitions. DYRS' goal is "to create the nation's best continuum of care for these youth and families through this neighborhood-based and neighborhood empowering program that emphasizes individual strengths, personal accountability, skill development, positive family interaction and support, and community involvement in the process."

Community advocacy agenda (2009)

Featured funder: The Carter & Melissa Cafritz Trust, the Moriah Fund, and the Public Welfare Foundation

On Wednesday, October 21, 2009, community members, currently and formerly incarcerated youth and parents who had been directly affected by the juvenile justice system, organizations representing all Wards of the District of Columbia and top leadership from DYRS participated in a strategy meeting to identify and prioritize major next steps for juvenile justice reform in the District of Columbia. With support from the Moriah Fund, the Carter & Melissa Cafritz Charitable Trust, and the Public Welfare Foundation, the Campaign for Youth Justice and Justice for D.C. Youth convened over two dozen community-based organizations as part of these meetings.

The discussions focused on current and pressing issues facing the community, such as children in custody at New Beginnings and other facilities, the need for community-based alternatives to detention and incarceration, the disparate treatment of youth of color in the justice system, and prosecuting youth in the adult criminal justice system and placement in adult jails and prisons. Participants shared their knowledge about the justice system and current initiatives underway, identified key issues and challenges, and strategized on a collective set of recommendations to put forward to D.C. officials. On November 4, 2009, community members presented recommendations to DYRS leadership and Superior Court Judge Eugene Hamilton at a Juvenile Justice Roundtable at New Beginnings.





DYRS youth at New Beginnings participating in "Guns to Roses," a program at which they learned metalworking skills by turning inoperable firearms into works of art



Lessons Learned

There are many useful lessons learned by the philanthropic community from this successful reform effort. Among them are:

1. Foundations can contribute to juvenile justice reform in many ways.

This report shows the variety of ways – such as Leadership, Advocacy, Funder Engagement, Strategic Programmatic Investments, Technical Assistance and Capacity Building – that the foundation community contributed their support, leadership and expertise to a successful juvenile justice reform effort over a decade. No one strategy alone would have accomplished the results that these reforms achieved. All of these strategies were crucial to the reform's outcomes at different points and at various times. Foundations, large and small, can contribute in many ways to juvenile justice reform efforts: funding is not the only way to make a difference. These foundations put their weight behind the reforms, lending their names and prestige to support these efforts. Their public support served as a crucial validator for the reform to the policymakers and the public.

2. Foundations can achieve success together with a collective, coordinated and aligned strategy.

The District's foundation community and national funders worked together to advance a proactive agenda to ensure better outcomes for youth involved in the juvenile justice system. The reforms reduced the District's over-reliance on incarceration; closed Oak Hill and

replaced it with a smaller, homelike facility with an innovative and first rate school; re-directed funding from incarceration to community-based alternatives; and ultimately reduced youth re-offending rates. Foundations collectively supported the policy advocacy of the local advocates and once the stage was set, they supported the new DYRS Director's vision for transforming D.C.'s juvenile justice system in a coordinated way. This strategy not only advanced the reforms but also helped to combat any negative media coverage.

3. To ensure positive outcomes, foundations should start with time-limited, tangible projects.

The D.C. and national foundations worked with the advocacy community and with DYRS leadership to explore what would make a difference to youth and their families in the juvenile justice system. They considered what private foundations could fund that government could not, and then they supported time-limited, tangible projects. Over time this developed a strong trust between the foundations, the advocates and the government officials at DYRS. As a result, the foundations put their weight behind larger, longer-term projects. These foundation investments were a symbol of the foundation community's strong support for the reforms and added cache to the effort, enabling the advocates and DYRS to leverage other support.

4. Foundation partnerships between government and the community are essential to success.

The D.C. foundation community and national funders effectively formed strong partnerships with government officials at DYRS and in the community with advocates, direct service providers, youth-serving groups and families. These partnerships were the underpinnings of the reform effort, serving to connect all of the pieces and ensure timely and critical communications among the various players. Today, these partnerships serve as a basis for information sharing, collaboration, and coordinated strategies to advance further reforms.

5. Foundation support for advocacy is a crucial component to achieving goals.

The advocacy effort was integral to changing policymakers' thinking and to enacting substantial policy reforms. There is no question that without the foundations' support of the advocacy effort, the juvenile justice reforms in the District would not have started. Only for a brief period, when the Director of the newly-created DYRS was named, was advocacy not essential to the reform. As the attacks began, it was clear that on-going vigilance was necessary. Fierce advocacy is needed regardless of who runs the juvenile justice system. Advocacy is inherently confrontational with policymakers and will not be funded by government sources; foundations need to make multi-year, long-term investments in advocacy to attain and sustain reforms.

6. Foundations need to maintain support to achieve and sustain reforms.

Meaningful juvenile justice reform that substantially reduces incarceration and redirects investments to community-based alternatives takes time. There is no short-term fix to the decades of problems created by overuse of incarceration, horrific conditions of confinement in juvenile prisons, and lack of investment in communities to work with youth and their families effectively. Foundation support over a span of years is crucial to ensuring results and maintaining that success. The nature of juvenile justice reform is that it takes many steps to accomplish, and it is not complete as soon as legislation passes or a new agency head is named. As the implementation begins, forces of the old status quo will push back, and support is needed to confront this opposition.





DYRS committed youth receiving national "Spirit of Youth" award from the national Coalition for Juvenile Justice



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Conclusion

In the 1990's it was not an easy task to get more than a handful of people around a table to talk about juvenile justice in the District of Columbia. Through collective efforts over a ten-year span, spearheaded and supported by the foundation community, substantial change was created and sustained for the betterment of youth and the community in the District. We documented this transformation to highlight what it takes to achieve and sustain major reforms in juvenile justice and how foundations can shape the reforms. The strategies evolved over time, and it is our hope that by

cataloging these strategies, effective and coordinated reforms can be achieved more quickly and sustained in other jurisdictions across the country.

The work is not done, and more must be accomplished. Sustained and consistent leadership, guidance and support from the foundation community in partnership with government and the community is needed to maintain and continue further progress towards achieving positive outcomes for young people in the juvenile justice system and our communities.

DYRS youth and staff give back to the community by cutting lawns for senior citizens in Ward 5



One of the many civic engagement projects consistent with the principles of PYD



Resources

Foundations

Annie E. Casey Foundation
<http://www.aecf.org/>

Bill and Melinda Gates Foundation
<http://www.gatesfoundation.org/Pages/home.aspx>

Butler Family Fund
<http://www.butlerfamilyfund.org/>

Carter & Melissa Cafritz Charitable Trust
mthallisy@aol.com

Community Foundation of the National Capital Region
<http://www.cfncr.org/>

Edna McConnell Clark Foundation
<http://www.emcf.org/>

Hill-Snowdon Foundation
<http://www.hillsnowdon.org/fundfordc.asp>

Meyer Foundation
<http://meyerfdn.org/>

Moran Family Foundation
<http://foundationcenter.org/grantmaker/moran/>

Moriah Fund
<http://www.moriahfund.org/>

Open Society Foundations
<http://www.soros.org/>

Philip L. Graham Fund
<http://plgrahamfund.org/>

Prince Charitable Trusts
<http://foundationcenter.org/grantmaker/prince/>

Public Welfare Foundation
<http://www.publicwelfare.org/>

The JEHT Foundation
No longer in operation

The Morris and Gwendolyn Cafritz Foundation
<http://www.cafritzfoundation.org/>

Trellis Fund
<http://foundationcenter.org/grantmaker/trellis/>

Venture Philanthropy Partners
<http://www.vpppartners.org/>

Washington Regional Association of Grantmakers
<http://www.washingtongrantmakers.org/>

Youth Transition Funders Group
<http://www.ytfg.org>

Government agencies

Court Social Services
http://www.dccourts.gov/dccourts/superior/social_services.jsp

D.C. Superior Court
<http://www.dccourts.gov/dccourts/superior/index.jsp>

Department of Youth Rehabilitation Services
<http://dyrs.dc.gov/>

Organizations

ACLU
<http://www.aclu.org/>

Alliance of Concerned Men
<http://www.allianceofconcernedmen.com/alliance/>

Campaign for Youth Justice
<http://www.campaignforyouthjustice.org/>

Center for Children's Law and Policy
<http://www.cclp.org/>

DCLY
<http://www.dcly.org/>

Earth Conservations Corp
<http://www.ecc1.org/>

East of the River Police, Clergy, Community Partnership
<http://www.ercpcp.org/>

Free Minds Book Club & Writing Workshop
<http://www.freemindsbookclub.org/>

Georgetown University Juvenile Justice Clinic
<http://www.law.georgetown.edu/clinics/jjc/>

Justice for DC Youth
<http://www.jdcy.org/>

Justice Policy Institute
<http://www.justicepolicy.org/>

Latin American Youth Center
<http://www.layc-dc.org/>

Mentoring Today
<http://www.mentoringtoday.org/>

Missouri Youth Services Institute
<http://www.mysiconsulting.org/>

National Council on Crime and Delinquency
<http://www.nccd-crc.org/>

National Partnership for Juvenile Services (formerly the National Juvenile Detention Association)
<http://www.npjs.org/>

Progressive Life Center
<http://www.plcntu.org/>

Robert F. Kennedy Center for Human Rights
<http://www.rfkcenter.org/>

Sasha Bruce Youthworks
<http://www.sashabruce.org/>

See Forever Foundation
<http://seeforever.org/>

Took Crowell Institute for At-Risk Youth University of the District of Columbia David A. Clarke School of Law
<http://www.law.udc.edu/?page=JuvenileClinic>

Youth Law Center
<http://www.ylc.org/>

UDC Juvenile and Special Education Law Clinic
<http://www.law.udc.edu/?page=JuvenileClinic>

Other links

A Tale of Two Jurisdictions
<http://www.cclp.org/documents/BBY/dcmd.pdf>

Framing Justice Interventions Using the Concepts of Positive Youth Development
http://juvjustice.org/media/resources/public/resource_390.pdf

Mayor's Blue Ribbon Commission on Youth Safety and Juvenile Justice
<https://blogs.commonwealth.georgetown.edu/oakhill/documents-and-resources/blue-ribbon-commission/>

