**Youth Violence and Crime Prevention Study: Washington, DC**

Winter 2014/2015

By

Karen Meacham

and

Jillian Rafferty, co-author

INTRODUCTION

The purpose of this report is to examine the status of child and youth violence prevention efforts in the District of Columbia. To prepare a baseline assessment of what work is being done and to gain a general understanding of the landscape, we talked to dozens of people in both government and non-governmental organizations. These conversations were supplemented by a review of current literature and on-line research.

Fundamentally, we found that a tremendous amount of work is being done in the District to alleviate youth violence and crime as well as the underlying causes of child poverty and distress, such as hunger, poor education, unemployment and insecure living environments. Despite hard work, valiant efforts are undermined by historically poor coordination among organizations, lack of data collection and sharing of information. Absence of a consistent and strategic vision across administrations, and cooperation between groups, has hampered broad-based progress.

That said, recent initiatives are working to reverse these trends. The Children and Youth Investment Trust Corporation (the “Trust”) is taking on an increasingly important coordination, data collection and funding role in the District. The outgoing Mayor’s “Boys and Men of Color Initiative” (managed by the Trust) and President Obama’s “My Brother’s Keeper Community Challenge” also speak to a coordinated and holistic approach to troubled youth in the District.

In the following pages, we will delve into the dynamics of child and youth violence prevention in the District of Columbia, by providing a demographic portrait of the city and then examining youth violence prevention at the primary, secondary and tertiary levels. We identify challenges at hand and highlight important stakeholders. Our assessment includes valuable feedback from those working daily in the field. Ultimately, we provide commentary on how to move forward -- as we strive for a world in which all young people grow up to lead healthy and productive lives.

**Situational Analysis: Defining the Landscape in Washington, D.C.**

According to the most recent census data, Washington, D.C. has a population of about 650,000—a 7.4% increase since 2010. Nearly one-fifth of that population is made up of people under the age of 18. Demographically, the District breaks down as follows: 43.4% white; 49.5% black or African American; 0.6% American Indian; 3.9% Asian; 0.1% Pacific Islander; 10.1% Hispanic or Latino; and 2.6% mixed race. Over 13.5% of the population is foreign born, while about 15% of the population hears at least one language other than English spoken at home.

Median household income is nearly $65,000 per year, with per capita income significantly lower, at $45,000. Nearly 19% of the District’s residents live below the poverty level – 3.6 percentage points higher than the national average – a large portion of which is concentrated among families with children under age 5, in which the householder and sole caretaker is a woman. Unemployment in Washington was last reported at 6%, given a 64% labor force participation rate.

Almost 90% of the population has graduated from high school, while just over half have completed Bachelor’s degrees. But this figure does not speak directly to those who go through DC’s public school system, which has a graduation rate of just 59%--**twenty-one percentage points below the national average**. And this compares poorly to other big-city school districts, as well. New York City Public Schools have a 66% graduation rate; Chicago stands at 69%, and Detroit at 65%. What’s more, we see a sizeable gap in graduation rates when we compare Washington’s traditional public schools to its public charter school system. In 2011, just 53% of traditional public school students graduated on time, while upwards of 80% of public charter school students achieved that benchmark.

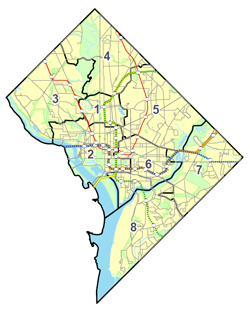
“Unfortunately, large and persistent disparities in achievement among public school students in the District of Columbia indicate that all children here may not have the same opportunities.”[[1]](#footnote-1)

A 2012 report by DC Action for Children cites the District as having “one of the widest racial achievement gaps of all large urban school systems in the country.” Their research suggests cause is a confluence of race, place and income, which dictates achievement, at both extremes. “The economic status of the neighborhoods where students live, and whether they are neighborhoods of concentrated poverty or neighborhoods of concentrated privilege” dictate educational achievement and probable social outcomes. As mentioned in an earlier Urban Institute report, “school quality is uneven in D.C. — with disparities in school quality combining with housing patterns to limit both diversity and equity.”[[2]](#footnote-2)

Let’s look at “place” in the District of Columbia.

Geographically, Washington, DC is divided into eight wards (see Map 1). And these wards tell a story of dramatic disparity—socioeconomic, racial, and more.

**Map 1: The Eight Wards of Washington, D.C.**



The District’s best-off areas are Wards 2 and 3. Ward 2 is predominantly white, non-Hispanic (70%). Its poverty rate is under 15%, less than half of the highest single-ward poverty rate in Washington. Barely 8% of Ward 2’s children live in poverty, one-sixth of the highest single-ward rate. Unemployment is well below the national average, over 90% of the population is high school educated, and average family income is high.

Ward 3’s story is very similar. Like Ward 2, the lion’s share of the population is white, non-Hispanic (78%). The poverty rate is under 8% and the unemployment rate is under 4%, the lowest figures in Washington. Childhood poverty hovers just under 2%, 97% of the population is high school educated, and average family income is well over $200,000 per year.

Let’s draw a point of contrast, then. Though no parts of the city are immune to poverty and violence, Wards 2 and 3 enjoy substantial opportunity. Wards 5 through 8 occupy the opposite end of that spectrum and demand the most attention. For the sake of brevity, we’ll quickly review Wards 7 and 8, both of which are physically separated from the rest of the city by the Anacostia River, and are hence referred to geographically as “Anacostia” (again, see Map 1).

In total, 95% of Ward 7’s population is black, non-Hispanic. About one in five children is born to a teen mother—and that figure has remained constant for almost two decades. Poverty—and especially childhood poverty—is rampant. More than one-quarter of the population and over 40% of children live in poverty. Unemployment is high and on the rise, currently at 19%—nearly three times the national average. High school education is growing, but one-fifth of the population still fails to complete high school. Violent crime rates are well above the District average.

Ward 8’s story isn’t so different. A full 94% of the population is black, non-Hispanic. One-fifth of all children are born to teenage mothers. The poverty rate has increased from about one-quarter in 1980 to over 35% last year. And among children, the poverty rate has increased from 30% to over 50% in the past two decades.

Though the proportion of the population with high school diplomas has doubled in the past thirty years, average family income has fallen—and the number of families in need of government assistance continues to rise.

**There is a strong correlation between the geographic break down and poverty indicators listed above, and youth crime statistics.** According to the MPD’s juvenile arrest records reporting all arrests of individuals 17 and under, between January and June 2014, there were roughly 1500 arrests citywide for crimes such as robbery, assault, disorderly conduct and other. In a random sample, approx. 62% of perpetrators were from Police Districts 6 and 7, representing neighborhoods east of the Anacostia River. Another 11% were from Police District 5 and the remainder of crimes (27%) was spread across the city. If we translate this into the District wards the majority of youth offenders are coming from Wards 5-8, previously described as the neighborhoods having multiple challenges.[[3]](#footnote-3)

Neil Stanley, outgoing Director of the DC Department of Youth Rehabilitation Services (DYRS), who works with hundreds of court-involved youth commented on the statistics and “cause factors” listed above. He discussed how Wards 5 through 8 have the highest unemployment, public assistance, and public housing. They are deeply “**under-resourced communities”** with far fewer grocery stores, farmers markets, banks, and educational opportunities than other parts of the District. These are conveniences that many residents take for granted in the city at-large-- and certainly increase quality of life.

Mr. Stanley was equally adamant (and optimistic) that we shouldn’t “get caught up in the baggage of what these communities have and don’t have—but support the resilience of youth”. To escape the cycle of youth poverty and violence, the City must ask how to “strengthen the protective factors and increase the resilience of youth!”[[4]](#footnote-4)

Given DC’s notable demographics and neighborhood poverty, unemployment, and crime rates, it is clear that the District faces some pressing challenges. What follows is a review of the trends documented in those challenges, and an overview of who is involved.

**Juvenile Crime and Crime Prevention in DC: A Summary of Key Reports and Initiatives**

What has been said about juvenile crime in DC? What is the environment for juvenile crime and crime prevention? There have, to date, been a number of studies and efforts produced to answer those questions. Below is a review of the most notable and successful analyses of the issue.

Perhaps the most comprehensive look at youth crime and violence in Washington, DC comes from a study produced by the Healthy Families / Thriving Communities Collaborative Council in March 2009.[[5]](#footnote-5) The culminating report, which was presented to Metropolitan Police Department Chief of Police Cathy Lanier, focuses on identifying trends in youth violence, on the causes of it, and on strategies that might address these causes through engaging relevant communities.

Among the report’s most important findings is that there has traditionally been very little follow-through in crime prevention efforts in Washington, DC—little has been done to learn from past efforts, and even data as basic as crew and gang statistics is rarely publicly available.[[6]](#footnote-6) Though past efforts at crime prevention are many, support for these programs has “too often been driven by crisis or political considerations and has not been sustained over time”—and even these programs are “disjointed” rather than “part of a broader citywide strategy.”[[7]](#footnote-7) And the development of such a strategy is among the report’s most pivotal recommendations, suggesting that a multiagency, citywide commission tasked with coordinating gang, crew, and other youth violence and crime intervention and prevention efforts be created, incorporating outcomes-driven programs, comprehensive data tracking systems, and the creation of a safety net for families impacted by violence.[[8]](#footnote-8)

The past decade has seen a revamped public effort to reduce and prevent juvenile crime—largely the result of a perceived uptick in juvenile crime in the early 2000s after a period of relative easing of violent youth activity. As numerous high-profile youth crimes wracked Washington, DC in those years, public officials tackled the issue with greater focus than they had in the past, debating a series of new juvenile justice policies. And, because much of that early-2000s crime increase centered on youth gangs, many of the resulting policies responded to that dimension of juvenile crime.[[9]](#footnote-9)

Though this increased focus on youth crime was well-deserved, many outside the government felt that policymakers’ suggestions would in fact do little in the way of implementing broad or lasting changes on the crime and violence landscape in Washington.[[10]](#footnote-10) By focusing primarily on tertiary crime prevention, the proposals policymakers put forward did little to *prevent* crime and improve the safety of the neighborhoods most impacted by it. The proposed plans were centered on easing the process of moving juvenile offenders into the criminal justice system for punishment—but not on stopping crime before it happens.[[11]](#footnote-11)

Unfortunately, it seems that concern did play out. In the decade that passed, youth offenders increasingly trended toward violent crime. Juveniles were arrested for violent robberies and car-jackings 50 percent more often in 2008 than in 2007. And in 2010, Washington’s youngest offenders made up nearly a quarter of all violent crime arrests—doubling their role just seven years before.[[12]](#footnote-12)

In 2011, the Metropolitan Police Department (MPD) delivered a report to the Committee on Public Safety and the Judiciary detailing their efforts to reduce crime in Washington, DC—much of which focuses on youth violence and crime prevention—and explaining the needs they anticipate moving forward. The MPD’s 2011 Annual Report goes into detail to break down the Department’s various efforts to prevent juvenile crime at the primary, secondary, and tertiary levels.[[13]](#footnote-13) The core focus of the police department’s efforts is through its variety of “community outreach” programs. Police Chief Cathy Lanier, who has lead the DC MPD since the 2009 Healthy Families / Thriving Communities Collaborative Council report was released, has implemented many of the recommendations, focused on prevention and data collection, and provided important consistency over a number of years.

By protecting schools and the neighborhoods near them and by providing safe havens for youths in dangerous neighborhoods late at night, officers provide **primary prevention**. By organizing and interacting with various youth groups and community associations, by providing mentoring and mediation services for youths facing disciplinary action at school, and by setting up numerous city-wide programs to build youth relationships with law enforcement,[[14]](#footnote-14) officers provide **secondary prevention**. And by engaging with previously arrested and truant youths in an effort to return them to school and reintegrate them into the community, officers provide **tertiary prevention**.[[15]](#footnote-15)

And the results are impressive. In her opening letter for the Metropolitan Police Department’s 2012 Annual Report, Police Chief Cathy Lanier noted that the past four years had seen a 63 percent decrease in juvenile homicide offenders—and an even larger decrease in juvenile victims—speaking to the Department’s commitment to preventing youth involvement in violent crime.

On an anecdotal note, the District’s MPD is generally viewed as a positive force and team player by those who work with youth and on youth violence prevention. Many District agencies—from the DC Department of Parks and Recreation to the DC Department of Youth Rehabilitation Services—have regular if not daily phone calls with officers working to share information and/or improve relationships with young residents.

Still, police are one of many agents of crime prevention. Where do primary, secondary, and tertiary prevention stand in federal and DC law? Who are the principal actors in crime prevention efforts? What are those actors or programs lacking, at this point? What follows is an effort to answer those questions, broken down to the primary, secondary, and tertiary levels.

CHAPTER 1: PRIMARY PREVENTION

**What is primary prevention?**

Youth violence and crime prevention (YVCP) is broad and complex. **Primary prevention** programs are aimed at preventing crime at the earliest stages, addressing environmental, situational, and social factors that may be conducive to the development of criminal activity. In essence, this type of prevention tackles the seeds of issues that may emerge years later in an effort to instill good values, keep children in school, promote non-violent problem solving and conflict resolution, prevent truancy, fight poverty, and generate environments non-conducive to criminal activity.

Many people separate primary prevention into two phases: work done to impact children 5 through 11 years old and work done to impact children 12 through 16 years old. Primary prevention can also be carried out in two distinct contexts: in-school prevention activities and extracurricular prevention activities.[[16]](#footnote-16) When working neighborhood to neighborhood at the street level, these divisions are less clear-cut. Still, the phases are useful in understanding the goals and objectives of primary prevention.

The first and younger phase often includes activities that involve learning-by-playing, building communication skills, fostering respect in different points of view, etc. The second and older phase, builds on this, including activities aimed to help children assume responsibility, work toward collective and individual goals, develop strong work ethics, and mediate conflicts.

Even with these goals in mind, the primary prevention umbrella is the broadest and the most difficult to define. Inevitably, there is overlap between the environmental nature of primary crime prevention and secondary prevention’s goal of targeting at-risk groups, as primary prevention seeks to change the circumstances in which these groups develop. So where does primary YVCP stand in Washington, DC? What laws, programs and providers exist—both federally and at the local level?

**Stakeholder Analysis: The WHO and HOW of Primary Prevention in DC**

Primary crime prevention in DC has relevant actors at each level: federal, state, and local.

At the federal level, the primary stakeholder in juvenile crime prevention is the Office of Juvenile Justice and Delinquency Prevention (OJJDP), housed within the U.S. Department of Justice’s Office of Justice Programs. OJJDP’s purpose is to provide “national leadership, coordination, and resources to prevent and respond to juvenile delinquency and victimization,” supporting “states and communities in their efforts to develop and implement effective and coordinated prevention and intervention programs.”

The OJJDP was initially established under the Juvenile Justice and Delinquency Prevention Act (JDDPA), a law first passed in (and repeatedly reauthorized since) 1974. At its broadest, the JJDPA provides for “a nationwide juvenile justice planning and advisory system spanning all states, territories, and the District of Columbia; federal funding for delinquency prevention and improvements in state and local juvenile justice programs and practices; and the operation of a federal agency, the Office of Juvenile Justice and Delinquency Prevention, which is dedicated to training, technical assistance, model programs, and research and evaluation, to support state and local efforts.”

Separate from OJJDP, there are numerous federal agencies that address aspects of juvenile crime prevention as well. Among these, for example, is the Centers for Disease Control and Prevention (CDC)—a group typically associated with infectious disease prevention, treatment, and policy—which is “actively engaged in efforts to stop youth violence before it starts” through its Striving To Reduce Youth Violence Everywhere (STRYVE) initiative.

The state and local levels in the District of Columbia tend to blend together. Because DC is not officially a state, but exists as a unique parcel of land with overlapping federal, state, and local jurisdictions, state-level policy is not always useful to tease out on its own. State and local laws often work in tandem.

**At the municipal level, the bulk of primary YVCP at the government level takes place in DC public schools**, which themselves are a complex mix of federal, state and local authorities.

There does not seem to be any strategic*, District-wide* youth violence prevention initiative or conflict resolution program for the District of Columbia, nor is there one implemented by the DC school system. In meetings with civic activists and DC Public School (DCPS) representatives, the consistent narrative is that DC schools have their hands full with testing and raising basic reading, writing, and math scores. Teachers work very hard to comply with current demands in a tight budget environment and are simply stretched to the limit; they have no capacity to take on more. Incorporating conflict resolution and basic life skills into an existing curriculum is not under consideration given the system’s existing constraints.

That said, there *are* individual principals who make it their own priority to incorporate violence prevention and implement programs in their specific schools. Non-profits such as the Latin American Youth Center work with principals at Cardozo, Wilson, Roosevelt and Bell High Schools to implement positive youth engagement programs that have an anti- violence component (affecting the 12-18 year old cohort). Well-regarded educator, Daniel Malec runs a peer mediation workshop at E.L. Haynes public charter school in Ward 1 (that impacts younger children).[[17]](#footnote-17) There are a number of unique and positive initiatives around the District, but nothing comprehensive.

Laura Wilson Phelan, DC State Board of Education Representative for Ward 1, pushed back on the notion that there should be a District-wide crime prevention initiative implemented through DC Public Schools, arguing, “Not all violence is the same. DC neighborhoods are very diverse. This should be done at the community level.” She suggested carefully interviewing principals school by school to assess their needs and priorities, then constructing a strategic plan reflecting their input. Other community leaders echoed this sentiment, stating that working with individual principals is the most effective method of affecting change in DC schools (not systemically). All agreed however, that gaining the backing of DCPS Chancellor, Kaya Henderson, would be essential to successfully engage a broad group of principals, as she could provide top-down support.

There is one notable exception to the dearth of school system-wide YVCP policies: the "Youth Bullying Prevention Act of 2012” passed by the DC Council to address bullying on a comprehensive, citywide level.[[18]](#footnote-18) The law covers conduct that occurs on the school campus, at school-sponsored activities or events, on school-provided transportation, or through school-owned technology – and is an important effort reflecting a nation-wide conversation. The law is not without its critics, however. Despite good intentions, some argue this law will be hard to implement and enforce given the complex governing structure of DC Public Schools, explored in more detail below.

The Bullying Prevention Act aside, most *District-wide* primary prevention initiatives tend to have a more indirect or environmental focus.

In these efforts, DC schools continue to play a critical role in the community both during the academic year and in the summertime. One example of a school-based crime prevention policy in the District is DC Public School’s participation in the U.S. Department of Agriculture’s (USDA) feeding program. The USDA provides free meals to students in need (until age 18) both while school is in session and during the summer months. Washington DC’s program is particularly robust during the summer, by means of the DC Free Summer Meals Program. Under the goal of eradicating hunger among juveniles during the summer months, local government agencies- the DC Public Library and the Department of Parks and Recreation- have also established dozens of free-meal sites for children and teenagers—even providing meals on Saturdays. As famous singer Bob Marley, says, “a hungry man is an angry man.” Anti-hunger programs in the District work to fill empty bellies as a human rights issue, but also to remove the incentive to steal, and fill the void that often leads to anger and violence in young people.

Still, it is a challenge to affect change system-wide within the DC education system. Here’s why:

School governance is, above all else, messy. Federal, state, and local jurisdictions overlap, generating confusion (and competition) over who is responsible for different aspects of education in the District. A non-exhaustive list of the departments, offices, and agencies involved is as follows:

* The federal Department of Education (USDOE)
* The Elementary and Secondary Education Act (ESEA), or the “No Child Left Behind” Law
* DC’s Office of the State Superintendent for Education (OSSE)
* DC Public Schools (DCPS), and DCPS Chancellor Kaya Henderson (mayor-appointed)
* DC Deputy Mayor for Education, Jennifer Niles (mayor-appointed)
* DC State Board of Education (elected by DC residents)
* Public Charter Schools School Board (mayor-appointed)
* Local Education Authority (LEA), specific to each charter school
* DC Council’s Education Committee (elected)

In the Washington, D.C. context, OSSE is the umbrella group. This “state-level” office receives guidance from the USDOE and is responsible for every child in the District—public and public charter alike. Their responsibilities include overseeing curriculum development, setting testing standards, and establishing the standards that the School Board and Public Charter Board must follow. OSSE however, is not the exclusive owner of these responsibilities. In conversations with education advocates and officials, to work on school curriculum for example, one must coordinate with the DCPS Chancellor and public charter school entities as well.

Hiring is in the hands of DCPS for traditional public schools, but public charter schools implement their own hiring. Teacher tests are required for traditional public schools—but again, not for public charter schools. Much is done at the individual school level, and little is done in a coordinated fashion across the District.

For a mandate such as the anti-bullying law, the DCPS Chancellor and all DC traditional public schools must comply immediately with directives from the Council. Public charter schools must comply in spirit, but enforcement is unclear. They are subject to the guidance of their individual LEAs and possibly the Public Charter School Board. Implementation may prove inconsistent.

There are, in addition to local government and schools, numerous civil society actors working in the primary prevention landscape in Washington, DC. (see table below). Though the number of groups is many, only a few are of significant scope. Programs exist that work with youth on a variety of issues: healthy living; extracurricular music and theater activities; the provision of role models for youths living in neighborhoods in crisis; extracurricular academic support; and more. Generally, these programs aim to provide youth with the personal, academic, and professional development opportunities that are otherwise lacking in their communities and schools. Several do phenomenal work in their field, even if not comprehensive or serving a wide geographic area.

It is worth noting that in many environments, civil society groups that work directly with teachers have the chance to be effective at the primary level, whether through curriculum development, teacher training or other. In Washington, DC teachers have little leeway in the development of curricula and/or in their own training, both of which are handled higher up in the school bureaucracy—this is, in fact, one of the biggest complaints we heard from teachers in town hall meetings and interviews. Programs working to alter school curricula and teacher training have little to no ability to change outcomes if working with teachers alone. Civil society groups are most effective if they target decision-makers above the teacher level. Incorporating new tools into *existing* classes and curriculum is also essential, so as not to increase the overall workload. This addresses another common refrain from teachers, that they are simply at or beyond capacity to take on one more initiative.

Broadly speaking, key stakeholders in Washington, D.C.’s primary youth violence and crime prevention efforts on the government side are the U.S. Attorney’s Office, the DC Public School system, and the Metropolitan Police Department. There are a large number of civil society groups doing primary prevention work both with government and independently. Only a few are mentioned here. The Latin American Youth Center stands out, as does the Boys and Girls Club of Greater Washington, DC; the Sitar Arts Center, DC Youth Slam Team, and Team Up DC, described in more detail below.

Ultimately, to affect a diverse and large number of youth, the most important stakeholders at the primary level are individual schools. Our research has shown that principals and other individuals within specific schools’ leadership structures are the most optimistic targets for working on primary YVCP issues. Support and input from the DCPS Chancellor is not necessary, but increases likelihood of long-term success.

For more detail on key stakeholders in the primary prevention landscape in Washington, D.C., see Table 1.

TABLE 1: STATE AND NON-STATE ACTORS IN PRIMARY YOUTH VIOLENCE AND CRIME PREVENTION

|  |  |
| --- | --- |
| Primary Prevention: Primary State and Non-State Actors | |
| U.S. Department of Justice: U.S. Attorney’s Office for the District of Columbia | The U.S. Attorney’s Office for the District of Columbia works to reduce crime, enhance public safety, and improve the quality of life in Washington, DC. The Office’s primary strategy is community-based, enabling officials to interact directly with residents, local businesses, nonprofit organizations, and other community stakeholders to “develop a comprehensive approach to fighting crime and protecting and defending the rights and interests of the residents.”[[19]](#footnote-19)  With this mission in mind, the Office has three main groups of activities: Community Outreach Programs, Youth Engagement Programs, and Reentry Outreach. The second is most relevant to the work at hand.[[20]](#footnote-20)  Through the Youth Engagement Programs (which include: U.S. Attorney in the Schools Lecture Series; East of the River Youth Court Club; Youth Motivation Program; Youth Summit; Project Legal Enrichment and Decision Making, or Project L.E.A.D.; Career Exploration in Law; and Internet Safety Presentations) aim to “foster positive decision-making and to deter youth from criminal behavior” by “expos[ing] youth to the inner workings of the criminal justice system and discourag[ing] them from engaging in drug, gangs, and gun violence.”[[21]](#footnote-21)  *Potential for Engagement:* On paper, the U.S. Attorney’s Office is a key player in YVCP. But in our countless meetings[[22]](#footnote-22) with stakeholders working on the ground, the role of this office was never referenced. It’s role is, above all else, legal—and therefore is less relevant as a potential venue for engagement in the primary YVCP landscape in Washington, D.C. |
| Metropolitan Police Department’s Youth Advisory Council | The Metropolitan Police Department (MPD)’s Youth Advisory Council (YAC) “engages DC Public School students in activities that focus on three basic objectives:”[[23]](#footnote-23)   * Exposure to people and career paths; * Access to mentors, role models, and internships; and, * Opportunity to gain the tools to develop into successful adults.   The YAC began in 2002 in an effort to include District youth in community policy and problem-solving processes, all while developing relationships with area youth. Currently, the YAC selects students from 14 to 18 years of age and meets once every month. The meetings take place during school hours—and it is schools that are tasked with managing students’ transportation to the meetings. These meetings are in part designed to increase youths’ exposure to professional settings. During the sessions, students “participate in group-related activities, such as holding elections, planning group activities, problem solving,” etc.[[24]](#footnote-24) And “good citizenship” factors heavily into the discussions, as well.  *Potential for Engagement:* As noted above, the MPD is viewed as a positive force and team player by the many groups working on YVCP in the District. DC government agencies and NGOs alike communicate frequently and robustly with the MPD in an effort to work together toward common goals. While it is worth noting that in our own work, we had some trouble setting up direct lines of communication with the relevant individuals at the MPD, they are seen as an honest and engaged stakeholder in the YVCP landscape in the city and are a good potential partner moving forward. |
| DC Public Schools | As noted above, the structure of the DC public school system is complex, and chains of command are often difficult to ascertain. Though each actor within the system may be doing good work, coordination among the many branches, offices, schools, and individuals in the system is a daunting task. For now, there is not a District-wide violence prevention strategy.  *Potential for Engagement:* Despite complex governance, the DC Public Schools are a key venue for primary YVCP in the District. The potential to engage with them is high—particularly if done, as suggested above, on an individual-school or neighborhood-by-neighborhood basis. See above for more on the governance structure, distribution of responsibilities, and breakdown of the District’s education system. |
| Boys and Girls Clubs of Greater Washington (BGCGW) | The Boys and Girls Clubs of Greater Washington (BGCGW) aim to be safe havens for their member, open when schools are closed and providing a “safe, comfortable, and fun alternative to youth who would otherwise be home alone or on the street.”[[25]](#footnote-25) Every day, BGCGW serves over 1,300 youth, welcoming all children, adolescents, and teens that wish to join. Within Washington, DC specifically, the BGCGW provides programs in a wide range of fields, including: Character and Leadership Development; Health and Life Skills; the Arts; Sports, Fitness, and Recreation; and Education and Career Development.[[26]](#footnote-26)  *Potential for Engagement: BGCGW has potential to be a solid partner for work in DC. They work in all parts of the city and are well respected.* |
| Latin American Youth Center (LAYC) | The Latin American Youth Center (LAYC) seeks to “empower a diverse population of youth to achieve a successful transition to adulthood, through multi-cultural, comprehensive, and innovative programs that address youths’ social, academic, and career needs.”[[27]](#footnote-27) With this mission in mind, LAYC provides a variety of programs, including: Educational Enhancement; Social Services; Workforce Investment; Community Wellness; Art + Media; Advocacy; and the Promoter Pathway.[[28]](#footnote-28) And some of their work is directly with schools in the DC Public School system.  *Potential for Engagement:* Excellent. LAYC leadership is open-minded and progressive in her field.  For the past decade, LAYC has been compiling an organization-wide data tracking system to document information, evaluate each LAYC program, and further the group’s strategic growth—and this is a huge deal, as many similar organizations in DC face serious challenges in collecting information, developing metrics for success, and evaluating their own programming. Working with LAYC—either to better this effort or to help expand it to other DC organizations—could be key to bettering the YVCP landscape in the District.  Still, as with other similar groups, LAYC faces the persistent challenge of seeking funding for its programming. The organization runs through a combination of donations and grants, but budgetary constraints are ever-present. |
| DC Youth Slam Team | The DC Youth Slam Team uses poetry to “teach and empower teens from the DC metropolitan area to speak up about issues of social justice.” The team provides a “platform for talented youth to develop their writing, performance, and public speaking skills with guidance from mentors and teaching artists.”[[29]](#footnote-29)  *Potential for Engagement:* The DC Youth Slam Team is one of many arts-focused groups seeking to engage youth in the District. Like many of its peer groups, the DC Youth Slam Team is more or less self-sustaining—working hard to achieve its stated mission, but with a necessarily narrow scope and with little obvious opportunities for overlap with its peer groups. |
| Sitar Arts Center | The Sitar Arts Center provides “multidisciplinary arts education to the children and youth of Washington, DC in a nurturing, creative community where young people discover their inherent talents and gifts.”[[30]](#footnote-30) More than 700 students participate in their programs each year, 80 percent of which come from low-income households. The Center strives to make arts education “accordable and accessible” for students and families who otherwise don’t have access to similar opportunities. And it seeks to provide a “vital safe-haven for its students during the high-risk afterschool, Saturday and summer hours in an area where youth in Washington, DC face many negative life choices and often unsafe streets.”[[31]](#footnote-31)  *Potential for Engagement:* As one of the largest arts-focused extracurricular organizations for youth in DC, the Sitar Arts Center has the potential to be an important partner in furthering ideaborn’s efforts in the District. Still, it remains important to remember that Sitar is one of many similar organizations in Washington, and that competition for funding continues to provide a strong disincentive to cooperation among peer groups. |
| Team Up DC | Team Up DC (TUDC)’s Youth Sports Network is a creation of the DC Children and Youth Investment Trust (the Trust—see below for more) to “improve the quality of youth sports programs in Washington, D.C., thereby increasing opportunities for positive and healthy outcomes” for the city’s youth.[[32]](#footnote-32) TUDC’s mission is to “use sports as a youth development tool to create positive academic, health and life outcomes for DC’s youth” through developing youths’ “academic, career, personal, social and athletic skills.”[[33]](#footnote-33) TUDC has a range of programs, including:   * Coaches Certification Program; * SCORE (Sports Careers Offer Real Experience); * Coaches in the Classroom; * TEAM UP! For DC; and, * Health and Wellness.[[34]](#footnote-34)   *Potential for Engagement:* Because this program is a creation of the Trust, it is well established and structured already. For future engagement, this is both a pro and a con. On one hand, its established structure and scope will make collaboration easier to achieve. On the other hand, the existing framework may be less open to collaboration and outside involvement. |

It’s important to make one additional note. There are programs that come up in secondary and tertiary prevention—including, for example, the DC Department of Parks and Recreation’s Roving Leaders Program—that used to have more robust operations at the primary level but have cut back in recent years due to budgeting constraints. In discussions with Alonzo Holloway, head of the DPR Roving Leaders, he explained that the benefit of his program at the primary level was huge: by accessing and building relationships with kids in their communities at a much younger age, the Roving Leaders were better equipped to positively engage with them as they got older and became involved in increasingly risky behavior. So, while the Roving Leaders no longer have a primary prevention mechanism within their program, this is a notable gap—and one whose filling would likely pay in dividends.

**Problem Analysis: Challenges to Combating Juvenile Crime at the Primary Level**

With all of these stakeholders in mind, what problems do they face in implementing primary youth violence and crime prevention in Washington?

Overall, the biggest problem remains the lack of coordination among similar groups. There are so many groups, government and non-government alike, working to implement primary YVCP in Washington, DC, but each one by and large operates in a vacuum. Without a coordinated strategy among the relevant actors—or at least greater collaboration on the ground—the many groups fail to maximize their potential impact. And even within individual systems—like the education system—unclear jurisdictions, lack of communication, and challenges to authority bog down the primary YVCP process.

For example, in the District’s education system, the biggest issue is how remarkably un-streamlined it is. Each entity reports to a different overseer: OSSE to the USDOE; the DCPS Chancellor to the DC Mayor’s Office, but also to the OSSE and at times to the Deputy Mayor; traditional public schools to the DCPS (and, in turn, the DC State Board of Education); public charter schools to their Public Charter board and individual LEAs; the DC State Board of Education, with its nine elected members, reports to the public alone.

District-wide violence prevention initiatives in the schools, such as the anti-bullying legislation, are difficult to implement due to multiple jurisdictions, lines of authority, and funding streams. That is with politics and personalities aside. More effective is working with a motivated principal who has the Chancellor’s ear and the support of local non-profit groups focused on positive youth outcomes. A localized approach to prevention takes into account the needs of individual neighborhoods and schools. [Note: DCPS is a particularly egregious case of complex governance. Most DC government agencies report directly to the Mayor and have a clearer chain of command. DCPS however, is the best place to influence children and youth in one place over a sustained period of time.]

At the civil society level, many groups are conducting truly phenomenal work. That said, they are not fitting into a larger puzzle or strategy, which limits the possibility for significant and lasting change—on a broad level. Another challenge is funding. Despite hard work, well-designed programs, and enthusiastic outreach, their own competition for funding (with each other) disincentivizes cooperation among similar non-profits. Few are far-reaching on their own and several could benefit from combining forces. So, just as in deeply bureaucratic government agencies, civil society groups face lack of coordination as well—though for different reasons.

**Conclusion**

Before moving on to secondary prevention, it is useful to take a moment to assess the overall state of primary youth violence and crime prevention in Washington, D.C. given the goals of primary YVCP, where does the District stand? Do existing primary prevention efforts meet the city’s needs? Where do implementers stand in overcoming the challenges to primary YVCP?

Let’s briefly review the goals of primary YVCP.

Primary YVCP aims to prevent crime at its earliest stages, addressing environmental, situational, and social factors conducive to the development of criminal activity. This is done both with young children (ages 5 through 11) and teens (ages 12 through 16), though the line between those two age groups is blurry. Primary prevention can take place both in school and at the extracurricular level. And primary prevention can take on many forms—including learning-by-playing, building communication skills, fostering mutual respect, working toward collective and individual goals, develop strong work ethics, learning to mediate conflicts, and assuming responsibilities.

With those goals in mind, where does their achievement stand?

In the school system, the entrenched and complex bureaucracy and unclear chains of command leave the system’s ability to effectively implement broad-based, primary YVCP dramatically crippled. With little potential for coordination within that system, each piece within it is more or less left to its own devices. Outside of the school system, civil society actors—despite strong missions, hard work, and admirable goals—have modest opportunities to collaborate. Competition for funding and more work to do than any single group has time for leaves them scrambling to keep up— hesitant to work together and harness their collective potential.

There is a wide range of actors in Washington, D.C. working toward primary violence prevention goals. From the Metropolitan Police Department to the DC Public School system, from the Sitar Arts Center to the Team Up DC Youth Sports Network—the stakeholders are many, and most are doing great work. Still, the work is not enough. The goals of primary prevention have yet to be met, and in our many conversations with stakeholders throughout the District, we heard time and again that that failure was due to a lack of coordination across peer organizations working toward the same goals.

With all that said, the challenges of coordination and communication remain. Moving forward, I recommend developing a *comprehensive* *primary violence prevention strategic plan* with and for the District, to be implemented through the schools and managed by a central entity such as the Children and Youth Child Development Trust (“the Trust”), in coordination with the Mayor’s office. (More on this below, in “Recommendations.”)

CHAPTER 2: SECONDARY PREVENTION

**What is secondary prevention?**

At the secondary level, programs are aimed at preventing crime by targeting at-risk individuals and groups and preempting their involvement in criminal activity. Note that “at-risk” is a spectrum, ranging from truancy and acting out at school on one end to engaging in violent and/or criminal behavior and coming into contact with law enforcement at the other end. This can involve programs that directly involve at-risk individuals as well as ones that seek to alter incentives and social structures for those individuals at a broader level. It is this environmental component—though secondary prevention focuses most heavily on those already at risk for committing crimes—that provides for some degree of overlap with primary crime prevention.

Much of the work done at the secondary level is designed to preempt youths’ formal involvement in the justice system. This can include streamlined communication and collaboration between community police and other key stakeholders—including parents associations, the school system, and non-profit groups working with at-risk youths and those already in early stages of confrontation with the law. Similarly, communication between these actors and the formal justice system is an important goal of secondary prevention. Ultimately, the goals of secondary youth violence and crime prevention are to identify at-risk youths and youths already in early stages of conflict with the law and to prevent their (further) movement down that path.

Secondary YVCP is perhaps the most valuable in areas like Washington’s seventh and eighth wards, where social and structural incentives to begin criminal activity are higher for the population’s juveniles than these youths would face in safer and wealthier neighborhoods. What efforts, both legal and programmatic, are taking place in Washington, DC at large? And what works in preventing juvenile crime and violence at the secondary level?

**Stakeholder Analysis: What does secondary prevention look like in DC?**

Secondary YVCP takes place at the federal, state, and local levels—both through government and through non-governmental organizations (NGOs).

The Juvenile Justice and Delinquency Prevention Act (JJDPA) is among the principle federal government actors in secondary crime prevention in Washington, DC. It has four core requirements that guide its (and the Office of Juvenile Justice and Delinquency Prevention (OJJDP)’s) activities, only one of which is relevant to secondary crime prevention: the JJDPA works toward the deinstitutionalization of status offenders (DSO)—youths that are charged with conduct that would not, under the law of the jurisdiction where the offense was committed, be punishable if committed by an adult. This includes, among other offenses, chronic truancy, running away, violating curfew laws, or possessing alcohol or tobacco. Through the JJDPA, state and local law enforcement are encouraged to pursue alternatives to putting juveniles in detention facilities for status offenses.

Given its broad mandate to support states and local communities in their efforts to develop and implement effective crime-prevention programs for juveniles, OJJDP’s activities are varied. Most of its work involves sponsoring research, developing training initiatives, setting federal policies to guide juvenile justice issues at the national level, determining the government’s goals and priorities in juvenile crime prevention, disseminating information about juvenile justice, and awarding funding to states to support local programming.

The Coalition for Juvenile Justice (CJJ) is an aggregative grouping of State Advisory Groups (SAGS; these are the state-level entities established by the JJDPA)[[35]](#footnote-35) and allies “dedicated to preventing children and youth from becoming involved in the courts and upholding the highest standards of care when youth are charged with wrongdoing and enter the justice system.”[[36]](#footnote-36) Established under the JJDPA, CJJ works in five substantive areas: “promoting evidence-informed policies and practices of delinquency reduction and prevention; educating the public and advising federal policymakers on state and local juvenile justice issues; assisting the states (including the territories and the District of Columbia) in meeting the core requirements of the Juvenile Justice and Delinquency Prevention Act; improving racial/ethnic fairness, accessibility, and overall quality of community and court-based policies and practices; and linking national, state, and local advocates and organizations to pursue a common mission.”[[37]](#footnote-37)

CJJ furthers its mission by working both with SAGs, which receive training and technical assistance on innovative practices in juvenile justice, and with upwards of 1,800 individual members (including “juvenile justice practitioners, service providers, youth, parents, public officials, concerned citizens, and others”).[[38]](#footnote-38)

Within OJJDP, there are a number of initiatives and programs dealing with particular subsectors of juvenile crime prevention. One of these, the Youth Development, Prevention, and Safety (YDPS) division, “administers policies and programs that focus on positive youth development and protecting children against victimization,” targeting children *before* they reach the juvenile justice system.[[39]](#footnote-39) Among the many secondary-prevention programs YDPS administers are the National Girls Institute, the Children’s Advocacy Centers, AMBER Alert, and mentoring programs for at-risk children.[[40]](#footnote-40)

The Criminal Justice Coordinating Council (CJCC) also focuses primarily on secondary crime prevention. Within its juvenile justice pillar, CJCC has a Truancy Taskforce (which attempts to reduce truancy and promote school attendance, through a combined force of education, human services, and public safety stakeholders) and a multi-agency effort known as Juvenile Stat/P4S (which tracks juvenile high-risk offenders, absconders/non-compliant offenders, and those under dual supervision).

Though federal agencies provide legal and strategic guidance, and financial support, when on the streets of the District, **it is DC government agencies and NGOs that are best known in the secondary YVCP landscape.** Just a handful are mentioned and further outlined in Table 2.

The DC Department of Parks and Recreation (DPR) provides safe havens, fun activities and even food to children and youth with the goal of providing a healthy environment and “keeping kids off the street”. DPR specifically targets at-risk youths and those living in troubled neighborhoods.

DPR has a unique program that straddles the line between secondary and tertiary prevention called the Roving Leaders Program. This program is interesting and effective though highly labor intensive. DPR’s Roving Leaders are a group of 36 outreach workers and 4 administrative staff working in all eight wards. They work in schools and in communities and they visit homes. They talk daily with numerous DC government agencies involved in crime prevention and work hard to coordinate their activities. They are often called by police officers to come “pick up and counsel” a youth, and help refer them to treatment (mental health, drug addiction, general assistance) so the officer doesn’t have to arrest the young person. They are seen as trusted youth-to-MPD and government liaisons. In short, they are a group with the inside story on what’s happening in the neighborhoods—good and bad. Ultimately, the Roving Leaders counseling and referral of at at-risk youth make them effective at secondary crime and violence prevention. (More depth is provided on the Roving Leaders in the tertiary section,)

The DC Department of Health’s (DOH), Violence Prevention Program provides violence related education to students K-12 in Wards 7 and 8 traditional public and public charter schools. This straddles primary and secondary prevention, but is focused specifically on at-risk neighborhoods and the at-risk youths in them.

The DC Department of Employment Services, Metropolitan Police Department (MPD), and Public Libraries are among other DC government agencies providing programs geared towards engaging at-risk youth.

Hundreds of NGOs, big and small, religious and non-religious, effective and less so, work in DC neighborhoods as well (see Table 2).

Sasha Bruce, a well established non-profit in the District works tirelessly to combat youth crime and violence, and related factors. Among other programs, Sasha Bruce runs “Youthworks” a jobs training program. Charmina Carolina, a young mother of three participating in the Youthworks job training program aptly put it: “..summer jobs are fine, but if summer jobs were all year, the crime rate would go down because youth wouldn’t have to go to drastic measures to take care of their families.”[[41]](#footnote-41) Sasha Bruce works with homeless youth, runaway youth and others not having sufficient opportunity. Programs include counseling, GED assistance, pregnancy prevention and more. Sasha Bruce has a “street based approach” to outreach and case management, providing safe drop in places for those in acute need. Sasha Bruce is well respected by the community it serves, but is consistently plagued by pressure to find funding.

The Latin American Youth Center (LAYC) with director, Lori Kaplan, also does tremendous work in secondary prevention. According to Kaplan, DC faces serious challenges of poverty, adult illiteracy, incarceration of black males and undocumented Latinos, among others. The LAYC has become a role model however, in transforming “efforts to outcomes”, and is now consulting other non-profits in the positive youth development framework. In violence prevention the LAYC focuses on engagement, mentoring and creating a youth corps. LAYC’s successful collaboration with the George Washington University and the US Center for Disease Control has led to the opening of Adelante, a comprehensive, community-based center in Langley Park, MD focusing on youth leadership and resilience. The LAYC continues to be innovative in its approaches to youth violence.

Alliance of Concerned Men, Catholic Charities, Smart from the Start, Global Kids.-there are many civil society groups in DC doing great work. Unique among them, however, is the **DC Children and Youth Investment Trust Corporation,** better known as “the Trust”.

*It is hard to underestimate the transformative nature and potential of the Trust.* It was “..Incorporated as an independent non-profit in1999 after a group young people, parents, caregivers, service providers, community leaders, school officials, corporate partners, foundations and federal and District government officials came together and were determined to improve the way services are provided to children and youth in the District.”[[42]](#footnote-42) It has since taken on a “super-NGO” role.

The Trust is actively involved in grant making to “support a variety of youth development-related organizations and programs.”[[43]](#footnote-43) It follows five “Citywide Goals” and twelve “Youth Development Outcomes” with which it evaluates its work and the work of others.

The Trust is transparent and well run, and maybe most importantly, it has **financial and legal flexibility** that government does not. DC Government leans on the Trust to accomplish initiatives more quickly and efficiently than it can. In that sense, the Trust is an almost “quasi-government” entity. The previous Mayor’s office selected the Trust to implement the major citywide “Boys and Men of Color Initiative”. Similarly, the Trust interfaces with President Obama’s “My Brother’s Keeper Initiative” at the federal level. And the Trust manages an important relationship with Bloomberg Associates, who is assisting the District in its nascent, but eventually comprehensive data collection and analysis work.

In this capacity, the Trust coordinates among over 30 DC government agencies, receives government funding, and is a key source of grant-based funding for other groups in the area. The Trust works on secondary prevention through funding programs that target at-risk youth. But it has the potential to fund and organize all levels of violence prevention in the City, and ideally implement a strategic vision that unites government and non-government efforts.

As outlined in Table 2, key stakeholders in Washington, D.C.’s secondary youth violence and crime prevention efforts include but are not limited to the Government of DC Department of Parks and Recreation (DPR); Government of DC Department of Health (DOH), Government of DC Department of Employment Services (DOES); Sasha Bruce; Alliance of Concerned Men; Latin American Youth Center; Boys and Girls Clubs of Greater Washington (BGCGW); Catholic Charities Archdiocese of Washington; Anacostia Coordinating Council; and the D.C. Children and Youth Investment Trust Corporation (“the Trust”).

Many other venues for secondary YVCP in Washington, DC largely overlap with those involved in primary YVCP. These include: DC Opportunity Scholarship Program; DC Youth Link; Team Up DC; Asian American LEAD (AALEAD); Center for Multicultural Human Services; CentroNía; College Summit; Friendship Public Charter School; Heads Up; KIPP DC; See Forever Foundation; and Urban Alliance.

TABLE 2: STATE AND NON-STATE ACTORS IN SECONDARY YOUTH VIOLENCE AND CRIME PREVENTION

|  |  |
| --- | --- |
| **Secondary Prevention: State and Non-State Actors** | |
| Government of DC: Department of Parks and Recreation (DPR) | The DC Department of Parks and Recreation (DRP) offers numerous services that target youths and engage them in community-building and community-oriented activities.   * Through its **Youth Sports** program DPR offers “athletic and competitive opportunities for District youth regardless of their age, skill level, or athletic interests.”[[44]](#footnote-44) Through this service, DPR offers cheer, track and field, basketball, Pop Warner football, powder puff football, baseball, boxing, kickball, soccer, softball, tennis, and volleyball for the District’s youth population. * DPR’s various **Teen Programs** are “specifically designed to keep teens actively engaged throughout the year and help youth build and develop positive relationships with one another through cultural and social enrichment activities.”[[45]](#footnote-45) The activities of the Office of Teen Programs include Teen Nights Out, Supreme Teen Clubs, Youth Council, community service projects, sports, leadership development, and various other recreational events. * Each year, DPR offers a series of **Youth Camps**, urban camping opportunities for youth aged 3 to 17.[[46]](#footnote-46) These include sports camps, aquatic camps, therapeutic camps, and various other day camps. In addition, DPR partners with the Department of Employment Services to host a number of teen career camps. * In addition, DPR offers various community **fitness centers**, abundant **volunteer opportunities**, and **therapeutic recreation activities** for individuals with disabilities.   *Potential for Engagement:* DPR is, above all, an honest broker in DC YVCP. Their various activities for at-risk youths are robust, though they do overlap with many separate efforts conducted by NGOs in the District. Perhaps the greatest potential for collaboration is through coordination. |
| DC Department of Parks and Recreation, Roving Leaders Program | The DPR Roving Leaders Program mission is to prevent, neutralize, and control hostile behavior in youth and youth groups through the development of positive relationships between teens/youth and outreach workers. Roving Leaders utilize recreation and leisure time activities as the intervening vehicles for redirecting antisocial and aggressive behaviors.  *Potential for Engagement:* The Roving Leaders Program is in touch with youth and their challenges. They understand “the street”. The flip side of that is that they are not office professionals. There is an opportunity to work with the Roving Leaders, improve their strategic thinking, and data collection. The challenge would be not to change their style and access in the process. |
| Government of DC: Department of Health (DOH) | Relevant DOH programs seek to reduce the health risks among children and adolescents by bringing together programs and organizations that serve children and adolescents throughout the District of Columbia and provide education, support and resources to improve and promote optimal health and quality of life for all District of Columbia children and adolescents.   * Healthy Start is a free program for pregnant and parenting mothers and fathers in Wards 5, 6, 7 and 8 with the goal of improving birth outcomes. * The curriculum of the Violence Prevention program in Wards 7 and 8 touches on rape and child abuse prevention, healthy relationships and sexuality. * DOH provides direct counseling and medical services to youth in need, including but not limited to infectious disease (HIV/AIDS, STDs) and mental health concerns.   *Potential for Engagement:* Because DOH’s activities are more confidential in nature, the greatest potential for engagement is in a coordinating or assisting in capacity building. |
| Government of DC: Department of Employment Services (DOES) | The DC Department of Employment Services (DOES) provides a number of resources specifically targeting or benefiting District youth through the Office of Youth Programs. The **Office of Youth Programs** “develops and administers workforce development programs for District youth” aged 14 to 24 by providing “occupational skills training, work experience, academic enrichment, and life skills training to facilitate the development of work habits and skills that are essential for success in the work place.”[[47]](#footnote-47)   * The **Summer Youth Employment Program** (SYEP) aims to provide “enriching and constructive summer work experiences” to District youth aged 14 to 21 by means of “subsidized placements in the private and government sectors.”[[48]](#footnote-48) * During the school year, youth District residents aged 14 to 18 enrolled in high school have the opportunity to participate in DOES’s **In-School Program**, which “provides academic enrichment activities, work-readiness skills, project-based learning, life skills and leadership development” to “prepare District youth to successfully transition from high school into post-secondary education, advanced training, unsubsidized employment, or a career in the military.”[[49]](#footnote-49) * The **Marion Barry Youth Leadership Institute** is a “year-round program to train District of Columbia youth in the concepts of leadership and self-development,” emphasizing “practical, hands-on experience and a holistic approach to developing leaders for the 21st century.”[[50]](#footnote-50) The Institute includes various activities, spanning youth government, community service work, overnight residential training programs, and an annual banquet, among others. * The **One City High School Internship Program** provides students attending DC public, private, and charter high schools with “structured internship opportunities and mentoring relationships.”[[51]](#footnote-51) * The **Out-of-School Program** serves young adults aged 16 to 24 who are no longer attending secondary or post-secondary school, providing “skills workshops, career awareness and work readiness modules, basic education, GED preparation and basic computer training, as well as vocational skills training.”[[52]](#footnote-52) Ultimately, the program “assists youth in achieving short and long term educational and employability goals through relevant occupational skills training and guidance.”[[53]](#footnote-53)   *Potential for Engagement:* DOES’s activities are more or less self-contained, much like DPR, despite many NGOs’ efforts to work toward similar outcomes and goals. As with DPR, perhaps the greatest potential for engagement is in a coordinating or assisting capacity. |
| Sasha Bruce | Sasha Bruce was first founded in 1974, initially focusing on counseling suburban street kids and out-of-town runaways. The organization has changed and developed over the past four decades. Today, it is one of the largest and most experienced providers of youth services in Washington, DC. Their various programs “[help] young people find safe homes, achieve and maintain good health and mental health, create and strengthen supportive and stable families, explore opportunities in education and careers, and become tomorrow’s leaders.”[[54]](#footnote-54) Currently, Sasha Bruce runs 18 professionally-staffed programs throughout the District, including, among others: Safe Homes; Tomorrow’s Leaders; Building Opportunities; Healthy Lives; and Stable Families.  Through our many conversations, we garnered the overwhelming impression that Sasha Bruce is a well respected and honest broker in the YVCP landscape in DC. In many ways, their efforts set a high standard. But our meeting with Sasha Bruce’s leadership revealed their challenges, too—the biggest of which is a persistent absence of sufficient funding. Though Sasha Bruce collaborates with government agencies, NGOs, foundations, and individual community stakeholders alike and has a fantastic reputation in DC, its programming remains tightly constrained by budgetary concerns. |
| Alliance of Concerned Men | The Alliance of Concerned Men (ACM) works to help at-risk youth residing in high-crime areas within the Washington, DC metropolitan area.[[55]](#footnote-55) In operation since the early 1990s, ACM boasts numerous programs targeting at-risk and in-crisis youths, including: In School Programs; Gang Prevention and Outreach; The Fatherhood Initiative; Mentoring & Monitoring; and the Ward 8 Youth Violence Initiative.[[56]](#footnote-56)  *Potential for Engagement:* Like Sasha Bruce, ACM has a fantastic reputation as a convener and problem-solver in youth violence in the District—notably, ACM successfully negotiated seven truces between rival youth gangs in some of Washington’s most dangerous neighborhoods, all of which remain in place to date. Founded by a group of men who grew up in these neighborhoods, much of ACM’s credibility is derived from its nature as a group indigenous to DC—that is, one founded and run by Washingtonians.  Again, like many of its counterpart organizations, ACM faces a perpetual struggle to garner funding to continue its efforts, relying heavily on donations to further its efforts. Despite its efforts and its track record of success in working with at-risk youths in Washington’s most troubled neighborhoods, ACM’s programming remains constrained. |
| Latin American Youth Center | The Latin American Youth Center (LAYC) seeks to “empower a diverse population of youth to achieve a successful transition to adulthood, through multi-cultural, comprehensive, and innovative programs that address youths’ social, academic, and career needs.”[[57]](#footnote-57) With this mission in mind, LAYC provides a variety of programs, including: Educational Enhancement; Social Services; Workforce Investment; Community Wellness; Art + Media; Advocacy; and the Promoter Pathway.[[58]](#footnote-58)  *Potential for Engagement:* For the past decade, LAYC has been compiling an organization-wide data tracking system to document information, evaluate each LAYC program, and further the group’s strategic growth—and this is a huge deal, as many similar organizations in DC face serious challenges in collecting information, developing metrics for success, and evaluating their own programming. Working with LAYC—either to better this effort or to help expand it to other DC organizations—could be key to bettering the YVCP landscape in the District.  Still, as with other similar groups, LAYC faces the persistent challenge of seeking funding for its programming. The organization runs through a combination of donations and grants, but budgetary constraints are ever-present. |
| Boys and Girls Clubs of Greater Washington (BGCGW) | The Boys and Girls Clubs of Greater Washington (BGCGW) aim to be safe havens for their members, open when schools are closed and providing a “safe, comfortable, and fun alternative to youth who would otherwise be home alone or on the street.”[[59]](#footnote-59) Every day, BGCGW serves over 1,300 youth, welcoming all children, adolescents, and teens that wish to join. Within Washington, DC specifically, the BGCGW provides programs in a wide range of fields, including: Character and Leadership Development; Health and Life Skills; the Arts; Sports, Fitness, and Recreation; and Education and Career Development.[[60]](#footnote-60) |
| Catholic Charities Archdiocese of Washington | Generally, Catholic Charities works to assist individuals and families in need, “helping people develop the skills and strength to move from crisis or isolation to stability and growth.”[[61]](#footnote-61) Their work is spread across 64 programs throughout the District and five surrounding Maryland counties. The majority of the Charities’ work doesn’t directly target youths, though they do have a series of children’s programs: Family Preservation; Services for Children with Developmental Disabilities; THRIVE – Catholic Charities’ Residential Unit Independent Living Program for youth in the foster-care system; THRIVE – Catholic Charities’ Teen Parent-Independent Living Program for teen parents in the foster-care system; Youth Transitional Program for homeless single men aged 18 to 24; and Pregnancy and Adoptions services.[[62]](#footnote-62) |
| Anacostia Coordinating Council | The Anacostia Coordinating Council (ACC), founded in 1983, is a consortium of organizations and individuals involved with the revitalization of Anacostia and its adjacent neighborhoods. Since its inception, the ACC has sponsored, co-sponsored, or been involved in hundreds of activities that address the daily needs of members of the Anacostia community—and many of these activities relate directly to youth violence and crime prevention in the area. A full list of activities can be found on the ACC’s website.[[63]](#footnote-63) |
| D.C. Children and Youth Investment Trust Corporation – “The Trust” | The Trust works through “grant making, capacity building, and coordination of youth programs and services … to ensure that every D.C. youth develops the skills to grow into a healthy, caring and productive adult.”[[64]](#footnote-64) In working toward these goals, the Trust has a number of initiatives, including:   * D.C. Opportunity Scholarship Program, which provides “private school scholarships to low-income families residing in the District of Columbia with expanded educational opportunities for their children.” * D.C. Youth Link, a “coalition of community-based organizations that provides a diverse array of services to court-involved youth in their neighborhoods.” * One City Youth * Team Up DC   *Potential for Engagement:* The Trust is the key organization working to coordinate among the many agencies and NGOs that work in YVCP in the District. They play a pivotal role, given their unique position somewhat in between government and the non-profit community. Respected by NGOs and with the District government’s ear, the Trust is positioned unlike any other organization.  This, combined with its significant grant making and coordinating capacity, make it a key target for collaboration and funding moving forward. It’s worth noting that their reputation and the volume of requests they receive enables them to be choosy in the groups with which they partner, tending toward those with a proven track record and/or particularly innovative and promising programming. |

The most relevant stakeholder in secondary YVCP at this point is the Trust given its breadth, its flexibility, and the strategic nature of its work. Its NGO status means that it is less vulnerable to political change and remains consistent across political administrations. Operating between the government and NGO levels, the Trust has the capacity to both implement initiatives of its own and award grants to other organizations—setting it more or less above the fray in the competition for funding. Their grant making structure is straightforward and transparent, based on a simple (but competitive) application process. There is plenty of work to be done, but the Trust seems to be on the right path and has the capacity to affect change. It is, in many ways, the best target partner for secondary (and tertiary) YVCP in Washington.

**Problem Analysis**

Given the long list of stakeholders in secondary youth violence and crime prevention in the District, what problems to these stakeholders face?

The most pressing problem for secondary YVCP in the District is one of **coordination**. There are plenty of organizations working hard to implement secondary prevention on a wide variety of levels, as outlined above. There is some communication based on individual relationships, or surrounding a crisis, but with few exceptions, these organizations have little ability to coordinate on a strategic level, limiting the good work they do. How much progress can be made in alleviating the big, long-term challenges if hundreds of groups are working as uncoordinated individual actors?

Similar to groups in primary prevention, a significant contributing factor in lack of coordination is groups’ **competition for funding.** A large number of non-profit organizations especially, compete for a limited pot of money. Sharing information may give an advantage to a competitor, even if working on similar issues. Throughout this process, it has become increasingly clear that even the organizations doing the most and reaching the largest number of youths are engaged in a constant struggle of securing funding to not just expand, but even to continue their operations.

A further outgrowth of the lack of coordination is the **absence of robust data collection**. The lack of coordination means that any data collected by individual organizations through the work they do fails to contribute to a greater aggregation of knowledge and information, minimizing the impact of that data collection. This implies a second problem: if multiple organizations collect similar data, work is necessarily being done and done over again.

The Children and Youth Development Trust Corporation (the Trust) seeks to coordinate and gather information from both government and non-government groups. It is a laborious process, but starting in 2011 with information garnered from the Metropolitan Police Department’s “One City Summer Initiative” and gradually including over 30 agencies and 100 civil society groups receiving government funding, the Trust has launched a database to capture youth data and youth development outcomes. Mapping and matching youth with programs and goals is the target. Ultimately the data system hopes to have a unique identifier for every youth, in order to provide consistent support until adulthood. All of this is a works in progress.

In summary, there is a lack of coordination among organizations that are working toward notably similar goals in secondary prevention. That lack of coordination —both between government and NGOs and among NGOs—dramatically diminishes the potential of all of the relevant groups to implement successful secondary YVCP. Minimal coordination and coordinated data collection has begun to be addressed by the Trust, but there is a long way to go before the District has a strong strategic vision for secondary violence prevention, and the data to back it up.

**Conclusion**

Before we continue on to tertiary prevention, it’s helpful to assess the overall state of secondary youth violence and crime prevention in the District. Given the goals of secondary YCVP, where does Washington stand? Do existing secondary prevention efforts meet the city’s needs?

First, let’s review the goals of secondary YVCP.

Secondary YVCP aims to prevent crime by targeting at-risk individuals and groups—those engaging in concerning behavior and those in the early stages of conflict with the law—and preempting their involvement in criminal activity. The work of secondary YVCP can include activities that directly involve at-risk individuals as well as ones that seek to alter incentives and social structures for those individuals at a broader level. This can include streamlined communication and collaboration between community police and other key stakeholders. Ultimately, the goals of secondary youth violence and crime prevention are to identify at-risk youths and youths already in early stages of conflict with the law and to prevent their (further) movement down that path.

With those goals in mind, where does their achievement stand?

There is a lot of great work being done at the government level and at its edges. Collaboration between the Metropolitan Police Department (MPD) and the Roving Leaders Program is a key example of some of that great work. When the two groups work together, they are infinitely stronger than when they work in parallel.

Still, coordination within civil society or government and between civil society and government is far lower than would be ideal. With several groups doing such strong work—but each on its own—they have little immediate incentive to coordinate in the interest of a broader strategy, particularly given the constant competition for funding. So while the Alliance for Concerned Men or the Latin American Youth Center might each successfully bring dozens (or even far more) youth back from the brink of full-on conflict with the law and involvement in the criminal justice system, they continually operate in parallel rather than in tandem. And, like in primary YVCP, this problem is only compounded by their constant competition for funding.

Government agencies, under the direction of the Mayor and facilitated by the Trust, have recognized this problem and are working hard to increase coordination. This is seen in District-wide initiatives such as “Boys and Men of Color” in which regular meetings are being conducted to define common challenges, set up strategic goals and benchmarks, and collect consistent data. The Trust is working hard to ease these challenges and grease the proverbial gears for cooperation and coordination among peer groups and between civil society actors and their government counterparts. But the work is far from done—and it is, at this point, unclear if the Trust alone has the capacity to do it. So many of the District’s youth remain in the liminal space between risky behavior and full-on criminal activity. And far too many of those youths end up in serious legal trouble and spend years—if not their entire lives—in the criminal justice system.

So, in short, though many are working toward secondary YVCP’s goals, those goals have yet to be achieved.

CHAPTER 3: TERTIARY PREVENTION

**What is tertiary prevention?**

**Tertiary prevention** is distinct from primary and secondary, focusing on preventing recidivism—or, in other words, preventing those who have already committed crimes from committing them again. Because this is so different a stage in the process, much of tertiary prevention is handled through the justice system—persecuting criminals, incarcerating them (or, in the case of many youths, entering them in the juvenile justice delinquency system), providing rehabilitative services to offenders, and monitoring them through parole services. For obvious reasons, then, the justice system is a key partner in tertiary prevention measures.

There is, however, a rehabilitative aspect of tertiary crime prevention that can take place external to the formal justice system as well, largely in the form of efforts to reintegrate offenders into normal, non-criminal communities following their formal punishment. This is particularly important for youths who commit crimes, as they have higher rehabilitation rates, on average, than their adult counterparts. With this in mind, it’s important that actors external to the justice system work closely with those internal to it to maximize potential efficacy.

The goals of both of these arms of tertiary prevention are several. Keeping children and youths from ending up back in the justice system is an end on its own. Providing these youths with access to programs that increase their capacity to be fully functioning members of society not in conflict with the law is key, as well, as that further enables these youths to reenter society as full and contributing citizens. And, in the best-case scenario, tertiary prevention is the most successful when its beneficiaries become allies for primary and secondary prevention moving forward.

So what is DC doing to reintegrate court-involved youth into society and prevent crime at the tertiary level?

**Stakeholder Analysis: What does tertiary prevention look like in DC?**

Because tertiary prevention takes place *after* crimes have occurred, the lion’s share of the activity is on the part of the government. Much of this falls under the Office of Juvenile Justice and Delinquency Prevention (OJJDP) at the federal level, through programs like the Comprehensive Anti-Gang Initiative. OJJDP and its anti-gang initiative take many different tacks in their approach to crime prevention. The past thirty years have seen a wide array of “community-based anti-gang programs that coordinate prevention, intervention, enforcement, and reentry strategies.”[[65]](#footnote-65)

OJJDP houses divisions focused on tertiary crime prevention as well—among them the Juvenile Justice System Improvement (JJSI) division, which “administers policies and programs that connect directly with the juvenile justice system,” working with “law enforcement, judges and courts, corrections, and other juvenile justice components to promote system improvement and best practices.”[[66]](#footnote-66) In charge of the National Gang Center, the Juvenile Information Sharing initiative, and the Reclaiming Futures program, among others, JJSI works both with the justice system itself and with the youths that have already been through that system.

In addition, the Juvenile Justice and Delinquency Prevention Act (JJDPA)’s remaining three requirements (see above) all deal with the tertiary level of crime prevention. The JJDPA’s second core requirement focuses on removing juveniles from adult jails and detention facilities, promoting the separation of juveniles from adult offenders. Third, the JJDPA ensures that accused and adjudicated delinquents, status offenders, and non-offending juveniles are not detained or confined in any institution where they may have contact with adult inmates. And fourth, the JJDPA focuses on reducing the disproportionate number of juvenile members of minority groups who come into contact with the juvenile justice system.

The Criminal Justice Coordinating Council (CJCC) also works on the tertiary prevention level. Its Juvenile Stat/P4S program attempts to identify trends and systemic issues youth offenders already under supervision face, while its Juvenile Detention Alternatives Initiative (JDAI) works to reduce unnecessary detentions for youths. And CJCC’s Juvenile Reentry Workgroup examines and addresses the unique “educational, reunification, and employment challenges juveniles face as they return to the community from out-of-home placement.”[[67]](#footnote-67)

Tertiary prevention also involves juvenile detention centers, jails, and alternatives to both, as well as the process of punishing youths for crimes already committed. In Washington, DC, this is broken down into five steps:

-Arrest and Processing;

-Pre-Adjudication;

-Adjudication and Disposition;

-DYRS Placement; and

-Reentry.[[68]](#footnote-68)

Each of these steps is an important component of tertiary youth violence and crime prevention.

In the arrest and processing phase, the Metropolitan Police Department (MPD) processes the youth—and may choose to dismiss or divert the youth to a program outside of the juvenile justice system. Otherwise, they pass the youth to Court Social Services (CSS), which evaluates whether the youth should be held at a Youth Services Center (YCS) or released to a guardian pending court action. Next, in the pre-adjudication phase, the DC Office of the Attorney General (OAG) sets up a hearing to decide if the case will go forward and where the youth will be placed in the interim—in “community placement” with an approved guardian, in a “detention alternative” such as a shelter, or in “secure detention” at YSC. Youths aged 15 to 17 charged with certain violent crimes can, at this point, be moved to the adult justice system.

If a youth is found guilty during adjudication, they move onto disposition—during which a hearing is held to determine whether the youth will be placed on probation or committed to DYRS custody. Factors including the youth’s emotional, social, educational, and delinquency history are all taken into account. Being committed to DYRS custody can be for a finite period or left open-ended (up through the youth’s twenty-first birthday). Once committed to DYRS, the youth then goes through the DYRS placement process. This includes a variety of considerations—court recommendations, disposition reports, psychological evaluations, mental health and substance abuse needs assessments, risk assessments, and youth family team meetings (YFTMs). Then, once all has been established, DYRS works with the youth on the reentry process, aiming to ensure that each youth receives services aimed at preparing them for successful community reentry. These services include individual and family counseling, educational programs, vocational and employment training, substance abuse monitoring and counseling, independent living-skills training, home assessments, tutoring, mentoring, recreational activities, job placements, and ongoing YFTMs. Once they have reentered the community, youths continue to be monitored by DYRS staff and service providers.

It’s worth looking just a bit more closely at the Youth Services Center (YSC), as well. The YSC is, for all intents and purposes, a juvenile detention center—though its purpose is to provide a secure location for youths prior to adjudication and disposition.[[69]](#footnote-69) Located in Ward 5, the YSC is a “secure residential facility for detained male and female youth.” The Center provides 24-hour supervision and comprehensive social services, including a number of academic programs provided by the DC Public School system. It further provides diagnostic assessments, placement services, and mental, behavioral, and physical health care.

There is, in addition, the New Beginnings Youth Development Center (NBYDC). This Center is a secure residential treatment facility for young male youths, who receive supervision, rehabilitation, and planning for their return to the community. The services provided focus on mental, behavioral, and physical healthcare, education, workforce development, vocational training, substance use treatment, relationship building, and community engagement.

At the local level, the Metropolitan Police Department (MPD) is a key actor in tertiary YVCP in the District, as is the Department of Youth Rehabilitation Services (DYRS), DC Parks and Recreation (DPR), DC Employment Services (DOES), and the DC Department of Health (DOH). There are, in addition, a number of NGOs working to rehabilitate troubled youths and minimize recidivism, including the Young Ladies of Tomorrow, the Alliance for Concerned Men, and the DC Boys and Men of Color Initiative (through the Trust), among others. See Table 3 below for more.

The most relevant stakeholders in mitigating the existing challenges to tertiary YVCP in Washington, DC are DYRS, DPR’s Roving Leaders, and the Trust.

Neil Stanley, outgoing Director of DC Government’s DYRS, has done tremendous work with court-involved youth using the Positive Youth Development method, which puts the emphasis on youth becoming successful adults. Treatment, intervention and prevention are all used together. After discussing the challenging family, social and economic environments in which DC youth live, Stanley stressed that consistent engagement, comprehensive support and skill building works, along with calculated data gathering and analysis. “How do we strengthen young people’s protective factors and increase resilience? DYRS is training a cadre of individuals from those (rougher) neighborhoods, and they are succeeding.”

Though the problems of crime and poverty are defined broadly, progress is defined through individual assessment. Every child/youth at DYRS goes through an individual needs assessment after which there are intensive group meetings with social workers, health workers, employment services, substance abuse counselors and other professionals. DYRS has a strong relationship with the police and meets with the MPD three times per week, looking at individuals case by case. Each youth at DYRS receives “consistent, intense supervision and holistic, positive support. They become part of a program that involves mentoring, life skills, tutoring, substance abuse counseling, arts and GED courses,” says Neil Stanley.

The DYRS “Achievement Center” at 450 H Street, NW in Washington, DC holds classes on culinary arts, nutrition, interviewing skills, music production, yoga and kickboxing to name a few. Youth who successfully complete the culinary arts class for example, taught in a professional kitchen, receive a food handlers certificate and are one step closer to gainful employment.

Neil Stanley has made strategic decisions that affect DYRS funding and the lives of DC youth he serves. He has made a big push to have incarcerated DC youth serve their time close by- in DC or surrounding cities. This keeps youth connected to their families and friends, an important support network if they are to move in a positive direction; and it saves his Department valuable money to be put towards programming. Second, Stanley’s emphasis on positive youth engagement has saved money out of the incarceration budget- money he has put into building a music production studio, professional kitchen, and other training facilities.

Whereas DYRS is using well thought out data collection and analysis, has a strong strategic plan, and is working to provide individual-based life coaching and skill development—a model of best practices—the DPR Roving Leaders Program is an edgy, street-based program that finds kids on the brink and brings them back from self-destruction. Both programs are effective, but the former more sustainable.

As Head of the Roving Leaders Program states, “everyone wants to be part of something good”. Staff work with individual youths’ “strengths”, build trust and then slowly work with them to address “weaknesses”.

Though each Roving Leaders collects daily data on who, what, where, when and why, information doesn’t roll up into a strategic agenda. The Program couldn’t really say how many youth they reach or how to define the problem. But could quote that there were 2300 homeless kids in DC and that is a big problem. Their work is immediate and labor intensive. They help a number of desperate youth at all hours of day and night. Their model appears to be to know the community, build relationships with youth, support them and guide them out of trouble, and refer individuals to necessary services. They are essentially parents to hundreds of youth. The Roving Leaders do tremendous work, but is it possible to take this model to scale and expand it? How could the program be professionalized and/or made more strategic to increase impact?

The Trust’s most valuable contribution in tertiary YVCP is in its funding and coordination capacity. Given its mission to provide a coordinated effort to improve outcomes for District youths and its access to funding and grant making, the Trust is a key partner.

See Table 3 for more on the stakeholders in tertiary YVCP in Washington, DC.

TABLE 3: STATE AND NON-STATE ACTORS IN TERTIARY YOUTH VIOLENCE AND CRIME PREVENTION

|  |  |
| --- | --- |
| **Tertiary Prevention: State and Non-State Actors** | |
| DC Department of Youth Rehabilitation Services (DYRS) | The DC Department of Youth Rehabilitation Services (DYRS) is in charge of the supervision, custody, and care of young individuals charged as delinquents in the District when awaiting adjudication or committed to DYRS by Family Court.  DYRS provides “comprehensive support services to committed youth, both in its secure facilities and within the community, and is designed to help young people get on the right track and successfully transition into adulthood.”[[70]](#footnote-70) In working toward these goals, DYRS offers a variety of services.   * Case management; * Community-based placements; * Community-based services; * DC Youthlink services; * Education; * Electronic monitoring; * Family empowerment; * Health and wellness; * Secure facilities; and, * Workforce development.   *Potential for Engagement:* DYRS and the MPD are the primary actors at the tertiary YVCP level in Washington, D.C.—as such, it is pivotal to engage them in tertiary prevention work done in the District. |
| DC Department of Parks and Recreation, Roving Leaders Program | The DPR Roving Leaders Program mission is to prevent, neutralize, and control hostile behavior in youth and youth groups through the development of positive relationships between teens/youth and outreach workers. Roving Leaders utilize recreation and leisure time activities as the intervening vehicles for redirecting antisocial and aggressive behaviors.  *Potential for Engagement:* The Roving Leaders Program is in touch with youth and their challenges. They understand “the street”. The flip side of that is that they are not office professionals. There is an opportunity to work with the Roving Leaders, improve their strategic thinking and data collection. The challenge would be not to change their style and access in the process. |
| DC Metropolitan Police Department (MPD) | MPD has a series of programs aimed at minimizing recidivism and providing positive engagement for troubled and at-risk youths. They include, among others:   * The Summer Crime Prevention Initiative (SCPI) is designed to eliminate violent crime, remove illegal weapons from DC neighborhoods, and hold repeat offenders accountable. With these goals in mind, SCPI includes the Junior Police Academy, Camping Under the Starts, STARS Teen Camp and Summer Employment, MPD Mentoring Programs, Late Night Safe Haven, Beat the Streets, Summer Curfew Centers, and various other arts programs and employment initiatives. * The Youth Advisory Council (YAC), which engages DC public school students in activities that focus on exposing them to potential mentors, career paths, and tools to become successful adults. The YAC includes a variety of activities, including social and educational events, educational seminars, guest speakers, and career planning.   *Potential for Engagement:* As noted above, DYRS and the MPD are the primary actors in tertiary TVCP in Washington, D.C. As trusted and honest brokers in the prevention landscape, MPD is a key player to engage while working in tertiary prevention in the District. |
| DC Children and Youth Investment Trust Corps (“The Trust”) | (See above.). |
| Young Ladies of Tomorrow | The Young Ladies of Tomorrow (YLOT) ultimately aims to “close the revolving door to the juvenile justice system” by working with pre-adolescent and teenage girls already involved in the juvenile justice system “[in] hopes of redirecting their course toward meaningful and productive futures.”[[71]](#footnote-71) With this goal in mind, YLOT provides job training, mentorship, therapeutic recreation, counseling, and other services for its participants. In the long run, YLOT seeks to “reduce recidivism, detention rates, and the number of program participants receiving referrals for service in the juvenile detention system.”[[72]](#footnote-72)  *Potential for Engagement:* YLOT does great work in the District, but its scope is limited—in part by its narrower mission, and in part by funding. Lessons learned through YLOT could well be applied to developing tertiary YVCP efforts in Washington, D.C—but they are likely less relevant as a major partner. |
| DC Boys and Men of Color Initiative | The DC Boys and Men of Color Initiative (BAMOC) is a “collaborative effort by local funders, nonprofits and community partners to address persistent opportunity gaps faced by young men of color in Washington, DC.”[[73]](#footnote-73)  BAMOC falls under the Trust’s purview as part of its effort to “develop a strategy to support improved outcomes for boys and young men of color in Washington, DC.”[[74]](#footnote-74) (See above for more.) |

**Problem Analysis**

The biggest challenge to tertiary YVCP is **data tracking**. While youths previously in trouble with the law typically have police records, tracking them between offenses, or keeping in touch with them to enforce positive behavior, can be difficult—particularly if they are not on parole.

Part of this tracking problem has to do with building deep and lasting **relationships** with District youths—whether before or after their initial encounters with law enforcement. Better outreach at the secondary level can help, and most of those interviewed spoke to the difficulty of developing relationships based on trust and mentorship with youths who have already found themselves on the wrong side of the law.

The other part of this tracking problem is more procedural: it’s simply difficult to be apprised of developments in the District’s many neighborhoods, and establishing a reputation as a neutral and positive neighborhood force takes immense time and effort. Without information and community support, tertiary prevention efforts fall flat.

Unlike primary and secondary prevention whose target is thousands of youth District-wide, tertiary violence prevention activities with a finite number of court-involved youth are more successful at coordination. In separate conversations with key individuals from DYRS and DPR, leaders had daily phone calls with teams from MPD, DPR, DOES, DOH and DYRS (at minimum), to discuss a specific youth in some cases, and/or “hot spots” on other calls—in anticipation of violence around certain events/occasions. Again, the challenge is to keep in touch with youth once they are out of the tight constraints of the judicial or formal rehabilitation system.

**Conclusion**

Before moving on to recommendations, it is worth assessing the overall state of tertiary youth violence and crime prevention in the District. Where does Washington stand? Do existing tertiary prevention efforts meet the city’s needs?

First, let’s review the goals of tertiary YVCP.

Tertiary prevention focuses on preventing recidivism—preventing those who have already committed crimes from committing them again. Within this broad goal, there are numerous sub-goals. Keeping children and youths from ending up back in the justice system is a goal of its own. Providing these youths with access to programs that increase their capacity to be fully functioning members of society not in conflict with the law is key, as well, as that further enables these youths to reenter society as full and contributing citizens. And, in the best-case scenario, tertiary prevention is the most successful when its beneficiaries become allies for primary and secondary prevention moving forward. Because this is so different a stage in the process, much of tertiary prevention is handled through the justice system—persecuting criminals, incarcerating them (or, in the case of many youths, entering them in the juvenile justice delinquency system), providing rehabilitative services to offenders, and monitoring them through parole services. For obvious reasons, then, the justice system is a key partner in tertiary prevention measures.

There is, however, a rehabilitative aspect of tertiary crime prevention that takes place external to the formal justice system as well, largely in the form of efforts to reintegrate offenders into normal, non-criminal communities following their formal punishment. This is particularly important for youths who commit crimes, as they have higher rehabilitation rates, on average, than their adult counterparts.

So where does the achievement of those goals stand?

Unlike primary and secondary youth violence and crime prevention, tertiary YVCP benefits from a single primary actor: the juvenile justice system. Though multiple groups contribute to that system’s smooth function—including the Office of the Attorney General, the Metropolitan Police Department, and the Department of Youth Rehabilitation Services—tertiary YVCP nonetheless is made stronger by the centralized and clearly laid-out structure and process around its activities.

So, in short, tertiary YVCP is handled relatively well in DC. The structure is in place, the backup mechanisms and support systems at a civil society level are up and running, and though recidivism has not been eliminated and there is room for improvement, DC appears to be on the right track.

CHAPTER 4: GAP ANALYSIS

A handful of themes arose time and again across our research and conversations:

* First of all, YVCP in the District is overwhelmingly under resourced.
* Second, there is, in many cases, a need for a greater evidence-based assessment of what individual neighborhoods, schools, and youths require- so that those needs can be met.
* Third, there is a significant lack in coordination among YVCP organizations in the District.
* Fourth, what data systems do exist are, at this point, lackluster.

These are real challenges—gaps in the existing YVCP landscape. The existence of those gaps, though, doesn’t imply that none in the District are working to alleviate these troubles.

Just as often as those themes arose, we similarly heard about the work being done by the Trust in collaboration with the DC government. The Trust is, in many ways, the District’s effort to address these same challenges. With its broad mandate, its unique place between government and the non-profit sectors, its significant funding and grant making grant making capacity, and its dedication to collecting data on the crime prevention landscape in the city, the Trust is in the early stages of working toward this gap. But it’s just that—in the early stages. The work to be done is still immense.

With all that in mind, what follows is more detail on the particular gaps facing primary and secondary prevention, as well as a series of recommendations for each.

For **primary prevention**, the **gap** is twofold: first, there is a general undersupply of primary YVCP initiatives in the District—but why is that?

* Primary prevention is the most difficult to assess. Any impact is difficult to prove given the very long-term and indirect nature of most programs at this level, which further complicates the process of justifying value and garnering funding;
* The existing programs are ill coordinated—run by individuals focused on their own efforts; diverse programs may not see a natural connection between broad prevention tactics (peer mentoring and summer feeding programs and healthier well-lighted playgrounds, for example).

Second, the general lack of coordination itself is a significant gap:

* The lack of a broad strategy that collectively guides the primary prevention work being done in the District hampers progress;
* Beyond that, there’s very little consensus over what a broad strategy could—or should—look like. In community meetings of stakeholders from a variety of agencies and organizations, we saw many groups, each with a distinct vision and plan of action. Not everyone agrees on the benefit of a District-wide strategy to begin with.

Despite the work done by the Trust, the biggest **gap** in **secondary YVCP** in Washington, D.C. remains the absence of a unified strategic vision and the follow-up communication, coordination and data sharing. Without coordination among groups, secondary YVCP efforts in the District will remain well below maximum efficiency. And until groups robustly collect and share the data derived from their work, they will continue to run along the same over-trodden paths.

**Tertiary YVCP** has different gaps. Unlike primary and secondary, tertiary prevention has a relatively strong structure in place. Once youth are within DYRS’s (court-ordered) orbit, they are assessed, counseled and directed. They have individual developmental benchmarks and a community watching over them. Gaps include improved tracking of youth moving in and out of the system, and more broadly, capacity building. 500-1000 youth may be under DYRS’s supervision at any given time, but there are thousands of others who live on the edge, straddling secondary (at-risk) and tertiary (court-involved) status. Capacity building within DYRS, MPD, Roving Leaders and other programs is needed to capture and engage this population.

CHAPTER 5: RECOMMENDATIONS

A roadmap to move forward might look something like this:

Fundamentally, relationships are the most important thing- probably everywhere, but especially in the culture of the District of Columbia. The hardest thing will be to translate why an outside person or group is interested in being involved and justifying what we bring to the table. Yes, ideaborn is based in Washington, DC, but they are not known to the majority of state and non-state actors working on crime prevention in the District. Explaining that ideaborn’s “value added” is to help unite the three levels of prevention into one vision and goal, and to support groups already respected in the community (not to replace them), will be crucial.

Joining the effort with money in hand is a big plus, but rationale matters too.

Ms. Muriel Bowser was sworn in as the 7th mayor of Washington, DC in early January of 2015. Getting to know her new administration is the first order of business. Much of the research for this paper was built around officials and connections in the previous administration (along with NGOs who won’t change). We will have to see how Mayor Bowser advances youth violence prevention in the District. Luckily, Cathy Lanier remains as MPD’s Chief of Police and Kaya Henderson remains as Chancellor of DC Public Schools, two key positions. But it will be important to build relationships with new directors and staff of DPR, DYRS, DOES, DOH and others.

Simultaneously and very crucial will be to build a good relationship with Ed Davies and staff at the DC Children and Youth Investment Trust Corporation (CYITC or the “Trust”). Over the past few years the Trust has become integral to the work of the Executive Branch, implementing major mayoral initiatives- hiring contractors, providing research, building databases and generally adding flexibility and professional capacity. I hope and expect that Mayor Bowser will maintain this useful partnership. Already she has declared her new “Empowering Men of Color Initiative” in the DC Public Schools as an effort to “identify and assess current challenges and successes of PK-12 African-American and Latino males… to implement effective strategies to enhance the student experience, increase achievement, and prepare our males of color for college, careers, and life beyond DCPS.”[[75]](#footnote-75) Is this Mayor Bowser’s refocusing of Mayor Gray’s “Boys and Men of Color Initiative” or will the two programs exist simultaneously? It would be beneficial to the city to merge and/or strategically align the two initiatives, and ideally enlist the Trust to oversee both.

Any recommendations aimed at affecting primary, secondary, or tertiary violence prevention in the District should be proposed to and/or worked on in tandem, or at least with the knowledge and blessing of the Trust.

**Primary prevention:** I recommend developing a *comprehensive* *primary violence prevention strategic plan* with and for the District, to be implemented in the schools and managed by a central entity such as the Trust, with direction from the Mayor. There was pushback against this concept by competent people, and there are certainly bureaucratic hurdles. The way beyond this is to have unified strategic goals/objectives and then provide options or packages that reflect principals’ feedback. For example, Package 1 could be the most intensive option with a number of conflict resolution workshops, peer mediation and high inputs available to schools. Package 4 could be relatively hands-off with a few environmental improvements. Packages 2 and 3, somewhere in between. The packages could be offered to schools and the principals could opt in or out.

DC State School Board Member Laura Wilson had some disagreement with a District-wide anti-violence proposal, but I think her advice was solid on gaining input from principals. She suggested before doing anything, we should go talk to every principal and hear what their wants and needs are. How much violence do they have? What programs do they think would be beneficial? From this baseline survey, the Trust (or whomever) could develop the series of “packages”, and again, principals could opt in or opt out.

Funding would have to be part of the packages, or the idea would become another “unfunded mandate” and fodder for political discussion. Packages 1-4 would also have to include data collection guidance, strategic goals, benchmarks and a way to share, assess and advance critical thinking on the issues.

The original strategic plan developed may have traditional public and public charter schools at the center, but other agencies working on primary prevention should participate, measuring progress on other early interventions.

A handful of principals, agency directors and NGOs could serve as initial “pilot study” participants to work out the kinks in the program in preparation to offer primary prevention packages citywide the second or third year.

THEREFORE, after initially establishing a relationship with the Bowser Administration (including DCPS Chancellor) and the Trust, steps include:

* Perform a series of interviews with principals and create a baseline needs/wants assessment that reflects the diversity of principals and neighborhoods
* Include feedback from agency directors and NGOs
* Develop a District-wide violence prevention strategic plan with goals for primary prevention, data collection directives and benchmarks.
* Develop 4-5 different packages with a range of tools, resources, and programs useful to reach strategic goals, reflecting different neighborhood’s challenges. Principals may chose from light to heavy impact.
* Test run the program with a pilot group of motivated principals, directors and NGOs.
* Measure, assess, and adjust.
* Respect the feedback that stated: “to affect change, work school by school and neighborhood by neighborhood”. This is a strategy that allows that flexibility, but tries to drive a centralized goal and collect/share data.

**Secondary Prevention:** I recommend supporting and building capacity of the Trust.

Neil Stanley, outgoing head of DYRS stated, “We need to change the conversation City-wide”. Paraphrasing, he said “We need to: resource the under-resourced, put structures in place, build capacity, build lasting and sustainable progress, collect and measure data, and continually assess and adjust.” The Trust is working to do this, but they have a long way to go. In the last 2-3 years they have begun collecting and organizing data from 30 government agencies including crime statistics from the MPD. They are developing a “One Card” system intended for each youth in the District to have a unique identifying number- so that services (health, counseling, education, employment, housing) can follow the youth instead of starting all over again each time a youth interacts with the government/non-government system.

The Trust and the Mayor’s office has engaged Bloomberg Associates (BA), who bring senior staff and expertise from former New York City Mayor Michael Bloomberg. BA offers its expertise in data collection and assessment to the District, helping implement a robust, evidenced-based system.

The Trust already convenes ward-specific workshops to improve strategic thinking and coordination between the many government and non-government actors in secondary prevention, they discuss goals and challenges.

The Trust is on the right path, but has a mountain to climb.

I think ideaborn could offer best practices in violence prevention from Colombia, Guatemala, Spain and other countries/experiences to the Trust. They could provide training or professional development to stakeholders working on violence prevention at all levels. In Washington, DC, government and non-government organizations alike could benefit from capacity building, often greater professionalism and always increased funding.

**Tertiary Prevention:** Similar to secondary prevention, recommendations for tertiary prevention involve building capacity for current participants in the violence prevention network. MPD and DYRS already have strong structures in place. They could use increased funding, professional development and training with a specific emphasis on violence prevention, but are overall effectively organized. The DPR Roving Leaders, who are so in tune with youth on the street, could benefit greatly from staff training, professionalism and more strategic data collection and analysis input. They would benefit from learning best practices regarding how to move from day-to-day crisis management to affecting change over the long term.

**Funding:**

Money and the lack thereof, was a topic in every single conversation I had. District government has some funding, and the Trust can both help to distribute DC government money as well as raise outside money. But overall big funders are few and far between. Even President Obama’s “My Brother’s Keeper” Initiative doesn’t have funding attached. It allows federal agencies to redirect money and shift budget lines, but there is not a lot of new money there.

Where is one to turn to find help? Resources include:

US Federal Government:

* US Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP)
* US Department of Health and Human Services, Center for Disease Control (CDC)
* US Department of Education
* US Department of Housing and Urban Development

Local Universities in Washington, DC that have partnered before and helped gain funding for social justice or related projects:

* George Washington University, Center for Excellence in Public Leadership
* George Washington University, Milken Institute of Public Health
* Georgetown Law School Center on Poverty and Inequality

Other funders that have given grants directly or indirectly related to YVCP in the District:

* Annie E. Casey Foundation (tends to give seed money to get projects going)
* The College Board
* The National Crittenton Foundation
* Human Rights Project for Girls
* The National Skills Coalition
* The Atlantic Philanthropies
* The Open Society Foundations’ Special Fund for Poverty Alleviation
* The Open Society Foundations’ Campaign for Black Male Achievement
* W.K. Kellogg Foundation (immigrants)
* Rawick Foundation (young, low-income males)
* National League of Cities
* Association of Black Foundation Executives
* Morris & Gwendolyn Cafritz Foundation
* The Community Foundation for the National Capital Region
* Washington Regional Association of Grantmakers

Corporate Sponsors: It is possible to gain funding from local businesses through their corporate social responsibility divisions.

In conclusion, in order to establish a presence in DC and have an impact on child and youth violence prevention at all levels, one must steadily advance through building relationships, developing a strategic plan, bring ideaborn experience to the table and entice strategic partners to get involved and donate funds. It is possible with hard work and persistence, to change the status of youth violence in the District of Columbia.

1. “Achievement Gap.” DC Action for Children. Accessed January 2015. <http://www.dcactionforchildren.org/sites/default/files/AchievementGap.pdf>. [↑](#footnote-ref-1)
2. Margery Austin Turner and Karina Fortuny. “Residential Segregation and Low-Income Working Families.” *Low Income Working Families*, Paper 10. February 2009. Accessed January 2015. <http://www.urban.org/UploadedPDF/411845_residential_segregation_liwf.pdf>. [↑](#footnote-ref-2)
3. “Biannual Reports on Juvenile Arrests.” DC Metropolitan Police Department. Accessed January 2015. <http://mpdc.dc.gov/page/biannual-reports-juvenile-arrests>. [↑](#footnote-ref-3)
4. Meeting with Neil Stanley. November 2014. [↑](#footnote-ref-4)
5. Henry, Jacquelyn and Richard Flintrop. Responding to Gang, Crew and Youth Violence in the District of Columbia: A Blueprint for Action. Healthy Families / Thriving Communities Collaborative Council (March 2009). [↑](#footnote-ref-5)
6. Idem, page v. [↑](#footnote-ref-6)
7. Ibid. [↑](#footnote-ref-7)
8. Idem, page vi-vii. [↑](#footnote-ref-8)
9. Butts, Jeffrey A. “Juvenile Crime in Washington, D.C.” The Urban Institute (December, 2003). [↑](#footnote-ref-9)
10. Ibid. [↑](#footnote-ref-10)
11. Chan, Sewell. “Shooting Highlights Crime Debate--Mayor Pushes Tougher Rules on Trying Teens as Adults.” The Washington Post. November 9, 2003. [↑](#footnote-ref-11)
12. Klein, Allison. “D.C. teen crimes shift away from stealing cars but toward more violent offenses.” The Washington Post. May 29, 2011. [↑](#footnote-ref-12)
13. Metropolitan Police Department Annual Report 2011. Metropolitan Police Department (2011). Note that these themes will be expanded upon in the following chapters. [↑](#footnote-ref-13)
14. These programs are numerous and include, among others: Summer with the Metropolitan Police Department; Metropolitan Police Boys and Girls Clubs; Youth Advisory Council (YAC); and Fun and Safe for Kids; Junior Police Academy; STARS Summer Mentoring Program; Shop with a Cop; Safe Summer Initiatives; Crime Prevention Month; and Beat the Streets. (See: “Youth Outreach,” Metropolitan Police Department—http://mpdc.dc.gov/page/youth-outreach.) [↑](#footnote-ref-14)
15. See Note 13. [↑](#footnote-ref-15)
16. Note that these categories are helpful in thinking about how to best target youths of different ages and in different circumstances, but in Washington, DC, many practitioners do not focus on these discrete categories—at least not explicitly. [↑](#footnote-ref-16)
17. Conversation with Lori Kaplan, Latin America Youth Center. January 2015. [↑](#footnote-ref-17)
18. DC Public Schools. “DCPS District-Wide Bullying Prevention Strategy.” November 2013. <http://dcps.dc.gov/DCPS/Files/downloads/In-the-Classroom/DCPS%20Bullying%20Prevention%20Policy.pdf>. [↑](#footnote-ref-18)
19. “About.” U.S. Attorney’s Office: District of Columbia. Accessed January 2015. <http://www.justice.gov/usao/dc/programs/cp/community_engagements.html>. [↑](#footnote-ref-19)
20. Note that the “Reentry Outreach” segment of the Office’s operations does not specifically target youths and youth recidivism, but rather works to support the reentry of former offenders of all ages. [↑](#footnote-ref-20)
21. “About.” U.S. Attorney’s Office: District of Columbia. [↑](#footnote-ref-21)
22. Note that these meetings took on many forms: one-on-one interviews; individual and conference phone calls; town-hall meetings; drop-in conversations; etc. Though it is hard to provide a single number to represent all of these conversations, they total in the dozens. [↑](#footnote-ref-22)
23. “Youth Advisory Council.” District of Colombia Metropolitan Police Department. Accessed January 2015. <http://mpdc.dc.gov/page/youth-advisory-council-yac>. [↑](#footnote-ref-23)
24. “Youth Advisory Council.” MPD. [↑](#footnote-ref-24)
25. “Who We Are.” Boys & Girls Clubs of Greater Washington. Accessed January 2015. <http://www.bgcgw.org/our-impact/>. [↑](#footnote-ref-25)
26. “Our Programs.” Boys & Girls Clubs of Greater Washington. Accessed January 2015. <http://www.bgcgw.org/dc/our-programs/>. [↑](#footnote-ref-26)
27. “About Us.” Latin American Youth Center. Accessed January 2015. <http://www.layc-dc.org/index.php/about-us-intro.html>. [↑](#footnote-ref-27)
28. “About Us: What We Do.” Latin American Youth Center. Accessed January 2015. <http://www.layc-dc.org/index.php/about-us-intro.html>. [↑](#footnote-ref-28)
29. “The DC Youth Poetry Slam Team.” Split this Rock. Accessed January 2015. <http://www.splitthisrock.org/programs/dcyouthslam/the-dc-youth-poetry-slam-team/>. [↑](#footnote-ref-29)
30. “Who We Are.” Sitar Arts Center. Accessed January 2015. <http://www.sitarartscenter.org/who-we-are>. [↑](#footnote-ref-30)
31. “What We Do.” Sitar Arts Center. Accessed January 2015. <http://www.sitarartscenter.org/what-we-do>. [↑](#footnote-ref-31)
32. “Home.” Team Up DC. Accessed January 2015. <http://www.teamupdc.org/>. [↑](#footnote-ref-32)
33. Ibid. [↑](#footnote-ref-33)
34. For more on these programs, see “Initiative.” Team Up DC. Accessed January 2015. <http://www.teamupdc.org/about/initiatives>. [↑](#footnote-ref-34)
35. The individuals associated with the District of Columbia’s SAG are: Bridgette Royster (Juvenile Justice Specialist), Carmen Daugherty (State Advisory Group Chair), and Tony White (Compliance Monitor and DMC Coordinator). [↑](#footnote-ref-35)
36. “About CCJ.” Coalition for Juvenile Justice, 2014. http://www.juvjustice.org/about-us. [↑](#footnote-ref-36)
37. Ibid. [↑](#footnote-ref-37)
38. “CCJ’s Membership.” Coalition for Juvenile Justice, 2014. http://www.juvjustice.org/about-us/members. [↑](#footnote-ref-38)
39. Office of Juvenile Justice and Delinquency Prevention (OJJDP). “Organization.” U.S. Department of Justice (2014). [↑](#footnote-ref-39)
40. Note that many of these operate nationally, as well, but they remain an important part of the secondary YVCP landscape in Washington, D.C. [↑](#footnote-ref-40)
41. “YOUTH VOICES: Charmia Carolina.” Sasha Bruce Youthwork. Accessed March 2015. <https://www.youtube.com/watch?t=87&v=GcyP2jtkCes>. [↑](#footnote-ref-41)
42. “History.” The D.C. Children and Youth Investment Trust Corporation. Accessed January 2015. <http://www.cityc.org>. [↑](#footnote-ref-42)
43. “Grants.” The D.C. Children and Youth Investment Trust Corporation. Accessed January 2015. <http://www.cyitc.org/grants/>. [↑](#footnote-ref-43)
44. “Youth Sports.” DC Department of Parks and Recreation. Accessed January 2015. <http://dpr.dc.gov/service/youth-sports>. [↑](#footnote-ref-44)
45. “Teen Programs.” DC Department of Parks and Recreation. Accessed January 2015. <http://dpr.dc.gov/service/teen-programs>. [↑](#footnote-ref-45)
46. “Youth Camps.” DC Department of Parks and Recreation. Accessed January 2015. <http://dpr.dc.gov/service/youth-camps>. [↑](#footnote-ref-46)
47. “Youth Services.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/youth-services>. [↑](#footnote-ref-47)
48. “2014 Summer Youth Employment Program.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/summer-youth-employment-program>. [↑](#footnote-ref-48)
49. “In-School Program.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/school-program>. [↑](#footnote-ref-49)
50. “Marion Barry Youth Leadership Institute.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/marion-barry-youth-leadership-institute>. [↑](#footnote-ref-50)
51. “One City High School Internship Program.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/one-city-high-school-internship-program>. [↑](#footnote-ref-51)
52. “Out-of-School Program.” DC Department of Employment Services. Accessed January 2015. <http://does.dc.gov/service/out-school-program>. [↑](#footnote-ref-52)
53. Ibid. [↑](#footnote-ref-53)
54. “About.” Sasha Bruce Youthwork. Accessed January 2015. <http://sashabruce.org/about/>. [↑](#footnote-ref-54)
55. “About Us.” The Alliance of Concerned Men. Accessed January 2015. <http://allianceofconcernedmen.com/1/about-us/>. [↑](#footnote-ref-55)
56. “ACM Programs.” The Alliance of Concerned Men. Accessed January 2015. <http://allianceofconcernedmen.com/1/programs/>. [↑](#footnote-ref-56)
57. “About Us.” Latin American Youth Center. Accessed January 2015. <http://www.layc-dc.org/index.php/about-us-intro.html>. [↑](#footnote-ref-57)
58. “About Us: What We Do.” Latin American Youth Center. Accessed January 2015. <http://www.layc-dc.org/index.php/about-us-intro.html>. [↑](#footnote-ref-58)
59. “Who We Are.” Boys & Girls Clubs of Greater Washington. Accessed January 2015. <http://www.bgcgw.org/our-impact/>. [↑](#footnote-ref-59)
60. “Our Programs.” Boys & Girls Clubs of Greater Washington. Accessed January 2015. <http://www.bgcgw.org/dc/our-programs/>. [↑](#footnote-ref-60)
61. “Our Mission.” Catholic Charities: Archdiocese of Washington. Accessed January 2015. [http://www.catholiccharitiesdc.org/ourmission](http://www.catholiccharitiesdc.org/ourmission/). [↑](#footnote-ref-61)
62. “Services for Children and Teens.” Catholic Charities: Archdiocese of Washington. Accessed January 2015. <http://www.catholiccharitiesdc.org/Children-and-Teens>. [↑](#footnote-ref-62)
63. For more, see: <http://www.anacostiadc.org/what-we-do.html>. [↑](#footnote-ref-63)
64. “Our Work.” D.C. Children and Youth Investment Trust Corporation. Accessed January 2015. <http://www.cyitc.org>. [↑](#footnote-ref-64)
65. Office of Juvenile Justice and Delinquency Prevention (OJJDP). “Comprehensive Anti-Gang Initiative.” U.S. Department of Justice (2014). [↑](#footnote-ref-65)
66. Office of Juvenile Justice and Delinquency Prevention (OJJDP). “Organization.” U.S. Department of Justice (2014). [↑](#footnote-ref-66)
67. “CJCC Juvenile Justice.” DC.gov Criminal Justice Coordinating Council. Http://www.cjcc.dc.gov/page/cjcc-juvenile-justice [↑](#footnote-ref-67)
68. An in-depth rundown of the five phases can be found here: “DC’s Juvenile Justice System.” DC Department of Youth Rehabilitation Services. Accessed January 2015. <http://dyrs.dc.gov/page/dcs-juvenile-justice-system>. [↑](#footnote-ref-68)
69. For more on the Youth Services Center, see: “Youth Services Center.” DC Department of Youth Rehabilitation Services. Accessed January 2015. <http://dyrs.dc.gov/service/youth-services-center>. [↑](#footnote-ref-69)
70. “About DYRS.” DC Department of Youth Rehabilitation Services. Accessed January 2015. <http://dyrs.dc.gov/page/about-dyrs>. [↑](#footnote-ref-70)
71. “About Us.” Young Ladies of Tomorrow. Accessed January 2015. <http://www.youngladiesoftomorrow.org/about-us-2/> [↑](#footnote-ref-71)
72. Ibid. [↑](#footnote-ref-72)
73. “About.” DC Boys and Men of Color Initiative. Accessed January 2015. <http://www.bamocdc.org/about/>. [↑](#footnote-ref-73)
74. Ibid. [↑](#footnote-ref-74)
75. “About.” DC Education Fund: Empowering Males of Color. Accessed January 2015. <http://www.emcdc.org/>. [↑](#footnote-ref-75)